

Council Agenda



Date: 17 October 2023

Time: 6:00 pm

Venue: Echuca Civic Centre



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For a meeting of the Campaspe Shire Council held on Tuesday 17 October 2023, commencing at 6:00 pm at the Council Chambers, Echuca Civic Centre.

Acknowledgement of Country

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

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

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

Opening Prayer

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

Amen

Meeting Procedures

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

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

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

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

1 Apologies and Requests for Leave of Absence

1.1 Apologies

1.2 Leave of Absence

2 Confirmation of Minutes and Attachments

RECOMMENDATION

That the Minutes of the Campaspe Shire Council Meeting held on 19 September 2023 and the Unscheduled Council Meeting 26 September 2023 be confirmed.

3 Disclosure of Conflicts of Interest

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

4 Changes to the Order of Business

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

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

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

5 Public Question Time

Question time will be available at a Council Meeting, except for an Unscheduled Meeting, to enable members of the public to address questions to Council.

All questions must: -

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

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

6 Petitions / Joint Letters

7 Acknowledgements / Councillor Reports

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

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

The duration of any acknowledgement or report from a Councillor will be limited to two (2) minutes. The CEO must be notified of any acknowledgment or report to be raised by a Councillor at a Council Meeting at least three (3) hours before the commencement of the Council Meeting.

8 Council Decisions

8.1 Responsible Authority Decisions

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

8.1.1 Planning Decision Monthly Update

Directorate: Sustainability

Responsible Officer: Manager Planning and Building

Manager: Manager Planning and Building

Attachments: 1. Monthly Councillor Reporting September 2023 (1) [8.1.1.1

- 4 pages]

1. PURPOSE

The purpose of this report is to provide information on the determined planning applications including other planning decisions as of 30 September 2023.

2. RECOMMENDATION

That Council note the determined planning permit applications and other planning decisions, to 30 September 2023.

3. DISCUSSION

The snapshot provided below outlines the number of applications determined and processing times of determined planning permit applications for the month of September 2023.

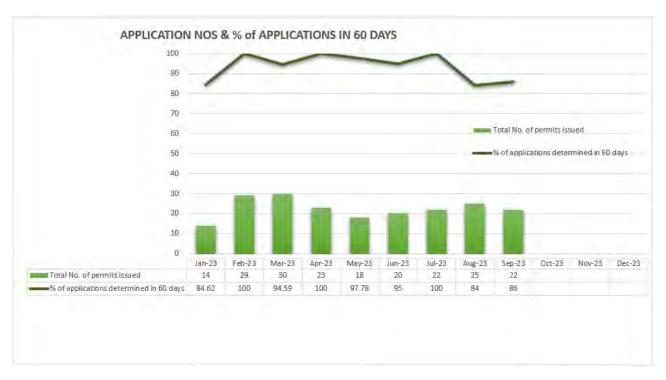
The figures provided indicated that at the end of the reporting period:

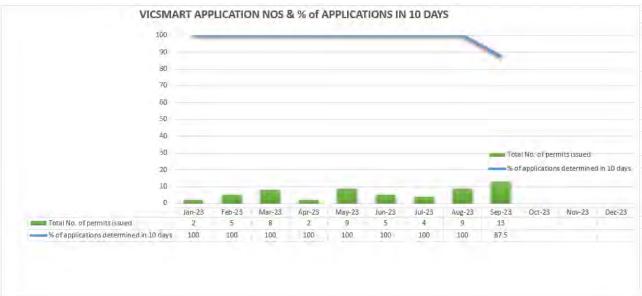
- 28 planning permit applications received.
- In total of 62 applications were processed.
- 22 applications determined.
- 13 VicSmart determined.
- 7 Secondary consents determined.
- 4 Extensions of time determined.
- 16 Condition plans determined.

The median processing of an application to determination is 34 days.

These results are extremely good, with 62 applications being processed over the month of September. Campaspe's percentage of applications determined in 60 days (86 percent) is significantly higher than the State average (61.91 percent).

Much the same with VicSmart applications, State average 76.77 percent, Campaspe 87.5 percent.





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

Planning Applications are prioritised based on their complexity, being:

- P1 Applications 10 Days (Vicsmart, no referrals, exempt from notice)
- P2 Applications 11 45 Days (Referred, advertised, no objections)
- P3 Applications 46 60 Days (Referred, advertised, received objections, consultation)

Planning register

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

Delegate Decisions 01-Sep-2023 to 30-Sep-2023 Monthly Determined

Application ID	Full Details	Property Address	Stage/Decision
2005-297.A	Amendment - Use and Development of land Greyhound establishment	1002 Graham Road KYVALLEY VIC 3621	Lapsed
PLN030/2023	See PLN114/2023	1377 Mcewen Road KYABRAM VIC 3620	Withdrawn
PLN046/2023	Business Identification Signage (internally illuminated pylon sign) in the Industrial 1 Zone and Design and Development Overlay Schedule 9	27-29 Mccormick Road KYABRAM VIC 3620	Refused
PLN049/2023	Development of the land for three dwellings in the General Residential Zone	20 Darling Street ECHUCA VIC 3564	PlnRecvd
PLN061/2023	Buildings and Works (external alterations, external painting, and fence) and demolition in the Heritage Overlay Schedule HO11	11 Connelly Street ECHUCA VIC 3564	PrmIssued
PLN086/2023	Buildings and works (dwelling extension and front fence) in the Heritage Overlay Schedule HO3	Unit 1/76 Francis Street ECHUCA VIC 3564	PrmIssued
PLN096/2023	Buildings and Works (Agricultural Shed) in the Farming Zone Schedule 1 and Restructure Overlay - Schedule RO4	Tennis Court Road COROP VIC 3559	Prmlssued
PLN100/2022.A	Boundary Realignment (dwelling excision) in the Farming Zone Schedule 1, in the Land Subject to Inundation Overlay, and Floodway Overlay	163 Matheson Road KYABRAM VIC 3620	PmtAmend
PLN113/2023	Boundary realignment in the Commercial 2 Zone and Design & Development Overlay – Schedule 3	368-372 Ogilvie Avenue ECHUCA VIC 3564	PrmIssued
PLN114/2023	Staged 216 Lot Subdivision in the General Residential Zone and Development Plan Overlay Schedule 3 and alteration of access to Transport Zone 2 pursuant to Clause 52.29 and native vegetation removal pursuant to Clause 52.17	1377 Mcewen Road KYABRAM VIC 3620	PrmIssued
PLN122/2023	Internally illuminated Business Identification Signage in the Commercial 1 Zone pursuant to Clause 52.02	Level 3 456-464 High Street ECHUCA VIC 3564	Refused
PLN133/2023	Partial demolition and Buildings and works (dwelling extension) in the Heritage Overlay Schedules HO03 & HO077	221 Mckinlay Street ECHUCA VIC 3564	PrmIssued
PLN146/2023	Business Identification Signage and above verandah signage in the Heritage Overlay Schedule 2 and Commercial Zone 1	203-205 Hare Street ECHUCA VIC 3564	Lapsed
PLN159/2023	Buildings and works (Outbuilding) in the Development Plan Overlay Schedule 2	South Boundary Road KYABRAM VIC 3620	PrmIssued
PLN160/2023	Buildings and works (partial demolition and installation of an access door) in the Commercial 1 Zone, Design & Development Overlay – Schedule 4, and Heritage Overlay HO1	10-14 Percy Street ECHUCA VIC 3564	PrmIssued
PLN161/2023	Buildings and Works (inground pool and fence) in the Rural Activity Zone, Environmental Significance Overlay Schedule 1 and Floodway Overlay	84 Nolan Road WHARPARILLA VIC 3564	PrmIssued
PLN167/2023	Buildings and works (replacement netball courts) in the Public Park and Recreation Zone and the Restructure Overlay Schedule 6 and native vegetation removal pursuant to Clause 52.17	Toolleen Recreation Reserve 82 Cornella-Toolleen Road TOOLLEEN VIC 3551	Completed
PLN168/2023	Boundary Realignment in the Farming Zone Schedule 1, Land Subject to Inundation Overlay and Floodway Overlay	513 Kotta Road ROSLYNMEAD VIC 3564	PrmIssued
PLN170/2023	Business identification signage and pole signs in the Urban Growth Zone pursuant to Clause 52.05	8759 Northern Highway ECHUCA VIC 3564	PrmIssued

PrmIssued

NotReg

PLN182/2023	Buildings and works (light towers) in the Urban Flood Zone	Rochester Recreation Reserve 8-48 Reserve Street ROCHESTER VIC 3561	Prmlssued
PLN183/2023	Buildings and works (agricultural shed) in the Farming Zone Schedule 1	1297 Murray Valley Highway WHARPARILLA VIC 3564	PrmIssued
TPA012/2011.D	Amendment: Buildings and works in the Commercial 1 Zone and Heritage Overlay Schedule 1 and alteration to the liquor license (increase in Red Line area and increase in Patron Numbers) pursuant to Clause 52.27 Original permit description: Amendment: Buildings and works in the Commercial 1 Zone and Heritage Overlay Schedule 1 and alteration to the liquor license (extend internal areas to 3am and extend live music to 1am) and reduction in required car parking pursuant to Clause 52.06 and reduction of bicycle facilities pursuant to Clause 52.34	251-257 Hare Street ECHUCA VIC 3564	PmtNOD
22	Monthly Determined VisSmort		Median
Application ID	Monthly Determined - VicSmart Full Details	Property Address	Stage/Decision
PLN135/2023	VICSMART - Buildings and works (front fence), and business identification signage in		<u> </u>
	the Heritage Overlay Schedule 2	245-251 Pakenham Street ECHUCA VIC 3564	PmtRefused
PLN142/2023	the Heritage Overlay Schedule 2 VICSMART - Business Identification Signage in the Heritage Overlay Schedule HO2	245-251 Pakenham Street ECHUCA VIC 3564 Shop 3/433-437 High Street ECHUCA VIC 3564	PmtRefused PrmIssued
PLN142/2023 PLN154/2023	, , , , , , , , , , , , , , , , , , ,		
•	VICSMART - Business Identification Signage in the Heritage Overlay Schedule HO2	Shop 3/433-437 High Street ECHUCA VIC 3564 1219 Echuca-Mitiamo Road BAMAWM EXTENSION VIC	PrmIssued
PLN154/2023	VICSMART - Business Identification Signage in the Heritage Overlay Schedule HO2 VICSMART - Buildings and works (dwelling extension) in the Farming Zone Schedule 1 VICSMART - Buildings and works (dwelling alterations and front fence) in the Heritage	Shop 3/433-437 High Street ECHUCA VIC 3564 1219 Echuca-Mitiamo Road BAMAWM EXTENSION VIC 3564	Prmlssued

PLN226/2023 Menzies Road ECHUCA VIC 3564 PrmIssued Inundation Overlay PLN227/2023 VICSMART - Buildings and works (Outbuilding) in the Farming Zone Schedule 1 827 Mount Terrick Road ECHUCA WEST VIC 3564 PrmIssued PLN232/2023 Buildings and works (swimming pool) in the Farming Zone Schedule 1 8534 Northern Highway ECHUCA VIC 3564 PrmIssued PLN234/2023 107 Torrumbarry Weir Road PATHO VIC 3564 PrmIssued VICSMART - Buildings and works (agricultural shed) in the Farming Zone Schedule 1 VICSMART - Buildings and works (concrete hardstand) in association with an existing PLN238/2023 54-60 Cornelia Creek Road ECHUCA VIC 3564 PrmIssued

21 Hartshorn Drive ECHUCA VIC 3564

6 Bridge Road ROCHESTER VIC 3561

Overlay Overlay Oblinge Road RochESTER VIC 3301 Median

Secondary Consent Determined

VICSMART - Buildings and works (pergola) in association with existing section 2 use in

VICSMART - Buildings and works (dwelling and outbuilding) in the Land Subject to

VICSMART - Buildings and Works (outbuilding) in the Land Subject to Inundation

the General Residential Zone

Industrial use in the Industrial 1 Zone

Application ID Full Details Property Address Stage/Decision

PLN225/2023

PLN242/2023

PLN022/2023	AMENDMENT - Use and development of the land for two shops and a convenience restaurant in the Commercial 2 Zone and Design and Development Overlay with internally illuminated Business Identification Signage pursuant to Clause 52.05	73-85 Murray Valley Highway ECHUCA VIC 3564	PmtAmend
PLN034/2020	Subdivision of the Land into 25 Lots in the Township Zone, Variation to Easements pursuant to Clause 52.02 and Removal of Native Vegetation pursuant to Clause 52.17	Off Gooda Street TONGALA VIC 3621	PmtAmend
Pln039/2018	Use and development of the land for a Renewable Energy Facility (Solar Farm) in Farming Zone Schedule 1 and Floodway Overlay	1083 Mason Road GIRGARRE VIC 3624	PmtAmend
Pln138/2016	Use and development of the land for Animal Keeping (40 Border Collies) in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay	1288 Restdown Road BAMAWM VIC 3561	PmtAmend
PLN228/2022	Buildings and works (building extension) in the Commercial 2 Zone and Heritage Overlay Schedule 86 and a reduction of car parking spaces pursuant to Clause 52.06.	173 Pakenham Street ECHUCA VIC 3564	PmtAmend
PLN345/2022	Buildings and works (Partial demolition, external alterations, driveway, swimming pool and fencing) in the Heritage Overlay Schedule HO60	100 Mitchell Street ECHUCA VIC 3564	Completed
PLN354/2018	Staged subdivision of the land into 141 lots in the Low Density Residential Zone, Environmental Significance Overlay Schedule 1, Floodway Overlay, Land Subject to Inundation Overlay and Development Plan Overlay Schedule 6 and alteration to a Road Zone Category 1 pursuant to Clause 52.29	Northern Highway ECHUCA VIC 3564	PmtAmend

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Extension of Time Determined

Application ID	Full Details	Property Address	Stage/Decision	
PLN004/2019	Use and development of the land for a renewable energy facility (solar farm) in the	144 Carag Road CARAG CARAG VIC 3623	EOTComplet	
PLIN004/2019	Farming Zone Schedule 1 and Floodway Overlay.	144 Carag Road CARAG CARAG VIC 5025	EOTComplet	
PLN160/2021	Buildings and works (replacement dwelling) in the Farming Zone Schedule 1	20 Graham Road KYABRAM VIC 3620	EOTComplet	
PLN382/2020	(EOT) Building and Works (Garage Extension) in the Farming Zone Schedule 2, Land	92 Hicks Road ECHUCA VILLAGE VIC 3564	EOTComplet	
PLIN302/2020	Subject to Inundation Overlay and Restructure Overlay	92 HICKS KOAU ECHOCA VILLAGE VIC 3584	EOTComplet	
PLN405/2020	Subdivision of the land into 34 lots in the General Residential Zone and Land Subject to Inundation Overlay and Removal of Native Vegetation pursuant to Clause 52.17	Lake Road KYABRAM VIC 3620	EOTComplet	

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Condition Plans Determined

Application ID	Full Details	Property Address	Stage/Decision
PLN009/2023	Native vegetation removal for road widening of Axedale-Toolleen Road pursuant to Clause 52.17	4 Cornella-Toolleen Road TOOLLEEN VIC 3551	Completed
PLN022/2023	AMENDMENT - Use and development of the land for two shops and a convenience restaurant in the Commercial 2 Zone and Design and Development Overlay with internally illuminated Business Identification Signage pursuant to Clause 52.05	73-85 Murray Valley Highway ECHUCA VIC 3564	PmtAmend

Pln039/2018	Use and development of the land for a Renewable Energy Facility (Solar Farm) in Farming Zone Schedule 1 and Floodway Overlay	1083 Mason Road GIRGARRE VIC 3624	PmtAmend
PLN067/2022	Re-subdivision of two lots in the Farming Zone Schedule 1 and Land Subject to Inundation Overlay and creation of a carriageway easement pursuant to Clause 52.02	94 Gunbower-Pyramid Road GUNBOWER VIC 3566	Completed
PLN083/2023	Buildings and works (Enclosed Anaerobic Ponds) in association with an existing industry in the Industrial 1 Zone	506 Curr Road GIRGARRE VIC 3624	PlnRecvd
PLN091/2023	Buildings and works (Outstands) in the Commercial 1 Zone	456 High Street ECHUCA VIC 3564	Completed
PLN108/2023	Native vegetation removal (Waranga Rail Trail) Pursuant to Clause 52.17	Esmonde Street RUSHWORTH VIC 3612	Completed
PLN126/2023	Use of the land for a liquor licence (packaged liquor licence) pursuant to Clause 52.27	73-85 Murray Valley Highway ECHUCA VIC 3564	PrmIssued
PLN150/2022	Subdivision of the land into two (2) lots in the General Residential Zone	7 Murray Street ECHUCA VIC 3564	Completed
PLN150/2023	Buildings and works (Replacement outbuilding) in the Urban Flood Zone	25-27 Bridge Road ROCHESTER VIC 3561	Completed
PLN182/2022	(\$ S/C) AMENDMENT - Buildings and works (carport) in the Heritage Overlay (HO3)	Unit 1/49 Hopwood Street ECHUCA VIC 3564	Sec47Req
PLN266/2022	Subdivision of the land into two lots (dwelling excision) in the Farming Zone Schedule 1 and creation off access to a Transport Zone 2 pursuant to Clause 52.29	2007 Prairie-Rochester Road TENNYSON VIC 3572	Completed
PLN272/2022	Buildings and works (earthworks, paths and trails) in the Environmental Significance Overlay Schedule 1, Floodway Overlay, Land Subject to Inundation Overlay, Heritage Overlay Schedule HO1 and HO5, Bushfire Management Overlay and Removal of Native Vegetation in the Environmental Significance Overlay Schedule 1 and Heritage Overlay Schedule HO1 and pursuant to Clause 52.17.	EMTA Heygarth Street ECHUCA VIC 3564	Sec47Req
PLN353/2022	Buildings and works (cabins) and vegetation removal (4 trees) in the Public Park and Recreation Zone, and the Environmental Significance Overlay Schedule 1, Floodway Overlay, and Bushfire Management Overlay	Victoria Park - Caravan Park Residence 10 Crofton Street ECHUCA VIC 3564	Completed
PLN394/2022	Use and development of the land for an Education Centre (child care centre and kindergarten and ancillary maternal child health facility) in the Special Use Zone Schedule 2 and Business Identification Signage pursuant to Clause 52.05	88 Wilkinson Drive ECHUCA VIC 3564	Completed
PLN435/2021	(S/C) Staged subdivision of the land into 65 lots in the General Residential Zone, Urban Floodway Zone, Bushfire Management Overlay, Development Plan Overlay Schedule 5 and Environmental Significance Overlay Schedule 1, Floodway Overlay and Land Subject to Inundation Overlay and Removal of Native Vegetation pursuant to Clause 52.17 and creation of Access to a Transport Road 2 pursuant to Clause 52.29	Wharparilla Drive ECHUCA VIC 3564	Acknowledg

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8.2 Planning Authority Decisions

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

8.3 Community Safety and Recovery

8.3.1 Flood Recovery Update

Directorate: Community Safety & Recovery

Responsible Officer: Flood Recovery Officer – Team Leader

Manager: Director Community Safety & Recovery

Attachments: Nil

1. PURPOSE

To inform Council of recovery efforts for the last 12 months including current challenges and concerns.

2. RECOMMENDATION

That Council acknowledges the recovery progress that has been made in the 12 months since the October 2022 floods and endorses:

- 1. the continued program of recovery services, programs and events to be delivered by Council's Flood Recovery Team via the Campaspe Shire Recovery Hub
- 2. ongoing support of community-led recovery activities, including supporting the Municipal Recovery Committee and other Community Recovery Committees
- 3. continued collaboration with strategic partners, including the Victorian Government, water authorities, emergency services and other councils to put in place improved flood preparedness, response and mitigation measures
- 4. continued strong advocacy to ensure Campaspe Shire receives the necessary funding and resources it needs to fully support community recovery and repair all damaged infrastructure
- 5. the continued review of Council's response to the 2022 flood event, with the results and key learnings informing the strengthening of Council's emergency management capability.

3. DISCUSSION

Following wetter than average winter and spring periods, from 6 October 2022, heavy rainfall and severe thunderstorms resulted in riverine flooding across multiple river catchments in Victoria and NSW. Locally, this resulted in widespread major flooding along the Campaspe and Murray rivers which significantly impacted the townships of Rochester, Echuca, Gunbower, Torrumbarry and many other small rural communities within the Shire of Campaspe. The event saw the highest river level for the Murray River since 1870 – 95.9 metres AHD peak. In 1870, it was 96.2 metres AHD.

Some of the impacts included:

- 1 human death
- 728 animal deaths
- 2,800 properties impacted
- 58,007ha (45.80%) farm area impacted
- 1,887kms of fencing destroyed
- 32,224 tonnes of crops lost
- 27,807 tonnes of hay lost

In addition to the above, the wider economic, environmental and social impacts, and the toll on mental health and wellbeing, are incalculable and will be felt for years to come.

Rochester and district were hardest hit, with over 800 homes either damaged or uninhabitable. Many residents are still not back in their home 12 months post the event. Many other towns across the shire were also impacted, including Echuca East, Echuca Village, Gunbower and Torrumbarry. The spread of the floods across multiple locations was a huge challenge for Council and agencies to provide supports and resources to all those impacted.

Some of the key aspects that made Campaspe Shire's flood experience different to the experiences of other municipalities, include:

- Council's Emergency Relief Centre was open for 35 days (the usual time is 7-12 days) with 340 residents presenting for support.
- The Emergency Relief Centre at Greater Bendigo took in 220 Campaspe residents.
- The Elmore village was established by the Victorian Government for displaced residents approximately 350 residents temporarily resided there.
- 40% of Campaspe Shire Council staff were flood impacted. Those who could, showed up to work every day to help the community; many of them performing multiple roles for days on end.
- Council's new Chief Executive Officer started at the height of the flood.
- Apart from the CEO, the organisation managed with a full acting Executive Team for many months.

At this point in time, Campaspe Shire is still in both the relief and recovery phases of the emergency and only now getting back to business as usual. And while significant progress has been made across the shire since the October 2022 flood, there is still a long way to go for many of our impacted residents and communities to fully recover. Dozens of people are still not living in their own home, some are grappling with mental health issues and whole communities are working hard to restore their social fabric and local economies. While these challenges will not fully resolve in the short term, the collective efforts of communities, governments and service agencies working in partnership is ensuring that locally identified needs and priorities are being progressively addressed.

Supporting Our Community

Recovery Hub

Council operated temporary flood recovery support hubs from several locations until a fit-for-purpose Flood Recovery Hub opened at 48 Mackay Street in Rochester on 10 July 2023. More than 1500 people have attended since it opened and a further 150 calls have been received by the dedicated flood support phoneline 1300 666 535, option 2.

Council's dedicated Flood Recovery team operates from the hub Monday to Friday from 8.30am-5.00pm. The hub is also home to a range of government and professional agencies, including Anglicare, Partners in Wellbeing, Department of Families, Fairness and Housing, Mind Australia,

Echuca Regional Health case management and Bendigo Community Health case management. Additional services including insurance representatives attend the hub by bookings and are advertised through Council's multiple platforms. There are no bookings required for the Campaspe Shire Recovery Hub and walk-ins are encouraged.

Rates Relief Package

A 2022-23 rates relief package for identified flood-impacted properties was endorsed by Council. The package was the most equitable economic way Council could help ratepayers and was a key part of the broad range of resources and supports Council put in place to help those impacted by the floods.

Repair of Roads and Other Council-Owned Assets

More than 1,400 road segments have been inspected and repairs undertaken at more than 703 locations. More than half of these sites required urgent localised repair work, including fixing road scouring and erosion which have caused washout holes, failed culverts with sink holes, deep rutting in earthen and gravel roads, and small seal failures requiring patching. The temporary levee banks in Echuca and Torrumbarry, built as part of the flood response, have also been dismantled.

Many damaged buildings, sports grounds, paths, playgrounds and other community facilities have been progressively repaired and reopened. Rochester Service Centre and Library opened in a new location and Rochester Early Learning Centre opened in a refurbished building, kitted out with all new equipment for the children to enjoy. Rochester Shire Hall has also reopened for community use.

Community Recovery Committees

Council has supported three community recovery committees (CRCs), including the Echuca, Rochester and Campaspe West (Gunbower and Torrumbarry) Community recovery Committee.

In July 2023, the first meeting of the new Municipal Recovery Committee (MRC) was held. The MRC is a vital link between government departments agencies, other community recovery committees, impacted communities and Council. The role of the MRC is to coordinate flood recovery processes and support flood-impacted communities within Campaspe Shire. This involves coordinating information, resources and services, establishing priorities and contributing to the development and implementation of a Municipal Recovery Plan.

Waste Services

In the immediate aftermath of the flood the Emergency Transfer Station received 3739 tonnes of general flood waste before closing mid-November.

Since then, Council's Resource Recovery Centre's have received:

- 2755 cubic metres of general flood waste
- 164 fridges and a/c units
- 324 mattresses
- 1071 sandbags
- 148 cubic metres of soft furnishings
- 211 cubic metres of impacted green organic flood waste

Flood Recovery Funding

Council has strongly advocated for additional funding to support community recovery efforts and has successfully received the following:

Disaster Ready Fund Round 3

• \$1,088,333 to implement the Campaspe Shire Flood Review & Mitigation Project.

Emergency Recovery Victoria

• \$1,924,145.15 to implement the Community Recovery Hubs Grants Program 1st & 2nd Round.

YACVIC Rural Youth Funding

• \$50,000 through the Youth Affairs Council Victoria (YACVIC) Umbrella Flood Relief Grant and the Summer Fun program.

Council Flood Support Fund

\$1,500,000 received for the Council Flood Support Fund x 3

Community Recovery Officer Program

• \$512,000 was received to recruit the Flood Recovery Officers through the *Community Recovery Officer Campaspe Shire Council program.*

Connecting Community to Builders Program

• \$110,000 to implement the Connecting Community to Builders Program

Additionally, Council has applied for \$12,020,460 through the **Growing Regions Program – Round 1** to support the Victoria Park Multipurpose Facility & Emergency Relief Centre project and a further \$125,000 through the **Risk & Resilience Grant Program** to support Campaspe Shire Council Emergency Relief Centre Capacity Building which will review all potential sites that could serve as an Emergency Relief Centre.

Further funding advocacy projects have been listed in the Advocacy table found on page 6.

Recovery Communications

Open and frequent communication has been a high priority throughout the recovery process. The dedicated Flood Recovery Team provides a direct line of communication, and a diverse range of digital and print mediums are used to communicate with flood-impacted communities and the wider community. These mediums include:

- Recovery newsletters 38 newsletters have been distributed to five flood-impacted communities since January 2023
- Local press, radio and television 30 media releases, 3 advertorials and many interviews with the Mayor and Director Emergency Management have been conducted, resulting in dozens of media stories
- Campaspe Times newsletter feature articles in each edition of this newsletter delivered to all Campaspe households
- **Website** the central hub for all Council and government information
- Social media regular posts on Council pages and community pages
- **Community outlets** distribution of flyers and newsletters via community pop-ups, noticeboards and shops

Events

Campaspe Shire's Flood Recovery team has organised a comprehensive program of events and information sessions for residents impacted by the October 2022 floods. From fun and creative school holiday activities to pop-up events in local towns, information sessions and training opportunities, there are opportunities for all ages and interests.

Rochester Community Update

More than 120 members of the Rochester community attended Council's flood recovery community information session held at the Rochester Shire Hall on 22 August. The audience heard updates from key stakeholders and enjoyed a presentation on wellbeing and resilience by Australian television presenter and Beyond Blue ambassador Brad McEwan.

Activities for Young People

With funding from the Youth Affairs Council of Victoria, a range of free sport and leisure activities have been run for young people so they can learn new skills while socialising in a supportive and fun environment.

In response to community requests a recovery focused youth school holiday program was developed and delivered by Council's Flood Recovery Officers focusing on social reconnection through art therapy, family events and afterhours outdoor cinemas. Over 500 impacted residents participated in the first week of the program.

A Special Night for Rochester Businesses

About 80 Rochester business owners, their staff and associates came together for a night of networking, music and entertainment in June 2023. The event was hosted by Campaspe Shire Council, in conjunction with the Rochester Business Network and Rochester Rotary Club.

Insurance Forums

In conjunction with the Insurance Council of Australia, five insurance forums have been held to help residents to progress their insurance claims.

Council Planning Session

Two Council Planning Drop-in Sessions were held to provide information on Council's planning approvals process.

Council Building Session

Residents were able to find out about building permits, engaging tradespeople to do work and guidelines on reconstructing and/or repairing your flood-damaged property.

Rabia Siddique Presentation

A special presentation by Rabia Siddique was held where she shared her story of extreme courage in a wartime hostage crisis, inspiring audiences to rise and live with strength, integrity and humanity in the midst of adversity.

Support for Business

AusIndustry business advisors visited Echuca in March and April to provide free, one-on-one advice, one day a week for three weeks. Delivered through AusIndustry's Strengthening Business Service, the aim of the advisory sessions was to help businesses to become stronger, more resilient and better prepared for the future.

Partners in Wellbeing Financial Counsellors are operating from the Campaspe Shire Council Recovery Hub weekly and are available for bookings to support businesses in recovery efforts.

Council is partnering with Australian Industry Group Business Recovery Advisor's and EACH Mental Health Clinician's to deliver a suite of business specific workshops over the coming months.

After Action Review

Resilience Co undertook an After Action Review (AAR). The focus of this review was to test Council's response to the event and robustness of procedures. A draft report has now been presented for feedback including a list of recommendations focused on short, medium and long term action items. These action items will be incorporated into Council's emergency management planning going forward.

Emergency Management

To increase capability and build capacity an Emergency Mangement Coordinator has been appointed. The Coordinator has commenced a review of the emergency management arrangements with a view to ensuring Council's legislative responsibilities are met. This includes: developing a comprehensive Fire Hazard Inspection and Enforcement Program; a workforce strategy and plan to build internal capability to respond to emergency events, and finalising the Campaspe Municipal Emergency Management Plan.

As a commitment to ongoing recovery and resilience, Council has appointed a full-time ongoing Resilience and Recovery Coordinator to meet the legislative responsibilities of the Municipal Recovery Manager and to build community connectedness. Both the Emergency Management Coordinator and the Resilience and Recovery Coordinator will work closely together to build a strong foundation and sustainable policies and practices.

Stakeholder Partnerships

Partnering with Council's municipal neighbours and other key stakeholders has been vitally important; both during the response and now in recovery.

Activities with our stakeholders have included:

- In April, Council hosted a forum with the National Emergency Management Agency and the
 three levels of government. We reflected on Campaspe's experience of the flood event and
 used our collective learnings to discuss potential mitigation solutions and improve crossborder emergency responses for the future.
- Council has collaborated with the Loddon Campaspe CEO Network to raise concerns with
 the state and federal governments about challenges and complexities associated with flood
 recovery funding arrangements, and the need for certainty about future funding.
- Council has joined forces with Murray River Council in NSW on recalibrating the Echuca Moama Torrumbarry Flood Study with data from the October event.
- Campaspe Shire Council is also a strong voice as part of the Murray River Group of Councils on the removal of red tape and blockages around government funding.

Advocacy

Advocating on behalf of our community has been a top priority of Council. The program of advocacy activities has included many ministerial meetings, funding applications and submissions to a variety of reviews as well as the Victorian Flood Inquiry. The below table provides a summary of Council's key advocacy efforts to ensure that Campaspe's flood-impacted communities have the supports and resources they need to recover.

#	Issue	What We Are Seeking	Why It Is Important	Status
1	Recovery Hub and dedicated flood recovery positions	Funding for dedicated flood recovery positions and recovery hubs.	This will enable Council to deliver flood recovery activities without impacting business-as-usual services to the community.	\$2,436,145.15 received to date (\$944,200 + \$979,945.15 + \$512,000)
2	Lake Eppalock	A commitment from the Victorian Government to investigate solutions to mitigate flooding caused by overflow spillage from Lake Eppalock.	The spilling of Lake Eppalock's in 2011 and 2022 resulted in widespread inundation and extensive damage to the Campaspe Valley, particularly in Rochester.	The Victorian Government Minister for Water the Hon. Harriet Shing has committed to assessing operating and infrastructure arrangements at Lake Eppalock. DEECA's study is due in November 2023.

3	Rochester Flood Plan \$200,000 from the Victorian Government to review and update the Rochester Flood Plan with data from the October 2022 flood.		This will enable potential future flood mitigation measures, warning systems and triggers to be developed based on the latest information.	In partnership with the North Central Catchment Management Authority, Council has lodged a submission with the Victorian Government. Awaiting advice.
4	Elmore Village	A commitment by the Victorian Government to provide continuity of accommodation and support services until displaced residents residing at the Elmore Village are able to return to their homes or find alternative permanent accommodation.	It is important to alleviate the concern and anxiety of Rochester residents and the wider community that those residing in the Elmore Village will have ongoing support and accommodation after the cessation of the current arrangements from August 2023.	Emergency Recovery Victoria (ERV) committed to providing ongoing temporary accommodation for all people who resided at Elmore Village until it closed in mid- August and beyond.
5	Rochester Swimming Pool	\$24 million to replace the destroyed aquatic facility to meet the current and future needs of Rochester and District.	The swimming club and three schools have no aquatic facilities to run their numerous programs, including learn-to-swim. The return of these opportunities is paramount for the community in its recovery journey as the pool acts as a social hub over the summer period and supports the mental health and wellbeing of the community.	Awaiting advice.
6	Echuca Aquatic Reserve	\$3 million for stages 2 and 3 of the Aquatic Reserve Open Spaces Project. This will provide: Accessible and shared paths Event services, such as 3-phase power and drinking water tap points Sheltered accessible BBQs, picnic settings and seats Improved irrigation and landscaping Feature lighting	The reserve was inundated by the floods and remains unusable. This space provides an important social focus as well as significant economic outcomes provided by the major events held at the site.	An application for \$3 million for stage 2 and 3 was originally lodged with Regional Development Victoria via the Regional Infrastructure Fund Round 2 in August 2021. This application was unsuccessful; however, funding is required to deliver the project. (Note: Stage 1 funding already approved - In

				November 2021 Council lodged an application for \$322,500 with DELWP via its Integrated Water Management Program for water upgrades. This was successful.)
7	Funding for repair of damaged infrastructure	A commitment that the estimated \$38 million to repair damaged roads and other infrastructure will be able to be claimed at the appropriate time.	A repaired road network is required to ensure the safety and mobility of the community and enablement of business transport and freight services.	\$9.10 million in funding provided to date under the jointly funded Commonwealth-State Disaster Recovery Funding arrangements for repairs to flood-damaged public assets. (\$1,366,677 \$7,455,468 \$297,095.55 - Echuca levee removal)
8	Flood Review and Mitigation Projects	Council lodged a submission for funding under the Australian Government's Disaster Ready Fund Round One for flood review and mitigation projects, including: • review and updating of the Echuca Moama Torrumbarry Flood Study • preparation of a Flood Risk Management Plan • purchase of demountable levee panels, among other things	Strengthen preparedness capability and mitigation	Council was successful in gaining \$2,197,357 through the DRA Round One. (The Commonwealth awarded \$1,087,440 and the State of Victoria awarded \$1,109,917)
9	Care of vulnerable people	In May 2023, Mayor Amos met with the Chief of Staff of The Hon. Bill Shorten MP about the need to improve the care of vulnerable people in times of emergency and natural disaster Council has also lodged a submission under the Victorian Government's	During the October, the Emergency Relief Centre established at Victoria Park was not able to cope with the number of people who needed support (220 people had to go to the Greater Bendigo ERC) nor was it adequate for the needs of vulnerable people such as those with disability.	Awaiting advice

		Growing Regions Program (Round 1) for \$12.02 million to upgrade Victoria Park in Echuca into a multiuse complex to cater for our growing community and to enable the establishment of a fit-for-purpose relief centre during emergencies.		Awaiting advice
10	The need for betterment funding	Council has advocated strongly for the need for betterment funding to enable critical infrastructure damaged by natural disaster to be repaired to a more resilient standard. Advocacy activities include: • collaborating with Loddon Mallee CEO Network (May 2023 Council report) • endorsing a motion for inclusion at the MAV State Council Meeting (August 2023 Council report) • lodging a submission to the Australian Government's Independent Review into Commonwealth Disaster Funding.	With climate changing the nature and frequency of extreme weather events, it makes sense that we reconstruct our roads, bridges, footpaths and other critical assets to a higher standard so they are better able to withstand floods and other disasters into the future.	In August 2023, Victorian and Australian Governments' announcement of \$9.4 million for a Council Priority Betterment Program to improve the resilience of public assets damaged by the Victorian floods in October 2022. Campaspe Shire Council will receive up to \$1 million in betterment funding.

Council will continue to advocate strongly to both the state and federal governments for funding and resources to support Campaspe's flood recovery. We believe that the funding of any solution or measure that prevents a scenario the magnitude of the October 2022 flood ever happening again is a strategic investment by any government. Not only will appropriate financial investment reduce longer-term costs to both the government and community in repairing damaged infrastructure from any future flood events, but it will also avoid the devastating toll on our communities from the social, economic and environmental upheaval.

Flood Inquiry

Council lodged a submission to Inquiry into the 2022 Flood Event in Victoria. Campaspe Shire Council's Mayor Cr Rob Amos, Chief Executive officer Pauline Gordon and Director Emergency Management Shannon Maynard also presented at the public hearing held in Echuca, highlighting a raft of issues that hampered the various authorities' efforts to effectively tackle the disaster. Among these issues included:

- a lack of role clarity and accountability, particularly in relation to the Victorian Government's decision to establish a temporary levee in Echuca
- lack of data sharing by the Victorian Government
- government red tape and blockages hampering councils' efforts to access funding needed to repair the extensive list of damaged infrastructure.

The Mayor also made a presentation as Chair of the Murray River Group of Councils, which is comprised of Campaspe, Gannawarra, Loddon, Mildura, Moira and Swan Hill councils.

From day one, Campaspe Shire Council has worked in partnership with the Victorian Government, agencies and local communities in delivering its key responsibilities of preparedness, response support and coordinating/leading relief services. And in recovery, Council continues to work closely with its partners and impacted communities in navigating the short and longer-term needs, priorities and processes.

Council now has an executive focus on emergency management with the appointment of Director Emergency Management Shannon Maynard earlier this year. Shannon's priorities are to:

- strengthen Council's capability through robust policies, procedures and training,
- ensure the necessary supports, resources and funding for recovery, and
- better position local communities and the shire as a whole to respond to emergencies, such as floods and bushfires, through improved preparedness, mitigation and resilience.

4. CONSULTATION

Internal consultation:

- Council's Acting Manager Communications Flood Recovery and Projects
- Sustainability Directorate
- Infrastructure Directorate
- Corporate Directorate
- Communities Directorate

External consultation:

- Emergency Recovery Victoria
- Emergency Management Victoria
- State Emergency Service
- Country Fire Authority
- Victoria Police
- Small Business Australia
- Australia Industry Group
- Insurance Council of Australia
- Centre for Non-Violence
- Department of Families Fairness and Housing
- Department of Health
- Phoenix Australia, Centre for Posttraumatic Mental Health
- University of Melbourne
- Disaster Relief Australia
- Mind Australia
- Anglicare
- Echuca Regional Health
- Bendigo Community Health
- ARC Justice

• Disaster Legal Help Victoria

Councillors:

• 3 October 2023 Council Briefing Session.

5. POLICY AND LEGISLATIVE IMPLICATIONS

Council decisions are made and actions taken in accordance with the policies and related documents.

6. FINANCIAL IMPLICATIONS

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

While significant funding has been received to support recovery efforts, a prolonged recovery will require additional funding commitments to ensure that flood impacted communities are supported.

Council has yet to have its DRFA claim approved and is working with State and Federal Government representatives to ensure that Council is reimbursed for costs that it has already incurred and damage which is yet to be repaired is fully funded, to the maximum extent of the program.

There is a real risk that Council does not receive 100 percent reimbursement for the damage incurred, both through the DRFA process and usual insurance claims. This will impact the Council's ability to repair those impacted assets and will need to be funded through the usual budget process.

7. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

There are significant economic, social and environmental implications to a lack of adequate funding in key areas.

Communities have suffered significantly in all three areas, and surety around ongoing funding will help address those issues.

If funding for appropriate health and wellbeing services are withdrawn, we expect to see increased erosion of community connectedness.

Advocacy will continue to be critical to ensuring these supports are available to all impacted community members within the municipality.

8. RELEVANCE TO COUNCIL PLAN 2021-2025

Resilient protected and healthy natural environment

Well managed resources for a sustainable future

Growing quality of life

Effective and efficient services available locally

Campaspe Shire Council is committed to expediting the flood recovery process for all impacted people and communities, including improving flood preparedness and mitigation, and building sustainable community resilience.

Crucial to achieving these outcomes is ensuring that the necessary funding and resources are available to flood impacted communities in a timely manner.

9. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1:

Council does not have the funds available to support recovery

Issue 2:

Prolonged recovery impacting the health and wellbeing of communities

Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Council does not have the funds available to support recovery	Moderate	Impact on operation budget	Moderate	Continued Advocacy to all levels of Government
Prolonged recovery impacting the health and wellbeing of communities	Moderate	Decrease in social cohesion leading to	Moderate	Continued Advocacy to all levels of Government

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

10. CONFLICT OF INTEREST

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

Nil

11. CHARTER OF HUMAN RIGHTS

All flood-impacted people and communities have the right to be supported in their recovery through equal access to support services and adequate and timely funding.

12. INSTRUMENT OF DELEGATION

The officer writing this report is acting within their delegation.

8.4 Office of the CEO

8.4.1 Audit and Risk Annual Report

Directorate: Corporate

Responsible Officer: Corporate Executive Assistant

Manager: {custom-field-manager}

Attachments: 1. Audit and Risk Committee Annual Report 2022-23 [8.4.1.1

- 8 pages]

1. PURPOSE

The purpose of this report is for Council to receive the Annual Report on the activities of the Audit and Risk Committee, outlining the work of the Committee during 1 July 2022 and 30 June 2023.

2. RECOMMENDATION

That Council:

- 1. Receive the annual report of the activities of the Audit and Risk Committee from the Committee Chair acknowledging how the Committee has discharged its responsibilities as identified in the Audit and Risk Charter for the period 1 July 2022 and 30 June 2023.
- 2. Thank the independent members of the Audit and Risk Committee for their diligence and oversight of Council risk obligations.

3. BACKGROUND

As part of its commitment to good governance, Council's Audit and Risk Committee acts as an independent advisory committee to Council, established under Section 53 of the Local Government Act 2020.

The Audit and Risk Committee Charter requires the Committee meet with Council's Internal and External Auditors in reviewing Council's financial and non-financial reporting as well as risk management.

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 the annual performance statement have been considered and recommended to Council for adoption, such report indicating how the Committee has discharged its responsibilities as set out in this 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.

4. CONSULTATION

External:

The Audit and Risk Committee reviewed the Annual Report prepared in consultation with the Chair of the Committee at their meeting held on 15 September 2023.

Internal

The Chairperson of the Audit and Risk Committee attended (virtually) the Council Briefing Session on 26 September 2023 to talk to the Annual Report and provided an opportunity for Councillors to ask any questions.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

The reporting of the activities of the Audit and Risk Committee is not directly relevant to the Council Plan, however the oversight provided by the committee on Council's operations, risk management, governance, internal controls and financial management assist with assuring our community of council's performance with regard to compliance with its policies and legislative and regulatory requirements.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

This report is in line with Council's Audit and Risk Committee Charter and meets the obligations on Council under the Local Government Act 2020.

7. LEGAL AND STATUTORY OBLIGATIONS

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

This report is in line with Council's Audit and Risk Committee Charter and meets the obligations on Council under the Local Government Act 2020.

8. FINANCIAL IMPLICATIONS

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

The Annual Report documents how the Audit and Risk Committee is meeting the objectives of providing independent oversight and monitoring of Council's approach to financial and performance reporting, the internal control environment, risk management, fraud prevention systems and controls, internal audit, external audit and compliance management.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The tabling of the Annual Audit and Risk Committee Report provides information to our community about how Council is ensuring that it adequately manages risks. This includes areas such as privacy and data protection controls (including Information Technology and cyber security) which relate directly to how well Council manages and protects customer information.

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. 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.

11. CONFLICT OF INTEREST

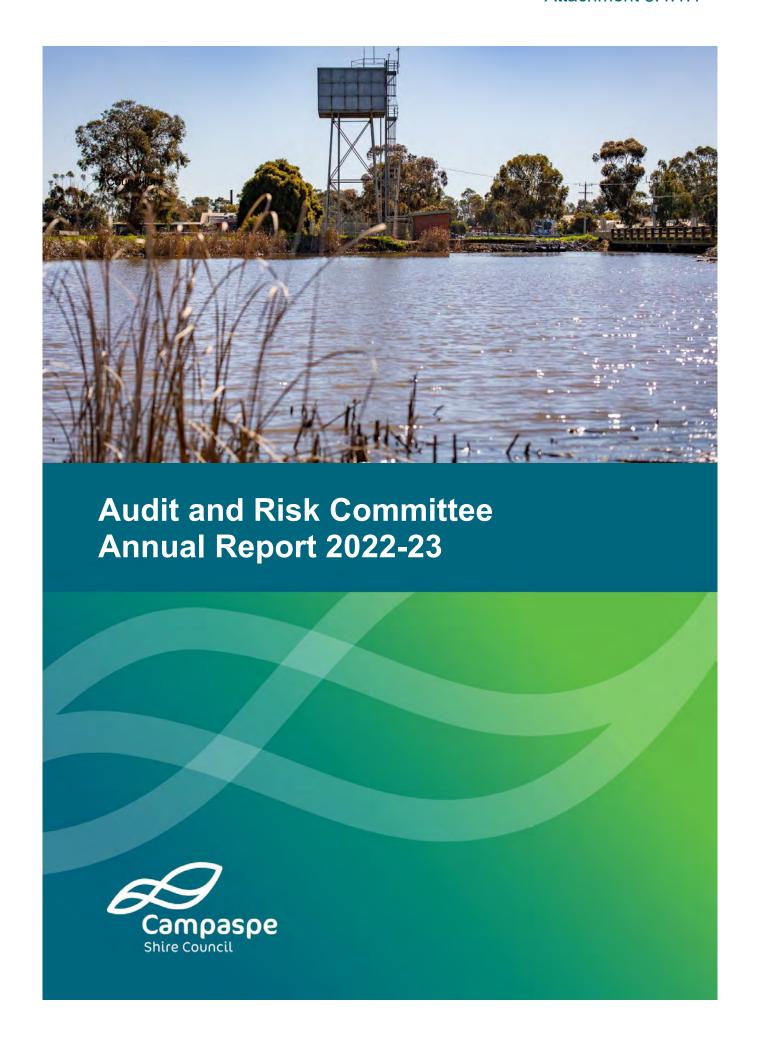
In accordance with section 130 of the Local Government Act 2020, the officer preparing this report declares no conflict of interest regarding this matter.

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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



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1. Message from the Chairperson

The Audit and Risk Committee Charter, in alignment with the Local Government Act 2020, requires the chairperson of the Campaspe Shire Council Audit and Risk Committee, to prepare two reports to Council per annum, through the Chief Executive Officer, on the Committee's activities. The Committee has agreed that a mid-year report be prepared for the 1 July - 31 December period with an annual report covering the full financial year. These reports provide the Council with details of how the Committee has discharged its responsibilities contained in the Committee's Charter. The half yearly report for this financial year was presented to Council at its meeting held on 21 March 2023.

This is the Annual Report for the 2022-23 financial year.

The key purpose of this report is to:

- Increase awareness of the composition, purpose, role and responsibilities of the Audit and Risk Committee:
- · Outline the activities of the Audit and Risk Committee;
- Provide Council and the Community with confidence about the oversight provided on Council's operations, risk management, governance, internal controls and financial management.

During the 2022-23 financial year, Council's internal auditor, AFS and Associates, presented a program of three separate internal audit reviews. Further details of these audits can be found in section 4 of this report.

This year the Committee provided oversight to the implementation of numerous internal audit recommendations and Council's Internal Auditor has verified the implementation of the recommendations that addressed the identified risks.

For the 2022-23 financial year the Victorian Auditor General's Office (VAGO) appointed Johnsons MME as its external audit agent for Campaspe Shire. The external auditors play a key role in providing the Committee and Council with confidence that the annual financial audit fully reflects the financial performance of Council.

In addition to the formal audit programs, the Committee reviews Council's quarterly finance reports to ensure that any financial risks are being appropriately managed and are an accurate reflection of Council's financial position. Council responses to a number of VAGO audit report recommendations were also considered.

The Committee adds value to the Council's governance and control processes through the diverse experience and knowledge of its members.

On behalf of the Committee, I wish to acknowledge the professionalism and support of the Victorian Auditor General's appointed external audit agents, Johnsons MME and Council's internal auditor, AFS and Associates. I also thank the CEO, the Director Corporate Services and all other Council officers who contribute to the work of the Committee.

Finally, I thank all my fellow Audit and Risk Committee members (Councillors and independent members) for their participation, diligence, professionalism and contributions throughout 2022-23. I also wish to thank the Mayor, Councillor Rob Amos for his participation and attendance at ARC meetings and to the former Mayor Chrissy Weller for her support and attendance at ARC Meetings.

Linda MacRae - Chair & External Member

2. AUDIT & RISK COMMITTEE PURPOSE

The Audit and Risk Committee (the Committee) operates under a Charter that defines the role, responsibilities, composition and operation of the Committee. This Charter was reviewed, updated and adopted by Council on 21 March 2023.

The Committee's purpose is to support Council in discharging its oversight responsibilities related to:

- · financial and performance reporting,
- · risk management,
- fraud prevention systems and controls,
- maintenance of a sound internal control environment,
- · assurance activities including internal and external audit functions; and
- Council's performance with regard to compliance with its policy and legislative requirements.

Further details of the Committee's responsibilities under each of the above points can be found in the Committee's Charter that is available on Council's website.

The Committee achieves its purpose by monitoring, reviewing, endorsing and advising on the above matters.

To ensure that the Committee is appropriately discharging its responsibilities, the Committee can request information from management on issues, within its areas of responsibility. This assists the Committee in providing further assurance to Council that it is meeting the responsibilities contained in the adopted Charter.

3. MEMBERSHIPS, MEETINGS AND PERFORMANCE

Committee membership comprises three external members and two Councillors, with support provided by the Corporate Division staff and the Chief Executive Officer.

The Committee is required to meet a minimum of four times each year, based on the approved Charter, however, due to the significant flood event in October 2022 the October and December meetings were cancelled.

For the 2022-23 year the Committee met three times as follows:



The following is a table of attendance for each of the Committee Members for the financial year:

Committee member	Eligible to attend	Attended
Linda MacRae (Full Member)	3	3
Simone Knight (Full member)	3	3
Chris Gillard (Full Member)	3	3
Cr Rob Amos (Councillor Member)	1	1
Cr Tony Marwood (Councillor Member)	3	2
Cr Paul Jarman (Councillor Member)	2	2
AFS Chartered Accountants (internal auditor)	3	3
JohnsonsMME (external auditor)	3	2

In addition to the appointed members of the Committee, the Committee Charter provides for the Mayor or any other Councillor to attend a meeting of the Audit and Risk Committee as an observer. The Mayor (current and former) attended each of the meetings held during the reporting period.

Each year the Committee undertakes a self-assessment of its performance against the Campaspe Shire Council's Audit and Risk Committee Charter. This assessment was undertaken in March 2023 by AFS & Associates, Council's appointed internal auditor.

The results of this self-assessment were independently collated and of the seven (7) committee members invited to participate, six (6) committee members responded.

The following is an excerpt from the AFS report on the summary of results from the self-assessment.

Overall Result

The overall average response score from Audit and Risk Committee ('Committee') members on a scale of 1 to 6 was 5.14. This compares last year's average response on a scale of 1 to 5 of 4.16. No area received a weighted average score below 4.50 in the current assessment. This is a strong positive result.

4. AUDIT & RISK COMMITTEE ACTIVITIES 2022-23

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

Financial & Performance Reporting

9 September 2022

Review of the Annual Financial Report and Annual Performance Statement for the 2021/22 year
were considered by the Committee. The review included presentation and discussion of the
Victorian Auditor General's Office (VAGO) drafts of the 2021-22 Financial Management Letter,
Financial Statements, Performance Statement and Closing Report. After review and consideration
of all documentation, the Committee recommended to Council that the Annual Financial Statements
and Performance Statement be signed.

2 February 2023

- Received the Quarterly Budget Report for the period ended 31 December 2022.
- Received a report on the Council's cash liquidity position.

12 May 2023

- Received an update on changes to the Local Government Performance Reporting Framework.
- · Reviewed Quarterly Financial Report.

Internal Control Environment

2 February 2023

Received a Policy Timetable providing clarity of the policies that require Audit and Risk Committee
consideration and review prior to the consideration and approval by Council or the Chief Executive
Officer.

12 May 2023

 Reviewed the updates to the Asset Valuation and Asset Capitalisation Policies and recommended they be referred to Council for adoption. The report was included in the agenda of Council's meeting held on the 20 June 2023.

Risk Management

9 September 2022

- Received the Strategic Risk Register reviewed by the organisation in July 2022.
- Received Council's insurance program noting the increase in insurance premiums incurred by Council. The Committee raised a number of issues regarding Council's insurance portfolio and requested the CEO to engage a suitably qualified person or persons to undertake an analysis of Council's insurance policies to ensure best value for money is being obtained and that all aspects of insurance are covered.

2 February 2023

· Received the Strategic Risk Register, noting no changes since the previous report.

12 May 2023

- Received an update on the current status of the Strategic Risk Register. A significant review of the risk framework is to be undertaken during the next year.
- Received an update on the current Strategic Risk controls and treatment plans.
- Received an update on the current status of the Business Continuity Program and Disaster Recovery testing plans.

Fraud Prevention Systems & Controls

At all meetings:

- There have been no reported incidents of fraudulent of corrupt behaviour during this reporting period.
- There have been no reported incidences of unethical behaviour, fraud or corruption.

Internal Audit

9 September 2022

- Reviewed the outcome of the Building Maintenance (Including Essential Safety Measures) Internal Audit completed by the Internal Auditor, noting that management accepted all recommendations made by the Auditor.
- Reviewed the outcome of the Purchasing Card Use and Management Internal Audit completed by the Internal Auditor, noting that management agreed to 7 of the 8 recommendations made by the Auditor.
- Reviewed the status of delivery of the Annual Internal Audit Plan and Scopes of Proposed Internal Audit Reviews.
- Reviewed the Past Issues Review resulting in the closure of 3 actions in response to past internal audits
- Reviewed the progress by management on open internal audit recommendations.
- · Reviewed the Internal Auditor Performance.
- Met with the Internal Auditor in the absence of management. There were no issues identified requiring action from this meeting.

2 February 2023

- Reviewed the status and delivery of the annual Internal Audit Plan.
- Reviewed the outcome of the Fleet Management Internal Audit completed by the Internal Auditor, noting that Council accepted 21 of the 24 detailed recommendations made by the Auditor. The 3 recommendations not accepted related to minor audit findings.
- Reviewed the outcome of the Request and Complaint Management Internal Audit completed by the Internal Auditor, noting that Council accepted all recommendations made by the Auditor.
- Reviewed the progress by management on open internal audit recommendations.

12 May 2023

- Received an update of the Internal Audit Program status and scope of upcoming audits. The Committee noted that the scope of the proposed Human Resources audit would be revised.
- Reviewed the progress by management on open internal audit recommendations.
- Received an update of a review conducted on actions nominated by management as closed in response to past internal audits. A summary of findings confirmed 3 actions closed by management were satisfactorily addressed.
- · Received results of the Audit & Risk Committee self-assessment.

External Audit

9 September 2022

- The Committee met without management. There were no issues identified requiring action from this meeting.
- Reviewed the VAGO Report Fraud Control Over Local Government Grants. At the conclusion of the audit, VAGO made 9 recommendations to all Victorian Councils. These recommendations were reviewed by Council and two actions were identified for improvement.
- (Refer also Section relating to 'Financial and Performance Reporting')

Audit & Risk Committee Annual Report 2022-23

2 February 2023

 Reviewed the Final Audit Management Letter and Audit Closing Report issued by the Victorian Auditor General's Office (VAGO) for the 2021-2022 audit.

12 May 2023

Received an update of the 2022-23 VAGO Audit Strategy. The Committee noted that the Strategy
would be reissued on the basis of consolidating the accounts of the Campaspe Port Enterprise
(CPE).

Compliance Management

9 September 2022

 Received an overview of compliance with the introduction of the Local Government Act 2020 and Gender Equality Act 2020, with the Committee agreeing that this report was no longer required

Reporting to Council

9 September 2022

 A draft 2021-2022 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 of Council's meeting held on the 21 September 2022.

2 February 2023

• A draft Half Yearly Report for the period 1 July 2022 to 31 December 2022 was reviewed and recommended to be presented to Council at the next available meeting. The report was included in the agenda of Council's meeting held on 21 March 2023.

Performance Evaluation

12 May 2022

• Reviewed the results of the Committee's evaluation of the Internal Auditor performance.

Review of Charter

2 February 2023

Reviewed the Audit and Risk Committee Charter, in particular the section relating to the Chair
position and recommended it be presented to Council for adoption at the next available meeting
The Charter was included in the agenda of Council's meeting held on 21 March 2023.

Other Matters

2 February 2023

• Received a report on Procurement Performance KPI's

12 May 2023

• Received the Commission of Inquiry into Moira Shire Council.

At all meetings the Committee:

- Reviewed the Annual Work Plan of the Committee.
- Received a report summarising Councillor expenses & reimbursements received in accordance with Council's adopted Councillor Expenses Policy.

8.4.2 Annual Report 2022/23

Directorate: Office of the CEO

Responsible Officer: Manager Communications

Manager: Manager Communications

Attachments: 1. Annual Report 2022 - 2023 [8.4.2.1 - 158 pages]

1. PURPOSE

The purpose of this report is for Council to receive the Campaspe Shire Council 2022/2023 Annual Report.

2. RECOMMENDATION

That Council receive the Campaspe Shire Council 2022/2023 Annual Report.

3. BACKGROUND

Campaspe Shire Council has completed its Annual Report for the year ended 30 June 2023, which follows this report.

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

- a report of operations of the Council;
- an audited performance statement;
- audited financial statements;
- a copy of the auditor's report on the performance statement;
- a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994;

The Report of Operations must contain the following:

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

The Audited Performance Statement includes the following:

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

Audited Financial Statements

- This statement is determined by Local Government Victoria format requirements.
- The statements have been audited by the Victorian Auditor General's Office (VAGO).

The Annual Report describes the Shire of Campaspe's operations throughout the year and highlights achievements. It reports to the Victorian Government, Campaspe Shire Council residents and the wider community on actions throughout the year in line with strategic objectives that were set down in the Council Plan for the year, as well as the prescribed information listed above

To meet legislative requirements, the annual report must be presented to a council meeting open to the public within 4 months of the end of the financial year.

4. ENGAGEMENT

Internal

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

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

The Audit & Risk Committee, at its 15 September 2023 meeting reviewed the draft Financial Statements and the draft Performance Statement for the 2022/2023 financial year prior to final audit clearance by the Victorian Auditor General's Office (VAGO).

Both the Performance Statement and the Financial Statements have been certified by the Chief Financial Officer, Chief Executive Officer and two Councillors. The draft statements were presented to and endorsed by Council on 26 September 2023.

External

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

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

The Annual Report reports against the Council Plan for the 2022/23 financial year and provides a report card to the community.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

The Annual Report reports against the Council Plan for the 2022/23 financial year and provides a report card to the community on Council's achievements.

7. LEGAL AND STATUTORY OBLIGATIONS

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

8. FINANCIAL IMPLICATIONS

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

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

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

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

10. ISSUES AND RISK MANAGEMENT

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

11. CONFLICT OF INTEREST

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

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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

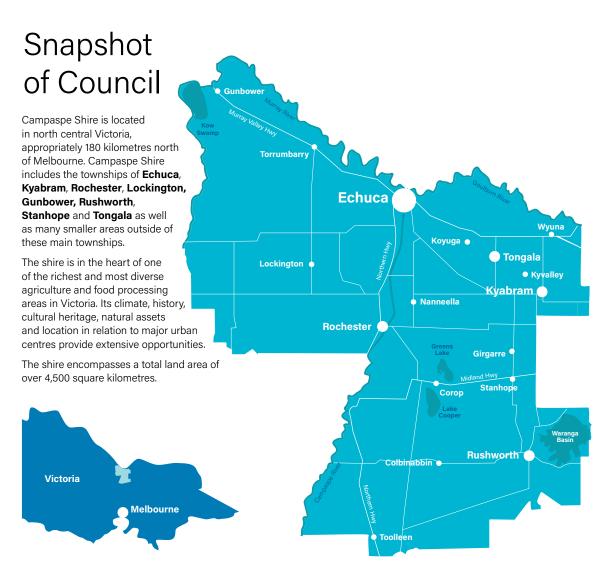












Demographic Profile



Campaspe has an estimated resident population of 38,506 (ABS estimated resident population 2022) and 32.4% are aged 60 years and over.



Around 85% of residents were born in Australia, with the remainder coming from 35 countries who speak 18 languages (ABS 2021).



The majority of residents, 78.2%, work and live within the municipality, with a further 10.3% living in Murray River Council, an adjoining NSW local government area (ABS 2021).



In the shire, 11.5% of households earn an income of \$3,000 or more per week (ABS 2021).

Vision

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

Values

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

Respect

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

Customer focused

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

Continuous improvement

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

Teamwork

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

Accountability

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



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Introduction

Fast Facts of 2022/23



770,859

website page views



4,289

tonnes of garden and food material collected in kerbside bins



26,120

visits to service centres



birth notifications



11,500

seedlings planted through the Rural Tree Scheme



40,582

calls answered



vaccines given



7,521 dogs registered



cats registered



110,999

visits to library branches



tonnes of recycling material collected in kerbside bins



7,328

tonnes of waste collected in kerbside bins

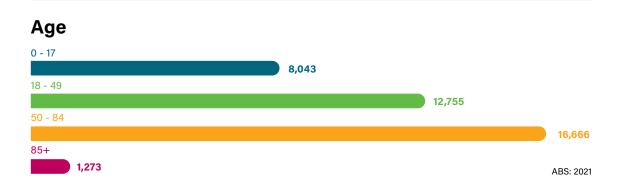


tonnes of flood waste received by the Rochester **Emergency Transfer** Station



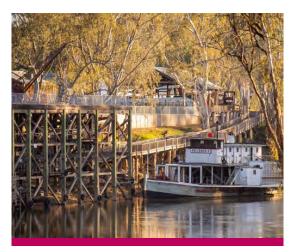
tonnes of flood scrap metal was recycled from the Rochester **Emergency Transfer** Station

Flood collection was between 17/10/22 and 4/11/22



Council Plan - Year Highlights

The Council plan 2021/2025 guides the work of council in providing services and projects for the community. The plan is set out in four strategic objectives, each with indicators for monitoring achievements. The following is a summary of those achievements under the four key areas.





Strategic Objective 1

Well planned places

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

2022/23 achievements include:

- Securing Australian Government funding of \$2.35 million for urgent upgrade works at the Echuca Aerodrome.
- Transitioning the management of the Port of Echuca to the new management model, the Campaspe Port Enterprise.
- Installing public Wi-Fi at two community facilities, Echuca East Community Centre and Tongala Sound Shell.

Strategic Objective 2 Growing quality of life

- Communities have a say on local infrastructure and attractions that stimulate engagement and activity
- Effective and efficient services available locally
- Children, young people and families healthy and well
- Inclusive, connected, culturally diverse and safe
- Support of LGBTIQA+ World Pride 2023

2022/23 achievements include:

- Completing Place Based Plans with the Colbinabbin and Tongala communities.
- Reconciliation Week community walk and flag raising.
- Completing the relocation and reopening of the Rochester child care facility, renamed Rochester Early Learning.
- International Women's Day event hosted by Campaspe Libraries.
- Tongala hosts Shrine of Remembrance, Changed Forever: Legacies of Conflict.
- Rate relief package developed for flood impacted properties.

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Introduction





Strategic Objective 3

Resilient protected and healthy natural environment

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

2022/23 achievements include:

- Increasing the number of green bins (food and organics) across the shire to support the focus of reducing the amount of waste to landfill.
- The Environment Protection Authority revoked the Post Closure Abatement Notices for three licensed landfills in recognition of the low environmental risk following implementation of an ongoing aftercare management plan.
- Finalisation of Kyabram Fauna Park transition to Zoos
- Work resumed on Echuca Moama Torrumbarry Flood
- Annual free waste program continues to support residents cleaning up properties prior to fire season.
- Adoption of the 2022-26 Environment Strategy.

Strategic Objective 4

Flourishing local economy

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

2022/23 achievements include:

- Supporting several traineeships, cadetships, apprenticeships and student placements across Council services.
- Developing and completing a program to fund the training of lifeguards.
- Commenced an engagement process to feed into development of an Economic and Tourism Strategy.
- Echuca Moama Youth Expo.
- Echuca West Precinct officially gazetted.
- Signature decorations installed to attract tourism pre-Christmas.

Challenges and Future Outlook

Challenges

- Responding to the severity of the October flood event, with various areas of the shire impacted at different levels and at different times.
- The ability to deliver key infrastructure projects while managing flood impacts, availability of labour, supply chain delays, and the increasing cost of materials.
- Continuing to adapt to an environment of working remotely to support our community.
- Attracting and retaining staff, particularly in the areas of engineering, planning and building services.
- Balancing the demand for new infrastructure while maintaining and upgrading existing assets.









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Introduction

The future

- Complete recruitment to support the new organisation structure, effective from 1 July.
- Progress flood recovery projects and programs across the shire, particularly for the township of Rochester.
- Develop key strategies, an Economic Development and Tourism Strategy, a Cultural Diversity Strategy, and Customer Service Strategy.
- Prepare for local government elections in October 2024.
- Develop an emissions plan to assist in the implementation of the Environment Strategy.
- Complete year 3 actions identified to meet our Council Plan strategic objectives.
- Undertake Township entrance beautification projects.
- Implement Victoria Park masterplan.
- Aquatic Reserve stormwater upgrade.
- Complete Breen Avenue walking track.
- Aquatic Reserve upgrade project.
- Complete Rushworth Stage 2 streetscape











From the Mayor and CEO

We are pleased to present the 2022-2023 Annual Report, delivering on the priorities of the Campaspe Council Plan 2021 - 2025.

We are pleased to present the 2022-2023 Annual Report, delivering on the priorities of the Campaspe Council Plan 2021 - 2025.

It was a year we couldn't have predicted, and whilst there have been many highlights, achievements, and opportunities over the past financial year, our shire has been challenged not only by COVID-19 but through the worst floods and record rainfall in living memory, Friday, 14 October saw the Campaspe River flood and inundate the township of Rochester and surrounds with widespread riverine flooding and 90% of the township severely and devastatingly impacted. Ongoing torrential rain and the flooding of our three rivers, the Campaspe, Goulburn and Murray, resulted in flood waters moving through large sections of the shire across a number of weeks, resulting in the highest river peaks in decades. The damage was widespread across the community, particularly in Rochester, Echuca Village, East Echuca, Gunbower and Torrumbarry. Thousands of homes were inundated or isolated by floodwaters, leading to a declaration of a state of disaster. Evacuation orders were in place for several areas, homes were without power, and many roads closed.



Our key economic pillars were hit hard. Over 1,400 roads and other infrastructure servicing our farming and manufacturing communities have been damaged, crops and livestock destroyed, and manufacturing and retail halted for lengthy periods. Schools found new ways of educating our students and health and wellbeing organisations across the shire continue to be challenged with the increasing demand on services.

Damage to Council's own infrastructure cannot be overstated, nor can the impact on many of our employees who were personally affected.

Despite the number of staff directly impacted our team in Campaspe met these challenges with courage, and a shared responsibility to get the job done. Fortunately, Team Campaspe extends beyond our shire's workforce, to the wider community where volunteers, community groups and organisations have helped the community not only cope with these natural events but continue to be critical partners in our recovery.

In every way, we are a resilient community built on the foundation of camaraderie and support and, as true country people know how to do best, rallying together and rolling up our sleeves in times of need. We thank and applaud the many individuals and community groups that supported affected residents and businesses, including organisations and people from beyond our borders. The Australian spirit of generosity and courage in the face of adversity continues to shine in Campaspe Shire.

In addressing the impacts of the flood event, and moving to the recovery phase in early 2023, our continued focus is about rebuilding and repairing damaged roads, community facilities and the environment. Most importantly, it's about helping people. Residents, business owners, farmers and community groups alike have needed our support to navigate the myriad of challenges and complexities of restoring their lives, and to take care of their health and wellbeing. While Council is the lead agency for flood recovery, a community-led recovery is our focus. Community recovery committees are in place to lead these local efforts and their focus includes identifying and making recommendations on local needs and priorities; and to work with Council, other levels of government and emergency services to obtain funding and resources needed to build and recover.

We continue to advocate strongly for funding across the economic, environment, social and cultural pillars to address the shortfalls and have joined forces with the Murray River Group of Councils and other neighbouring councils across the Loddon Campaspe region in a united effort.

In addition to these natural disasters, this was a difficult time for our shire, and one of the largest challenges for Councillors after listening to the concerns of our community, was to actively implement a reset of the organisational culture that had steered off direction.



Being a Councillor can be extremely challenging and requires a strong governance lens combined with working collaboratively with our community and balancing outcomes and expectations. The year has seen changes in the CEO and Executive Management team, resulting in only one remaining member of the team. Thanks must go to Interim CEO, Tim Tamlin, Executive Director Communities, Keith Oberin and fellow councillors, particularly Cr Chrissy Weller in her former role as Mayor as they persevered during this tumultuous period. A key priority was a review of the structure of the organisation, focussing on how it meets the needs of our community, for today and into the future.

With several key retirements and vacancies, it was an opportune time to review and recruit a new Executive Team. Thank you to all staff for their patience, for their input into the process and to those staff who took up acting positions during the review.

In the past year we finalised several plans, strategies and policies that enhance and support healthy, safe, inclusive and sustainable communities. These included Local Law No 9 - which regulates matters of public safety, Governance Rules, and the Victoria Park masterplan.

We were also proud to transfer the management of the Port of Echuca to Campaspe Port Enterprise who have developed an ambitious 5- year plan to develop the Port and attract investment, facilitate infrastructure development, and deliver projects that enhance the visitor experience and build connection between people and experience.

A major piece of work finalised this year was the development of our Environmental Strategy. This strategy went through a detailed community consultation and public exhibition process, with the feedback being used to inform the final document.

We know that the natural environment and climate change are priorities for our community, so it was great to speak with so many people to inform this strategy.

Significant workforce shortages along with escalating construction costs continue to present challenges to Council and the businesses throughout our community and will remain an area of focus in coming years. Despite these challenges, Council remains in a strong financial position, with 99 projects totalling \$21.7 million fully completed and a further \$8.7 million committed to be spent. The biggest spend overall was in Road, and Kerb and Channel renewals combined (\$7.5m). In addition to the regular gravel road, shoulders, and reseals programs, an additional program of gravel road resheeting commenced under the Local Roads and Community Infrastructure (LRCI) program. Road rehabilitation works took place in Nish and Service Street in Echuca, the Rushworth Senior Citizens Car Park and Barnadown-Myola Road. The Kerb and Channel program delivered \$1.5m of works across the shire including Echuca, Lockington, and Kyabram.

Of the \$21.7 million of capital projects completed, \$16.6 million has been recognised as capital and \$5.2 million has been expensed to operations. This is due to the items not meeting Councils capitalisation thresholds as defined in the Asset Capitalisation Policy. Of the \$5.2 million, \$2.5 relates to landscaping and tree planting work at various locations across the shire. The largest of these were Gunbower Lions Park and Echuca East Community centre. \$0.9 million was for work carried out on non-council assets. \$0.9 million was to relocate utility services to allow projects to be completed.

There was \$0.8 million of assets capitalised from operations. Giving a total of \$17.4 million of capital additions in the 2022/23 year. For further detail please refer to Note 6.1 in the Financial Statements.

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We are incredibly proud of how our staff have adapted over the last year while continuing to deliver services that our community has needed. From those who maintain our critical internal services such as IT, financial management, governance, and human resource services through to our externally focused customer service, community services, saleyards, animal shelter, community and economic development, libraries, school crossing supervisors and a wide range of statutory enforcement and technical service functions - the commitment and effort from our staff has not waivered. We thank you all.

With shortages across the shire both in skilled workforce and housing options, as an organisation we have continued to rethink how we work to provide flexibility and balance to our staff, to continuously improve productivity and to meet the changing needs of our community. The introduction of a flexible working arrangement has commenced, and will improve our effectiveness, provide great benefits to our staff, and be a draw card for Campaspe Shire in our ability to attract high calibre candidates for future positions.



In our roles as Mayor and CEO, we have had the opportunity to meet and speak with many politicians to advocate for our community needs as we listen to residents from around the shire and hear your concerns and aspirations. We acknowledge, too, the critical financial support provided by both the Victorian and Federal Government. We are eager to strengthen our advocacy efforts to attract the funding we need to deliver on our priorities. We try our best to provide services with limited resources, despite the challenges posed by the rate capping environment, and with the increasing expectations of the role and responsibilities of local government.



The past year has also seen the commencement of significant community engagement to assist Council in understanding future priorities. This engagement has included developing place based plans, economic development, and recreation initiatives to inform our decision making. Our community's voice is vital in shaping the decisions we make at Council, and we encourage all residents to continue to have their say through a range of interactive forums.

Thank you to all those who played a part in ensuring we continued to consider our neighbours, our local businesses and those who were doing it a little tougher than others. We're extremely proud of all the programs, services and support we've been able to deliver to residents, the community and our organisation in these challenging times.

It's a privilege to serve the Campaspe community.

We commend this Annual Report 2022-2023 as a record of our achievements and opportunities during this period, as well as a positive outlook for the year ahead.



Cr Rob Amos Mayor



Pauline Gordon Chief Executive Officer

Councillors

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

The Councillors are:

Cr Rob Amos

Echuca Ward

Date elected: 24 October 2020

Mayor: 2022 Mobile: 0413 040 199

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

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

and District Tourism Development Association

Cr Colleen Gates

Kyabram Deakin Ward

Date elected: 24 October 2020 **Deputy Mayor:** 2021, 2022 **Mobile:** 0457 916 615

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

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

Cr Paul Jarman

Rochester Ward

Date elected: 24 October 2020

Mobile: 0407 825 133

Email: p.jarman@campaspe.vic.gov.au Council appointments: Audit and Risk

Committee

Cr Daniel Mackrell

Kyabram Deakin Ward

Date elected: 22 October 2016 (Echuca

Ward)

Re-elected: 24 October 2020

Mobile: 0429 517 535

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

Council appointments: CEO Performance and Remuneration

Advisory Committee

Cr Tony Marwood

Echuca Ward

Date elected: 24 October 2020

Mobile: 0437 517 535

Email:

t.marwood@campaspe.vic.gov.au

Council appointments: Audit and Risk Committee, Senior Combined Partners, Youth Action Group

Cr Leanne Pentreath

Western Ward

Date elected: 20 February 2016

(by-election)

Re-elected: 22 October 2016,

24 October 2020 **Mobile:** 0428 862 201

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

Cr Adrian Weston

Waranga Ward

Date elected: 27 October 2012 Re-elected: 22 October 2016,

24 October 2020

Mayor: 2016, 2017, 2018, 2019 **Mobile:** 0428 320 464

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

Council appointments: Senior Combined Partners

Cr Chrissy Weller

Echuca Ward

First elected: 24 October 2020

Mayor: 2020, 2021 Mobile: 0437 567 401

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

Council appointments: CEO Performance and Remuneration Advisory Committee. Goulburn

Broken Greenhouse Alliance

Cr John Zobec Kyabram Deakin Ward

First elected: 28 January 2015 (2012 election count-back)

Date re-elected: 22 October 2016, 24 October 2020 **Mobile:** 0418 213 413

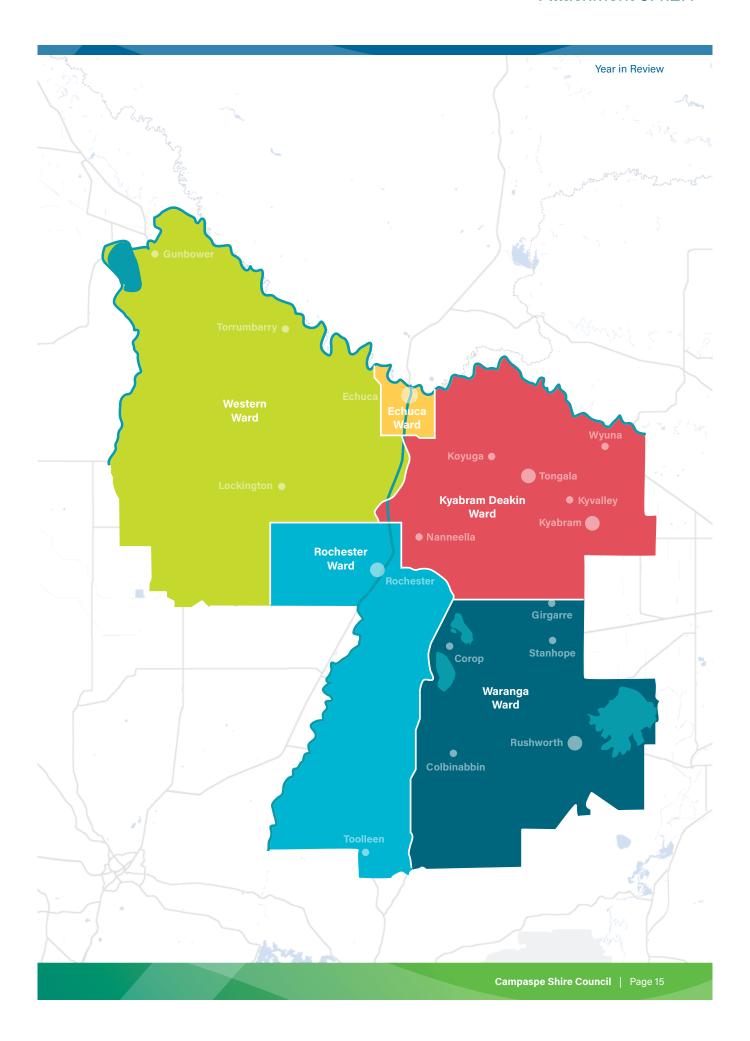
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Financial Summary

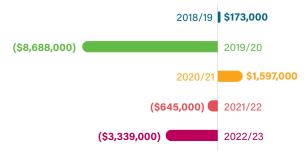
Council finished the year with an operating surplus and maintained a relatively low debt level of \$5.6 million. Detailed information about our financial performance is included within the Financial Statements sections of this Annual Report on pages 70 to 133. A summary of our performance is outlined below.

Operating position

The year-end resulted in an operating surplus of \$3 million. The 2022/23 surplus is due to the full prepayment (\$14.51 million) of the 2023/24 allocation of the Financial Assistance Grants, paid in June. In addition, \$12.75 million has been received from the Federal and State governments to fund works to repair infrastructure and to assist the community with flood recovery.

Adjusted underlying result

The adjusted underlying result (after removing capital grants and non-monetary capital contributions,) is a deficit of \$3.3 million or (3.27)% when compared to adjusted underlying revenue.

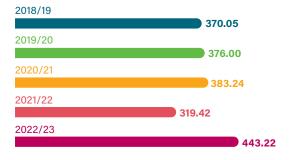


Liquidity

Cash and other financial assets are \$108.6 million which is \$11.1 million higher when compared to the 30 June 2022 figure of \$97.5 million. This is mainly attributed to receiving \$14.5 million of the 2023/24 Financial Assistance Grants in 2022/23 and \$12.7 million of funding related to flood response and recovery.

Working capital ratio %

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities. Council's liquidity ratio level of 443.22% is an indicator of our satisfactory financial position.



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Obligations

Council aims to ensure that it can maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community.

Loan and borrowings compared to rates ratio %

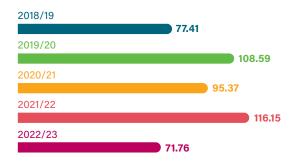
At the end of the year Council's debt ratio, which is measured by comparing interest-bearing loans and borrowings to rate revenue, was 12.08%. The result is a decrease of 2.16% from 2021/22, due to the repayment of loans being greater the draw down of the loan for the Gunbower Lions Park redevelopment.



Asset renewal ratio %

Council's asset renewal ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 71.76%. The result is a reduction of 44.39% from 2021/22.

The delivery of the capital works program was impacted by the October 2022 flood event. Delays were experienced due to resources directed away from the program to focus on flood repair works, as well as sites being inaccessible, either under water or too wet, for around three months.



Stability & efficiency

Rate concentration ratio %

Council raises a wide range of revenues including rates, user fees, grants and contributions. Despite this, Council's rate concentration which compares rate revenue to adjusted underlying revenue was 45.33% for the 2022/23 year. This reduction in comparing to previous years is a result of the package of rate relief provided to landowners impacted by the October flood event.



Revenue level ratio \$

This resulted in an average rate per assessment of \$1,860.38.



Description of Operations

Council is responsible for more than 100 services, from family and children's services, open space, waste management, aquatic services and community buildings, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget.

This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan and the associated Budget 2022/23 and reported on in this document. Refer to the section on Our Performance, pages 135 to 151, for more information about Council services

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

Economic factors

- Increasing construction costs, rising significantly faster than the broader CPI which was 7 per cent in March.
- Continuing to work within a rate cap environment, with the 2022/23 cap set at 1.75 per cent, and increasing utility costs, particularly electricity.

Major capital works

Delivering capital projects is essential to achieving Council's aim to provide safe, accessible and appropriate infrastructure that meets the needs of the community. Across the 2022/23 year 99 capital projects were completed, to the value of \$21.6 million.

The program continued to be impacted by staff resourcing and lead time issues. This was further compounded by the October flood event, with around three months lost due to sites being inaccessible, resources being allocated to flood efforts and assets requiring reassessment for flood funding or insurance. Flood recovery works included relocation of the Rochester Service Centre to a temporary facility and rehabilitation of the service centre, relocation of the Rochester child care centre, and rehabilitation of community facilities including Rochester seniors, Rochester Racecourse Recreation Reserve, Back 9 Golf Clubhouse in Echuca, Echuca Wharf and Echuca Riverboat Dock.

In addition to critical flood recovery works, highlights of the capital works program included:

- \$7.5 million kerb and channel replacement works across a number of townships.
- In addition to the annual gravel road grading, road shoulder grading and reseal programs, an additional program of gravel road resheeting started through the Local Roads and Community Infrastructure Program (LRCI).
- Road construction projects were completed in Nish Street and Service Street, Echuca, the Rushworth Senior Citizens Car Park, and Barnadown Myola Road.
- Completing stages 2 and 3 of the Echuca East Recreation Reserve, including the dog park, landscaping and pathways.
- Upgrades to the Kyabram and Lockington netball courts
- Projects at the Echuca Holiday Park in line with the adopted master plan, including solar installation, play area and starting the water play park.

The completion date for projects under Stage 3 of the Local Roads and Community Infrastructure Program (LRCI) was extended through to June 2024. At the end of the financial year, 50 per cent of the program was complete.

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Major changes

Pauline Gordon was announced Chief Executive Officer, to start in October.

A new organisation structure was release to staff in February for feedback. The finalised structure resulted in an additional Director role appointed for a 2 year period to focus on Emergency Management and the realignment of Manager roles and functions across all Divisions. Advertising for the five Director roles has been completed, with some Directors in place, and the remaining two Directors to start in July. The new structure will come into effect from 1 July.

Additionally, Council developed a Work From Home policy to support a flexible work environment, responsive to the emerging needs of the organisation.

In March, Council endorsed a package of rate relief for properties impacted by the October 2022 floods at an estimated cost to Council of \$1.128 million.

Major achievements

The Echuca War Memorial Aquatic Centre team was awarded the 2022 Swim and Survive Partner of the Year by Life Saving Victoria. The award recognises the team's focus on teaching water safety far beyond the traditional swimming lessons, particularly the Bush Nippers Program.

The Echuca War Memorial Aquatic Centre team was awarded the Facility Management Award by Aquatics and Recreation Victoria.



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Calendar of Events

July

Council adopted General Local Law No 9, a key document for the Local Laws unit to regulate matters of public safety.

Campaspe Libraries hosted a week of activities to celebrate Library and Information Week, encouraging the community to re-engage with their local library and explore the resources available.

Official opening of the Echuca East Recreation Reserve stage one, a \$6.94 million project including construction of a large multi-purpose building, onsite parking and playground.

16 residents received their Australian citizenship.

Council was informed that Mark Francis was appointed as Executive General Manager of Campaspe Port Enterprise.



August

A new History Trail Map, showcasing the vast array of historical landmarks in Campaspe Shire, was launched.

Echuca Library celebrated its 10th birthday at the Hare Street location with a free community event, showcasing a range of interactive activities.

Community engagement for a new \$3 million rail trail, an 11 kilometre trail connecting Rushworth to Murchison, started.



September

Campaspe Libraries coordinated a school holiday program across five library branches providing a range of creative activities and games for kids.

In collaboration with the Campaspe Cohuna Local Learning and Employment Network and local schools, Council joined the Echuca Moama Youth Expo, showcasing opportunities for adolescents to get involved in their community or become part of a supportive group environment.

The Echuca West Precinct was officially gazetted by the Minister for Planning, releasing much-needed residential land and allowing development to start.

Water levels started to rise in the Murray, Goulburn and Campaspe rivers and numerous agencies joined together to start planning for the possibility of predicted high rainfall and impacts to the adjoining river environments.

As part of the annual Melbourne Cup Tour, the Cup was welcomed in Echuca with a community event.

19 residents received their Australian citizenship.

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October

Council finalised the transition of the Kyabram Fauna Park across to Zoos Victoria, benefiting the resident wildlife and increasing the tourism potential, giving tourists even more reason to visit Kyabram and northern Victoria.

In preparedness of predicted flooding, Emergency Management Victoria, the lead agency during an emergency event, made a decision to construct a three-kilometre levee to bolster protection in Echuca.

Devasting floods hit rural and urban areas across the shire with all three rivers, the Murray, Goulburn and Campaspe, peaking above major flood levels.

New CEO Pauline Gordon commenced late October.



Calendar of Events

November

River levels continued to remain high, with Council urging the community to prepare for ongoing high river levels and further rain.

Cr Rob Amos was elected unopposed as Mayor, with Cr Colleen Gates re-elected as Deputy Mayor.

Environment Strategy adopted by Council, following a draft released to the community earlier in the year.

Council approved waiving interest on any rates and charges for the period 1 July 2022 through to 30 June 2023 in response to the flood event.

Maintenance grading response times, detailed in the Road Management Plan, were suspended due to ongoing wet conditions.

Following a review, Council approved changes to the on-street parking in Echuca to align with recommendations in the Echuca CBD & Historic Port Precinct Parking Strategy.

Pre budget proposals were reopened, with Council again calling on the community to lodge proposals to support development of the 2023/24 Budget.



The Governor General of Australia, His Excellency David Hurley AC DSC (Retd) and Mrs Hurley, visited Campaspe Shire.

December

The annual free green waste disposal program opened to support residents in cleaning up properties prior to the fire season.

Signature Christmas decorations were set up in three locations across the shire in addition to the many other decorations and Christmas trails.

Council approved a total of \$48,230 to support 20 grant applications through a range of grant programs.

The State Emergency Service advised Council of approval to remove the remainder of the Echuca temporary flood levee put in place in October, with works to start early January.

January

On-ground works started to bring the Rushworth Service Centre into the future, creating an exciting and up-to-date community hub.

The Australian Government announced \$2.35 million in funding for urgent upgrade works to the Echuca Aerodrome.

Winners of Australia Day awards were announced and presented across the shire as part of Australia Day celebrations.

22 residents received their Australian citizenship.



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February

Two renowned authors, Maya Linnell and Caroline Beecham, were special guests at an International Women's Day event hosted by Campaspe Libraries.

In recognition of WorldPride 2023, Council flew rainbow flags at offices in acknowledgement of LGBTIQA+ people and in demonstration that all are valued by the wider community.

Work on the Echuca Moama Torrumbarry Flood Study resumed, now including data from the October flood event, with a draft study released for community comment.

Council supported the relocation of the Riverboats Music Festival to Victoria Park Oval due to flood damage at the Aquatic Reserve.



March

A package of rate relief for properties directly impacted by the October floods was announced.

Following extensive community consultation, Council adopted the Victoria Park and Scenic Trail Master Plan.

The official opening of the redeveloped Gunbower Lions Park was held, a \$989,000 project.

The Mayor, CEO and Director Emergency Management met with the Minister for Emergency Services to discuss key flood recovery activities.

Following the October 2022 flood event, Rochester Early Learning reopened, with a new name and new location.

Calendar of Events



April

Campaspe Libraries hosted the Echuca Moama Discovery Day providing an opportunity for community organisations, sports clubs, service clubs, volunteer groups and not-for-profit groups to promote their activities and endeavours and showcase what's on offer locally to residents.

A touring exhibition from the Shrine of Remembrance, Changed Forever: Legacies of Conflict, was opened in Tongala.

Council's Governance Rules were updated and adopted.

Campaspe Libraries coordinated a school holiday program for kids to be entertained, to learn and be creative.

Members to the Rushworth Place Based Plan Committee were appointed.

Council welcomed more than \$8.9 million in Victorian Government funding to support flood recovery efforts, including appointment of Flood Recovery Officers, establishing Flood Recovery Hubs and advancing disaster recovery funds to repair public assets.

Official opening of the Wirima Play Space in Rochester, a \$430,000 recreation project developed with the Rochester Business Network Play Space Committee.

The Campaspe Youth Go! Grant program was launched to provide funding support to young people in activating their ideas and promoting social connection and positive wellbeing.

17 residents received their Australian citizenship.

May

A two-week road maintenance blitz was undertaken in Rochester, with crews moving through the township working on sealed and gravel roads.

Work started on a new Rochester Place Based Plan.

The annual waste survey was launched, aimed at gathering community feedback on waste education practices and understanding current attitudes towards waste disposal.

Council hosted a community walk and flag raising ceremony as part of Reconciliation Week, celebrating the theme 'Be a Voice for Generations'.



June

An updated Memorandum of Understanding between Campaspe Shire and Murray River councils for cross-border collaboration was endorsed.

Australian and Victorian government funding of \$1.2 million was welcomed to strengthen the shire's emergency management capability and community resilience.

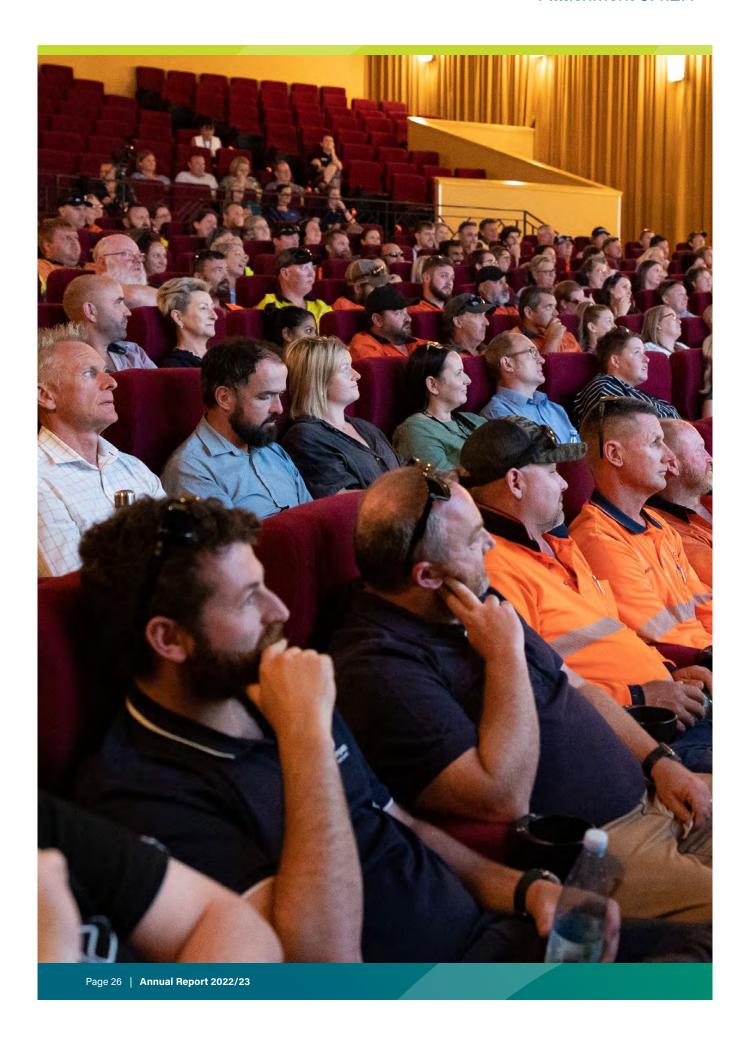
Council endorsed Place Based Plans for the Tongala and Colbinabbin communities; plans developed by locally appointed committees.

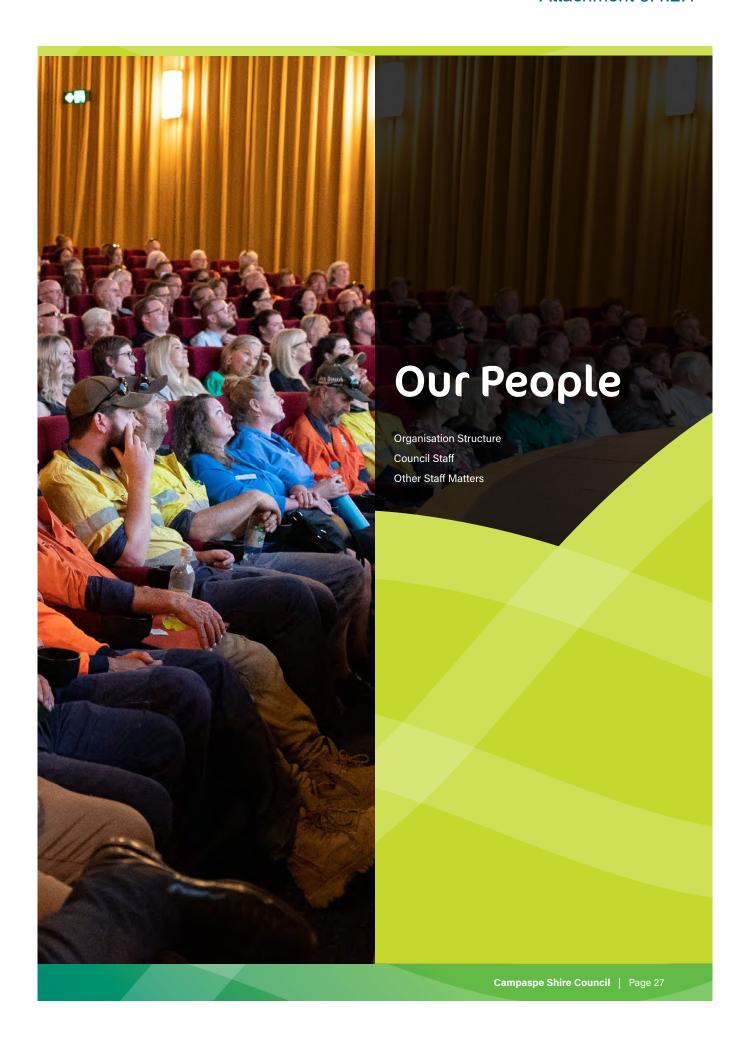
Council lodged a submission to the State Government's Inquiry into the 2022 Flood Event in Victoria.

The 2023/24 Budget was adopted following the completion of a community consultation process.

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Organisation Structure

Council is the governing body that appoints the Chief Executive Officer (CEO). The CEO has responsibility for the dayto-day management of Council operations in accordance with the strategic directions of the Council Plan.

Four Directors and the CEO form the Executive Leadership Team (ELT). ELT leads the organisation and meets weekly to oversee and manage Council operations. ELT also provides Council with information and advice that supports strategic and effective decision making. ELT is supported by a team of departmental managers.

Details of the CEO and Directors reporting directly to the CEO are set out below.

Pauline Gordon, **Chief Executive** Officer

Commenced: 24 October 2022

Areas of responsibility: Advocacy, Communications, Engagement, Council Support, Governance.



Kate Lemon, **Director Infrastructure**

Commenced: 29 May 2023

Areas of responsibility: Commercial Businesses, Construction, Parks & Gardens, Quarry Operations, Road Maintenance, Waste & Environment, Engineering Design, Plant & Fleet,

Road Services, Strategic Asset Management, Conservation, Aerodrome, Building Maintenance, Capital Works, Project Management, Property Management.

Matthew McPherson, **Director Corporate**

Commenced: 29 May 2023

Areas of responsibility: Human Resources, OHS, Payroll, Training, Volunteers, Application Support, Business Integration, ICT Support, Information Services,

Corporate Planning, Governance, Financial Accounting, Management Accounting, Revenue and Rates, Accounts Payable, Procurement.

Shannon Maynard, **Director Emergency**

Management Commenced: 20 March 2023

Areas of responsibility: Emergency Planning, Response,

Recovery.

Andrew Fletcher, **Acting Director** Community

Commenced: 3 October 2022

Areas of responsibility:

Community Development

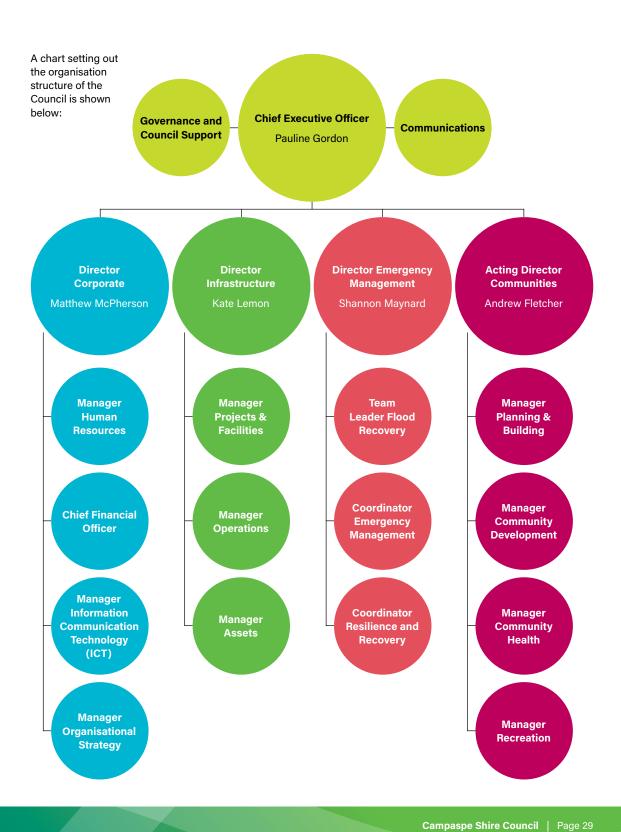
Programs, Community Programs, Children & Family Services, Environmental Health, Library Services, Aquatic Services, Facilities & Open Space, Recreation Planning, Building Services, Local Laws / Animal Shelter, Statutory Planning, Strategic Planning, Economic Development, Compliance, Tourism.







Our People

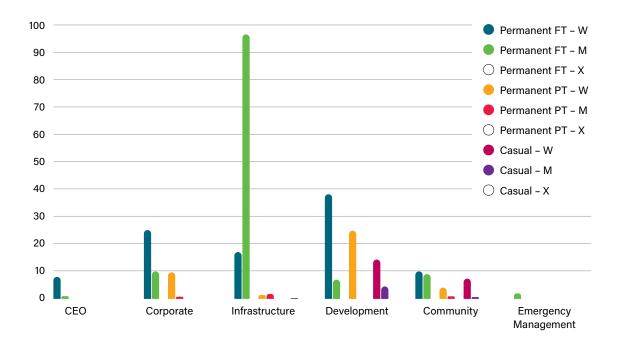


Council Staff

A summary of the number of full time equivalent (FTE) Council staff by organisation structure, employment type and gender is set out below. Note the EFT includes permanent and casual staff, not fixed term contract staff.

Employee type / gender	CEO	Corporate	Infrastructure	Development	Community	Emergency Management	Total
Permanent FT - W	8	25	17	38	10	0	98
Permanent FT - M	1	10	96	7	9	2	125
Permanent FT - X	0	0	0	0	0	0	0
Permanent PT - W	0	9.67	1.43	24.76	4.10	0	39.96
Permanent PT - M	0	0.80	1.79	0	0.95	0	3.54
Permanent PT - X	0	0	0	0	0	0	0
Casual - W	0	0	0	14.29	7.35	0	21.64
Casual - M	0	0	0.30	4.53	0.67	0	5.51
Casual - X	0	0	0	0	0	0	0
Total	9	45.47	116.52	88.58	32.07	2	293.65

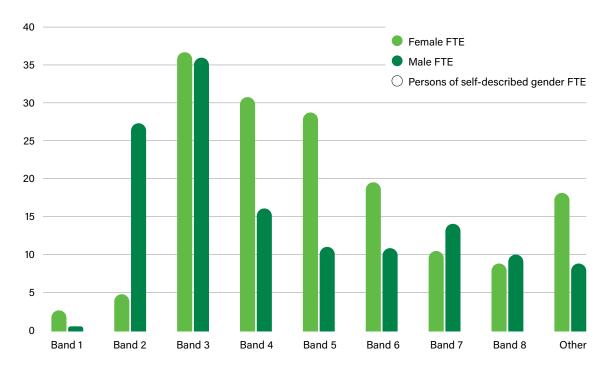
Legend: FT (full time), PT (part time), W (women), M (men), X (person of self-described gender) As of 30 June 2023, 41.57 positions were vacant, bringing the substantive FTE to 335.21.



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Our People

Employment Classification	Women FTE	Men FTE	Persons of self-described gender FTE	Total FTE
Band 1	2.75	0.67	0	3.43
Band 2	4.85	27.08	0	31.92
Band 3	36.32	35.61	0	71.93
Band 4	30.48	16.00	0	46.48
Band 5	28.48	11.00	0	39.48
Band 6	19.40	10.84	0	30.24
Band 7	10.47	14.00	0	24.47
Band 8	8.84	10.00	0	18.84
Band not applicable	18.02	8.84	0	26.86
Total	159.61	134.04	0	293.65



Other Staff Matters

Gender equality program

The objective of Council's Gender Equality Program is to ensure there is no discrimination relating to the characteristics listed under the Equal Opportunity Act 2010 such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

The actions taken to implement the program across the past 12 months include:

- Supporting the Echuca Pride Group with a community event to recognise World Pride Day, which included speakers from the LGBTIQA+ community and raising of the pride flag.
- Introducing new clauses into the Enterprise
 Agreement providing for five days gender affirmation
 leave, and the inclusion of surrogacy leave with
 intending parents eligible to be paid parental leave.

Equal Employment Opportunity

Campaspe Shire Council is committed to the principles of equal opportunity and antidiscrimination.

Council staff, contractors and volunteers are entitled to a working environment that is free of all forms of discrimination and inappropriate workplace behaviours. Council's commitment to equal employment opportunity is demonstrated by:

- Our Health, Wellbeing and Safety Policy outlining Council's commitment to ensuring the health, wellbeing and safety of all employees, volunteers, contractors and councillors while at work.
- Our Code of Conduct which includes a focus on discrimination, harassment, workplace bullying, occupational violence, victimisation, reporting improper conduct and unacceptable behaviour.
- Our recruitment process which fosters a meritbased selection.
- Promotion of and access to Employee Contact Officers and an Employee Assistance Program.
- Our training and development programs that educate and inform the workforce.

Enterprise Agreement

Negotiations to develop a new Enterprise Agreement started in 2021, with the committee including management representatives, nominated workplace union delegates and union industrial officers.

The agreement was submitted to the Fair Work Commission and approved on 19 January 2023 and remains in force until 16 February 2025.

Health & Safety

Council continued its strong commitment to Occupational Health and Safety during 2022/23. Our OHS Committee is represented by employees from across the organisation with attention given to both preventative and mitigation measures such as:

- Maintaining a Covid safe workplace through policy and compliance checks.
- Monitoring and mitigation of staff mental health as parts of our work force adapt to working from home.
- Providing OH&S education to all staff.

Employee Assistance Program

Council continued its partnership with an employee assistance provider, giving managers, employees and their immediate families access to an extensive range of support services. With ongoing pandemic impacts, this program has been even more important to support staff and their families.

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

Our People

Staff Service Milestones

Skilled, motivated and dedicated staff are critical to Council's success. As part of Council's ongoing 'years of service' recognition program, in September 2022, the commitment and service to the Campaspe community of 44 staff were recognised at a presentation attended by staff and their families.

10 Years
Jarrod Williams
Andrea King
Dominic Gorman
Madeline Frawley
Sally Ruckwood
Leaha Wheeler
Rick Keen
Cindy Nunn
Ray Slade
Jennifer Furness
Melissa Whelan
Emma Dux
Margerata Smith
Heidi Danziger
Sarah Gough
Janyce Rosin
Kim Bryans
Joanne Webb
Scott Webb
Lisa Ridgewell
Kristy Roulston
Dearne Tabone
Glenn McFadden
Thomas Pyke
Matthew Connally

15 Years
Brian Hubbard
Philip Golden
David Fitton
Jacqueline Bruns
Katrina Watson
Russell Baldwin
Tim Goulding
Anna Bonomini
Sandra Smith
Jacqueline Bell

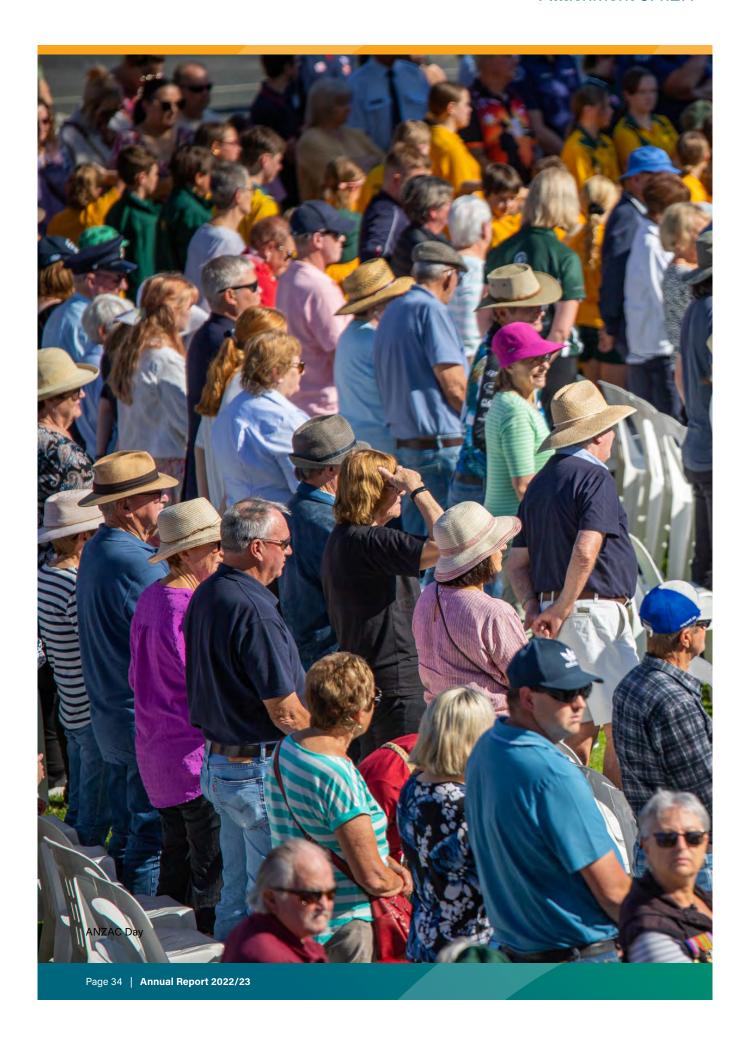
20 Years		
Darren Valentine		
Louise Heward		

25 Years
Judy Reither
Bernadette Paterson
Nyree Harrison

Paul Pappin Georgina Riddington Diane Arendshorst	30 Years	
	Paul Pappin	
Diane Arendshorst	Georgina Riddington	
	Diane Arendshorst	

45 Years Heather Bradley







Integrated Strategic Planning and Reporting Framework

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

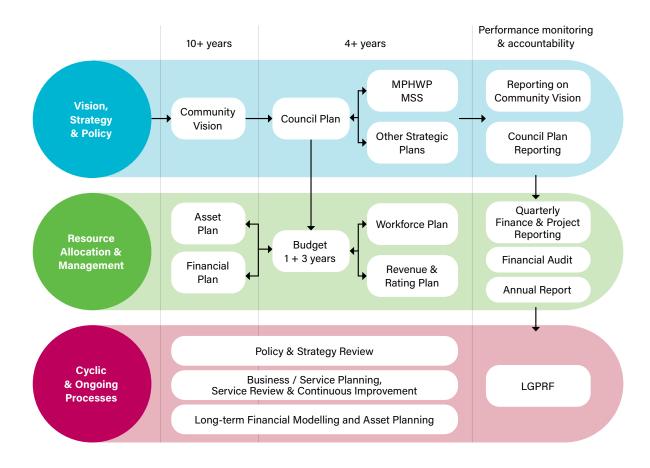
- A Community Vision (for at least the next 10 financial years).
- A Council Plan (for at least the next 4 financial years).
- A Financial Plan (for at least the next 10 financial years).
- An Asset Plan (for at least the next 10 financial years).

- A Revenue and Rating Plan (for at least the next 4 financial years).
- An Annual Budget (for the next 4 financial years).
- A Quarterly Budget Report.
- An Annual Report (for each financial year) and
- Financial Policies.

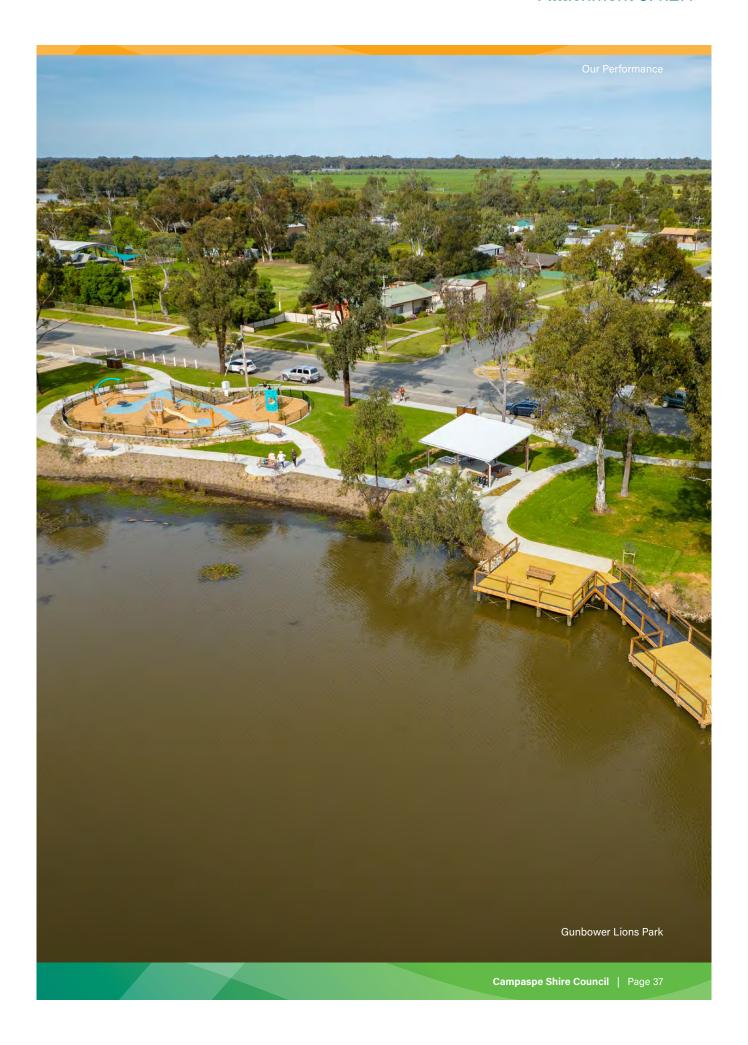
The Act also requires councils to prepare:

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

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.



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Performance

Council's performance for the 2022/23 year has been reported in a number of ways:

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

Well Planned Places

Strategic indicators

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

Indicator	Source	2021/22 results	2022/23 results
Greater value of building approvals	RemPlan	Total cost of works \$125.371 million	Total cost of works \$105.240 million
Average time taken to decide planning applications	Local Government Performance Reporting	55 days	56 days
More landholdings transferred to community management or ownership	Internal	4	0
Length of foot and cycle pathways constructed	Internal	2.62 kms	2.16 kms
Percentage of sealed roads maintained	Local Government Performance Reporting	97.41%	97.07%

Annual Plan Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2021/22 budget.

Initiative	Result	Action
Major		
We will implement changes to the Campaspe Planning Scheme through Amendment C117 and C118 with identified areas 'infill' development, including additional zoned land to allow for additional residential development.	Completed	The Echuca West Precinct was officially gazetted by the Minister for Planning in September.
We will finalise a review of the Victoria Park Master Plan in Echuca, design a multi-purpose facility and pursue funding opportunities.	In progress	The master plan has been endorsed by Council. The design for the multipurpose building is underway. An application to secure funding is also underway.
Other		
We will finalise the Echuca Aquatic Reserve designs and pursue funding opportunities.	In progress	Preliminary designs completed and funding secured for the stormwater project. Other funding sources for other projects to be pursued.
We will prepare a design for the shared user path between Victoria Park and River Boat Dock in Echuca.	In progress	A request for quotation has been prepared for an external consultant to complete the design.
We will transition the management of the Port of Echuca to the Campaspe Port Enterprise (CPE).	Completed	The transfer was completed.
We will prioritise the development of a program of designs to complete missing links and shared paths and cycleways.	Completed	A list of the missing links has been developed. The sites will be prioritised and designed in line with budget allocations.
We will work with the Department of Transport to prepare a Network Movement Plan to increase shared paths and connectivity to capture all walking, cycling and traffic movements for Echuca and incorporate the plan in the Campaspe Planning Scheme.	In progress	Council is seeking external resources to deliver this project.
We will support community members to learn about technology through library programs.	Completed	Library staff have assisted 418 community members through one-on-one technology support.
We will offer telehealth Maternal & Child Health consultations when physical access is not possible.	Completed	Telephone consultations will continue to be offered where accessing a centre is not possible.

Services

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

Service area	Description of services provided		Budget \$'000	Actual \$'000
Active recreation	To provide spaces and facilities to support formalised active recreation and community events that support community, social and health benefits.	Rev Exp Net	202 2,802 (2,600)	281 3,076 (2,795)
Aquatics	To provide facilities that support swimming and aquatic water play.	Rev Exp Net	1,507 3,787 (2,280)	1,219 3,607 (2,388)
Emergency management	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.	Rev Exp Net	60 204 (144)	12,427 8,648 (3,779)
Engineering	To ensure that Council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the shire.	Rev Exp Net	122 429 (307)	137 753 (616)
Parks and gardens maintenance	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.	Rev Exp Net	0 6,044 (6,044)	9 5,719 (5,710)
Project management	To ensure the efficient, timely and cost effective delivery of Council's Capital Works Program.	Rev Exp Net	0 466 (466)	0 806 (806)
Road services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Rev Exp Net	80 22,638 (22,558)	46 28,772 (28,726)
Statutory and strategic planning	To provide for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.	Rev Exp Net	624 1,244 (621)	648 992 (344)
Strategic asset management	To provide strategic direction on the management of Council's assets to support the ongoing delivery of Council's services.	Rev Exp Net	0 1,050 (1,050)	0 735 (735)

Service Performance Indicators

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

Service / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Aquatic facilities	2020	2021	2022	2023	material variations and comments
Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	2.00	2.88	1.00	1.75	Significant flooding in late 2022 impacted the ability for staff to complete aquatic inspections, including the total closure of one pool. Staff shortages and illness impacted the number of inspections able to be completed in early 2023.
Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3.04	1.87	3.31	3.85	In September 2022, Council made the decision to waive the public entry fees for all outdoor pools. This saw a significant increase in visitation at all outdoor pools.
Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$8.72	\$27.85	\$14.01	\$10.74	In September 2022, Council made the decision to waive the general public entry fees for all outdoor pools. This saw a significant increase in visitation at all outdoor pools. In addition to this, the return of members and delivery of programs saw an increase in revenue at the indoor centre balancing the lack of income and increased expenditure at the outdoor pools. There was an error in the calculation in 2019/20, the result should have been \$13.42 and an error in the 2021/22 calculation as the figure should have been \$11.08. Using the correct figures, the difference is -3.08%

Service / Indicator /	Result	Result	Result	Result	
Measure	2020	2021	2022	2023	Material variations and comments
Statutory Planning					
Timeliness Time taken to decide planning applications [The median number of days between receipt of	38.00	35.00	51.00	50.00	Council is continuing to experience staff shortages which can impact on the timeframes for planning decisions. The indicator is still below the State requirement of 60 days.
a planning application and a decision on the application]					
Service standard Planning applications decided within required timeframes	93.77%	97.23%	97.76%	100.00%	Planning applications were decided within the required timeframes. This is achieved by having appropriate delegations, streamlining applications and implementing process
[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100					improvements.
Service cost	\$1,473.04	\$1,054.69	\$1,342.25	\$1,654.05	Council has had a slight increase in costs of
Cost of statutory planning service					the service due to staff changes. Being able to provide a continuous service has required the
[Direct cost of statutory planning service / Number of planning applications received]					use of external consultants at a higher rate.
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision	83.33%	80.00%	62.50%	50.00%	Council has had four decisions appealed at VCAT. The percentage does not accurately reflect the true situation, as the number of VCAT cases was low. Staff seek to address concerns through the processing of applications, including consultation meetings so concerns are addressed. This eliminates
aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					the need for VCAT appeals.

Service / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Roads					
Satisfaction of use Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x 100	42.23	15.69	28.65	39.59	The large increase in sealed road requests is due to flood damage from the October 2022 flood event.
Condition Sealed local roads maintained to condition standard [Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x 100	98.77%	98.96%	97.41%	97.07%	Higher than normal wet weather and flood conditions resulted in an increase in the damage to the sealed road surface.
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$86.28	\$54.72	\$77.61	\$68.24	Considerable savings were achieved in completing projects in proximity of each other, resulting in less movement and relocation of plant and equipment. There was also a notable reduction in fuel costs which allowed for favourable contractor pricing.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.30	\$6.20	\$6.03	\$5.06	The reseal program included several regional sections of significant length and area. Efficiencies were able to be obtained through large continuous areas, lack of interruption, limited required traffic management and minimal re-mobilisation of plant. There was also a notable reduction in pre-seal maintenance undertaken which may contribute to early asset failure in future.
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	49	47	41	39	Negative sentiment towards Council resulting from some Council decisions has impacted on the results of the Community Satisfaction Survey. Also exacerbated by the October flood event and wet weather.

Growing Quality of Life

Strategic Indicators

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

Indicator	Source	2021/22 results	2022/23 results
Community satisfaction with customer service	Metropolis Research Community Satisfaction Survey	61	60
Community satisfaction with consultation and engagement	Metropolis Research Community Satisfaction Survey	42	49
Community satisfaction with overall direction of council	Metropolis Research Community Satisfaction Survey	40	48
Community satisfaction with decisions made in the interest of the community	Metropolis Research Community Satisfaction Survey	43	47
Percentage of children fully	Department Health and	12-15 months = 96.1%	12-15 months = 94.12%
vaccinated at 12-15 months, 24- 27 months and 60-63 months	Human Services	24-27 months = 94.5%	24-27 months = 93.39%
zee and so do mondio		60-63 months = 95.5%	60-63 months = 98.98%

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2022/23 budget.

Initiative	Result	Action
Major		
We will conduct an engagement program to review aquatic services and work with communities to develop Place Based Plans and Township Facility Plans.	Completed	Place Based Plans have been completed for Colbinabbin and Tongala. Plans for Rushworth and Rochester are underway.
Other		
We will improve our organisational performance in regard to acknowledging correspondence and telephone messages.	In progress	The average performance for acknowledging correspondence with adopted timeframes is 79.5% and responding to telephone messages is 66.8%.
We will complete 85% of the Capital Works Program by 30 June and complete 100% of the carry forward projects by 1 September.	In progress	60% of the Capital Works Program was completed by 30 June. 88% of carryover projects were completed by 30 March. The October flood event impacted the delivery of all projects, contractor availability, supply chain issues, as well as internal staff shortages.
We will review the Municipal Early Years Plan following feedback from the community.	Completed	Review completed, with document to be presented to Council shortly.
We will update the Arbovirus Management Plan to support surveillance and treatment of mosquito borne diseases.	In progress	Review completed and updated document will be presented to Council shortly.
We will conduct an audit on cultural safety in Maternal & Child Health services and Centre Based Care services.	In progress	Council's services remain on a waiting list for cultural safety audits to be completed.

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Services

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

Service area	Description of services provided		Budget \$'000	Actual \$'000
Children's services	To provide families with access to a range of services that support the foundations for optimal growth and development of children in partnership with families.	Rev Exp Net	3,919 4,581 (661)	3,634 4,450 (816)
Community development	To strengthen the understanding of community views and aspirations to inform decision making.	Rev Exp Net	78 1,969 (1,890)	173 2,132 (1,959)
Library	To provide space, activities and items that support access to information and knowledge.	Rev Exp Net	435 1,793 (1,358)	460 1,964 (1,504)
Regulatory compliance	To protect the safety and amenity of the built and natural environment and public infrastructure for the use and enjoyment of community members and visitors in compliance with legislative responsibilities.	Rev Exp Net	2,391 2,959 (568)	2,588 2,753 (165)

Service Performance Indicators

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

Service / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Animal management					
Timeliness Time taken to action animal management requests	1.00	1.00	1.00	1.00	All animal management requests were responded to on the day of request.
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
Service standard	27.43%	32.48%	30.45%	27.20%	58% of animals impounded were felines, with
Animals reclaimed					an average of 0.7% having identification and
[Number of animals reclaimed / Number of animals collected] x 100					consequently reclaimed. This percentage for canines was generally higher, with 44% reclaimed. Surrendered animals have increased with 26% of felines and 23.97% of canines impounded were surrenders.
Animals rehomed	57.12%	52.92%	46.53%	50.19%	Canine adoptions numbers increased by 32%
[Number of animals rehomed / Number of animals collected] x 100					whilst feline adoptions decreased by 6%.
Service cost	\$32.53	\$29.19	\$30.40	\$30.42	The cost of this service was consistent with
Cost of animal management service per population					previous years.
[Direct cost of the animal management service / Population]					
Health and safety	0.00%	0.00%	0.00%	0.00%	No animal prosecutions were issued in
Animal management prosecutions					2022/23.
[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100					

Service / Indicator / Measure Libraries	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Utilisation Physical library collection usage [Number of physical library collection item loans / Number of library physical collection items]	1.54	1.35	1.47	1.30	The decrease in physical loans can be attributed to temporary locations at Rushworth and Rochester with reduced collections available, the impact of a significant flood event, as well as the suspension of inter library loans.
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x 100	34.92%	29.78%	30.10%	28.64%	This result is slightly lower than previous years due to the increased costs of library items. Council has increased the operating budget in physical and digital expenditure to meet demand and rising costs.
Participation Active library borrowers in municipality [Number of active library borrowers in the last 3 years / The sum of the population for the last 3 years] x100	15.31%	13.69%	12.33%	11.53%	The life of a membership to Campaspe Libraries is three years. A slight decline in active memberships this reporting period represents a higher than usual number of lapsed memberships at the conclusion of three years. Victorian Public Libraries has been actively encouraging community members to return to libraries following the COVID-19 pandemic through the "Return Yourself to the Library" campaign.
Cost of library service per population [Direct cost of the library service / Population]	\$22.20	\$25.61	\$26.56	\$29.21	The cost of this service has increased slightly on prior years. This can be attributed generally to increased costs related to inflation, however the use of casual staff did increase during the reporting period to support new programs and day to day operations as the service focused on post-pandemic reactivation.

Service / Indicator /	Result	Result	Result	Result	
Measure	2020	2021	2022	2023	Material variations and comments
Maternal and Child Health (MCH)					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100	100.25%	101.52%	102.27%	101.61%	The trend in infant enrolments in the MCH service has generally remained steady across the last four years of reporting, demonstrating the trust and value placed in the service provided by Council.
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$102.32	\$108.96	\$90.17	\$90.75	The cost of the service has remained stable when compared to the prior year. This is not necessarily reflective of the actual service cost, given service impacts (reduction in service delivery) as a result of the October 2022 flood event and ongoing workforce shortages that limit the ability to backfill vacancies and staff leave.
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.81%	72.20%	69.11%	69.36%	This result is slightly lower than the previous four reporting periods and below the expected range. Significant service disruptions resulted from the October 2022 flood event. In addition, the continued impacts of staffing constraints also contribute to the result. These constraints result in cancellation of appointments and an inability to backfill staff leave or proactively engage families who are due for or have missed appointments.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	73.91%	82.74%	78.23%	80.90%	Consistent high level participation in the MCH service by Aboriginal children has resulted from embedding practice change with service coordination and documentation processes.
Satisfaction Participation in 4 week key age and stage visit [Number of 4 week key age and stage visits / Number of birth notifications received] x 100	99.25%	96.97%	92.95%	95.43%	Consistent high level participation in the MCH service by Aboriginal children has resulted from embedding practice change with service coordination and documentation processes.

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Resilient Protected and Healthy Natural Environment

Strategic Indicators

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

Indicator	Source	2021/22 results	2022/23 results
More kerbside collection diverted from landfill	Internal	2.44% decrease	8.33% decrease
Efficient water consumption	Internal	314 ML	317 ML
Efficient electricity consumption	Internal	2,997,206 kWh	3,798,975 kWh
Reduce CO2 emissions by Council	Internal	3,180 tCO2-e	6,174 tCO2-e

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2022/23 budget.

Initiative	Result	Action
Major		
We will engage Yorta Yorta to develop a fire and weed management program and implementation plan for Victoria Park and Scenic Trail in Echuca.	In progress	Preliminary discussions have been held with Yorta Yorta and Parks Victoria.
Other		
We will complete investigations and develop an action plan to manage the contaminated land at the Toolleen, Colbinabbin, Tennyson and Girgarre former landfill sites.	In progress	A preferred supplier has been selected and works should start shortly.
We will develop an Environmentally Sustainable Design Guideline to be applied to Council projects.	In progress	Draft guidelines have been developed and will be progressed across coming year.
We will deliver a solar program for Council owned community buildings across multiple locations funded through the Local Roads and Community Infrastructure Program.	In progress	Nine sites have been identified, with detailed design and site planning completed. The project is planned to be completed in October.
We will conduct assessments for the supply of raw water or stormwater to Echuca East and Echuca South Recreation Reserves and, if appropriate, complete designs.	In progress	Assessments have been completed and will shortly be presented to Council to finalise the project.

Services

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

Service area	Description of services provided		Budget \$'000	Actual \$'000
Environment and conservation	To protect, enhance and conserve native flora and fauna through community education and programs.	Rev Exp Net	15 302 (287)	85 265 (180)
Environmental health	To protect and enhance the health and wellbeing of residents and visitors through the delivery of public health programs and services in compliance with legislative responsibilities.	Rev Exp Net	352 947 (595)	480 964 (484)
Waste collection and management	To provide services for the removal of waste and the collection of recycling.	Rev Exp Net	6,926 7,279 (353)	7,178 7,110 (68)

Service Performance Indicators

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

Service / Indicator / Measure Food safety	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.22	1.64	2.36	3.83	Each food complaint is assessed to determine food safety risk to the community. Once assessed, the complaint is prioritised based on the workload of the team. Staff shortages have impacted the team's ability to achieve a faster turn around time.
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100	83.75%	72.38%	64.95%	43.88%	Completed assessments were significantly down on previous years. This was due to staff shortages for the majority of the year as well as significant flooding in October which shifted the attention of staff to assisting businesses impacted. Significant time was also dedicated to the completion of Secondary Impact Assessments.
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$366.00	\$393.33	\$449.44	\$473.27	Staff have worked hard to ensure that all non compliances identified were followed up despite significant staff shortages throughout the year.

Service / Indicator /	Result	Result	Result	Result	
Measure	2020	2021	2022	2023	Material variations and comments
Health and safety Critical and major non- compliance outcome notifications [Number of critical non- compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non- compliance outcome	100.00%	100.00%	85.00%	100.00%	
notifications and major non-compliance] x 100					
Waste collection					
Satisfaction Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1,000	147.61	145.23	171.47	158.77	Requests have reduced from last year as the contractor has become established and provided a more streamlined and efficient service. Most requests are for bin repairs (50%).
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	2.39	2.10	4.40	0.54	The kerbside collection contractor has resolved all issues with routes having provided the service for more than 12 months. Route mapping technology has assisted the drivers in not missing collections.
Cost of kerbside garbage collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$108.09	\$102.25	\$118.63	\$133.55	The increase in kerbside waste costs can be attributed to a 24% increase in landfill costs and an average increase of flip rates of 12%. The increase in flip rates is due to the increase in diesel and CPI.

Service / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023	Material variations and comments
Cost of kerbside recyclables collection service	\$63.01	\$48.00	\$64.88	\$68.38	The increase in kerbside recyclables collection costs is due to an average increase of flip rate by 12% which has been driven by
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins					an increase in diesel and CPI. Processing costs have also increased 17% per tonne.
Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.02%	48.46%	48.76%	49.85%	The increase in landfill diversion can be attributed to an overall reduction of waste in landfill (potentially due to the flood event) but an increase of Food Organics and Garden Organic (FOGO) material. The number of kerbside bins increased by 12,813, 20% of which were waste, 20% recycling and 60% FOGO.

Flourishing Local Economy

Strategic Indicators

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

Indicator	Source	2021/22 results	2023/23 results
Growing Gross Shire Product (GSP)	Remplan	2021 = \$2.295 billion	2022 = \$2.526 billion
More local jobs	Campaspe id. Economic profile indicators	2021 = 16,731	2021 = 16,731

Major Initiatives

The following statement reviews the year's progress on major and other initiatives identified in the 2022/23 budget.

Initiative	Result	Action
Major		
We will complete the Economic Development consultancy and implement an action plan.	In progress	Engagement has started on the Issues and Opportunities Paper. The engagement will assist in defining Council's role for the next five years.
Other		
We will review Council's role in delivering industrial land and provide Council with strategic options to support economic growth.	Completed	A report was adopted outlining Council's current industrial land and options for the future to best support economic growth.
We will implement the Goulburn Valley Designated Area Mitigation Agreement (GV DAMA) with Greater Shepparton City Council and Moira Shire Council, achieving 64 placements.	In progress	Placements underway.
We will support traineeships, cadetships, apprenticeships and student placements as a pathway to join Council with a minimum of five placements in place.	Completed	Seven trainees completed, mainly working in the Works Department.

Services

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

Service area	Description of services provided	Budget \$'000	Actual \$'000
Economic	To contribute to a strong, diverse and innovative local economy.	ev 7,757	8,680
development	E	xp 8,790	8,233
	N	et (1,033)	447

Service Performance Indicators

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

Organisational Support

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

Services

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

Service area	Description of services provided		Budget \$'000	Actual \$'000
Customer communications	To connect the community with Council.	Rev Exp Net	0 1,629 (1,629)	90 1,629 (1,539)
Financial services	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.	Rev Exp Net	22 1,651 (1,628)	77 1,839 (1,762)
Governance	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.	Rev Exp Net	2 1,950 (1,948)	4 1,355 (1,351)
Human resources	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.	Rev Exp Net	0 748 (748)	0 864 (864)
Information management (records)	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.	Rev Exp Net	0 177 (177)	0 174 (174)
Information communication technology	To facilitate the effective delivery of Council services and enhance community interaction with Council.	Rev Exp Net	0 1,376 (1,376)	0 1,164 (1,164)
Organisational strategy and performance	To ensure Council's energy is focused and that Council and staff are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance.	Rev Exp Net	0 4,584 (4,584)	76 4,272 (4,196)
Plant and fleet management	To plan for and effectively manage Council's plant and fleet to support the ongoing delivery of Council's services.	Rev Exp Net	0 451 (451)	0 14 (14)
Property management	To plan for and effectively manage and maximise the use of land managed by Council to support the ongoing delivery of council's services.	Rev Exp Net	553 3,094 (2,541)	847 2,932 (2,085)

Service Performance Indicators

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

Service / Indicator / Measure Governance	Result 2020	Result 2021	Result 2022	Results 2023	Material variations and comments
Transparency Council decisions made at meetings closed to the public [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x 100	24.58%	22.12%	27.42%	7.29%	There was a significant decrease in confidential decisions due to changes in the way reports are drafted allowing more decisions made in meetings open to the public without the inappropriate release of confidential information.
Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	52	51	42	49	Council committed to listening and engaging with the community to improve satisfaction. This commitment remains in 2023/24 with the development of an action plan.
Attendance Councillor attendance at council meetings [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x 100	94.44%	94.87%	93.46%	86.51%	Councillor attendance remained high. This has been aided by the introduction of virtual Council meetings.
Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$50,635.44	\$47,294.33	\$56,006.22	\$61,364.00	The Mayoral allowance and Councillor allowances increased in line with Victorian Independent Remuneration Tribunal.

Service / Indicator / Measure	Result 2020	Result 2021	Result 2022	Results 2023	Material variations and comments
Satisfaction Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	48	52	43	47	Council made a number of significant decisions throughout the year. Council recognises that there are diverse views across the community in relation to many of these decisions. Understanding the drivers behind community satisfaction remains a focus for Council decisions.



Governance

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

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

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

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

Meetings of council

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

For the 2022/23 year, Council held 14 Council meetings, of which four meetings were unscheduled Council meetings. The following table provides a summary of councillor attendance for the 2022/23 year.

	Total	Scheduled	Unscheduled
Cr Rob Amos	14	10	4
Cr Colleen Gates	12	9	3
Cr Paul Jarman	11	8	3
Cr Daniel Mackrell	14	10	4
Cr Tony Marwood	11	7	4
Cr Leanne Pentreath	12	8	4
Cr Chrissy Weller	10	6	4
Cr Adrian Weston	12	8	4
Cr John Zobec	11	7	4

The statutory meeting, including election of the Mayor was held on 4 November 2022.

Governance, Management And Other Information

Delegated committees

The Local Government Act 2020 allows councils to establish one or more delegated committees consisting of:

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

No delegated committees were established in 2022/23.

Code of Conduct

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

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.
- In addition to setting out the Councillor Conduct Principles, the Code also outlines:
- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of
- Roles and relationships
- Dispute resolution procedures.

Conflict of interest

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

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

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

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2022/23, five conflicts of interest were declared at Council meetings.

Councillor allowances

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

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

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

	Allowance
Cr Rob Amos*	\$75,823.39
Cr Colleen Gates**	\$49,355.41
Cr Paul Jarman	\$30,738.51
Cr Daniel Mackrell	\$30,738.51
Cr Tony Marwood	\$30,738.51
Cr Leanne Pentreath	\$30,738.51
Cr Chrissy Weller*	\$53,625.48
Cr Adrian Weston	\$30,738.51
Cr John Zobec	\$30,738.51
Total	\$363,235.34

- * Includes Mayor allowance
- ** Includes Deputy Mayor allowance

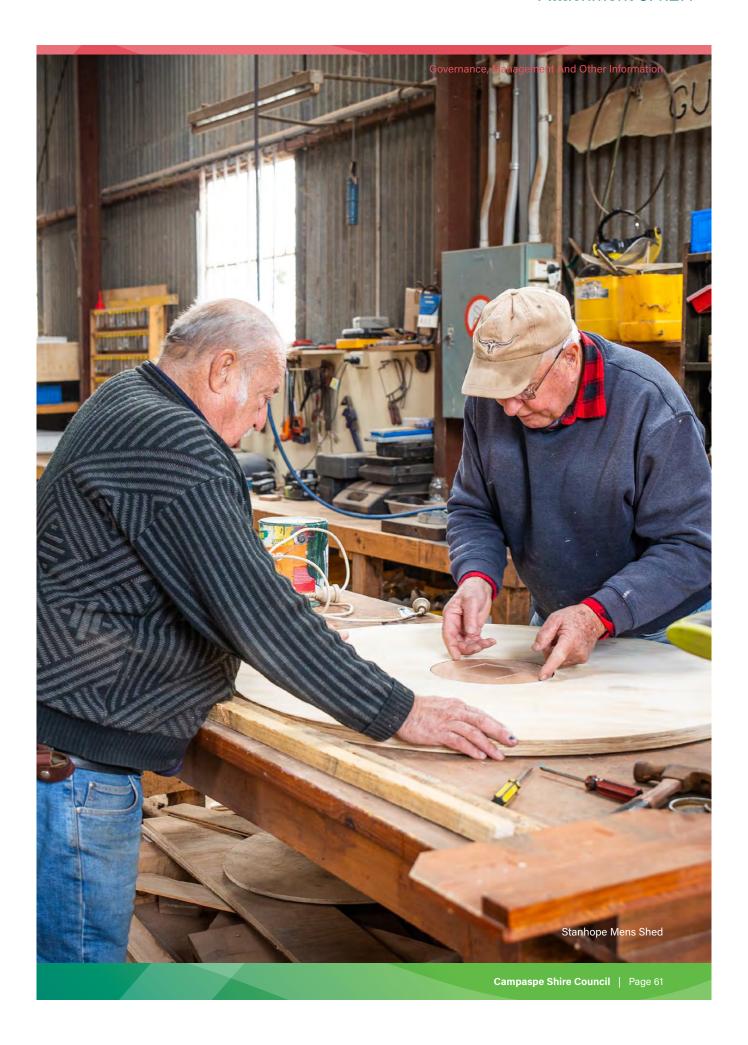
Councillor expenses

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

The details of the expenses including reimbursement of expenses for each councillor and member of a Council Committee paid by Council for the 2022/23 year are set out in the following table.

Councillor	Travel	Car Mileage (kms)	Information & Communication	Conferences & Training	Total
Cr Rob Amos	\$649.42	43.67	\$373.71	\$4,556.12	\$5,622.92
Cr Colleen Gates		192.43	\$335.90	\$1,959.05	\$2,487.38
Cr Paul Jarman			\$368.04		\$368.04
Cr Daniel Mackrell		756.08	\$345.10	\$247.84	\$1,349.02
Cr Tony Marwood	\$330.87		\$373.71	\$2,165.71	\$2,870.29
Cr Leanne Pentreath			\$373.71		\$373.71
Cr Chrissy Weller	\$202.18		\$1,266.00	\$2,225.87	\$3,694.05
Cr Adrian Weston		3,230.60	\$377.12		\$3,607.72
Cr John Zobec		2,618.34	\$350.35		\$2,968.69
Total	\$1,182.47	6,841.12	\$4,163.64	\$11,154.59	\$23,341.82

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



Management

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

Audit and Risk Committee

The Audit and Risk Committee's objectives include:

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

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

The Audit and Risk Committee consists of three independent members and two councillors. Independent members are appointed for a four-year term, with a maximum of two terms. The chair is elected from amongst the independent members. The three independent members are paid for attendance, totalling \$3,698.72 per person.

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

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

Governance, Management And Other Information

Internal audit

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

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

The IAP for 2022/23 was completed with the following reviews conducted:

- Building Maintenance (including Essential Safety Measures)
- Fleet Management
- Past Issues Review
- Purchasing Card Use and Management
- Request and Complaint Management

The following audits were started in 2022/23 and are awaiting finalisation and reporting to the Audit and Risk Committee:

- **Procurement and Contract Management**
- Human Resources Recruitment, Workforce Planning, Organisational Culture and On-boarding
- Past Issues Review
- Payment of Reimbursements to Staff and Councillors

External audit

Council is externally audited by the Victorian Auditor General's Office. For 2022/23, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor General's Office representative.

The external auditors attended the September 2022 and February 2023 Audit and Risk Committee meetings to present the audit review financial and performance statements, and audit strategy. The external audit management letter and management responses were also provided to the Audit and Risk Committee.

Risk management

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

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

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

Governance & Management Checklist

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

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

Governance, Management And Other Information

14	Audit and Risk Committee (see sections 53 and 54 of the Act)	Committee established in accordance with section 53 of the Act Date of establishment: 21 July 2020 Committee Charter adopted in accordance with section 54 of the Act Date of adoption: 21 March 2023	√
15	Internal Audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 September 2018	√
16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Framework Date of operation of current framework: 1 July 2014	√
17	Council Plan Report (report reviewing the performance of Council against the Council plan, including results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of reporting: 21 February 2023	√
18	Financial Reporting (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Local Government Act 2020 Dates statements presented: 2 February 2023, 20 June 2023	X
19	Risk Reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 2 February 2023, 12 May 2023	✓
20	Performance Reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Reports Decision made not to do six monthly reporting due to the onerous nature of gathering data and some data only available annually.	X
21	Annual Report (annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date of consideration: 26 October 2022	√
22	Councillor Code of Conduct (code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 17 February 2021	✓
23	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with section 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 21 September 2022	√
24	Meeting Procedures (Governance Rules under section 60 of the Act governing the conduct of meetings or Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 18 April 2023	√

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

Pauline Gordon Chief Executive Officer

Date: 22 September 2023

Cr Rob Amos Mayor Date: 22 September 2023

Statutory Information

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

Documents available for public inspection

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

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by councillor or any member of Council staff in the previous 12 months
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Contracts

Council conducts a strategic review of its service needs for contracts greater than a value of \$200,000 (ex GST) to determine:

- · whether the service is still required
- the strategic approach for delivering and providing
- how the service aligns to Council's strategic objectives
- analysis of the supplier market
- the best procurement methodology and delivery to provide optimal value for money.

Council issued 51 tenders in 2022/23, covering the following service categories:

- event services
- marketing services
- · community services
- · consultancy and other work
- capital and infrastructure works
- · operational services
- technology.

Council entered into two contracts above the public tender threshold of \$200,000 as set out in the Procurement Policy without first carrying out a public tender:

Rochester Childcare Centre Renewal Works - This work was required as a result of the damage caused by the October 2022 floods. A significant amount of work was required to enable the centre to reopen in time for the new school year in 2023. At the direction of Council's insurance provider, quotes were sought from a number of contractors by select invitation and the successful quotation was selected on the basis of capability, availability, price and track record.

Crusher Hire at Mt Scobie Quarry - This hire cost has accumulated to an amount exceeding Council's public tender threshold. The equipment was required as an urgent response to the October 2022 flood recovery effort and continues to be required, with further work being carried out to restore vital council infrastructure. Council will however review the need for this equipment in the long term and will carry out the correct procurement process if it is required.

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Governance, Management And Other Information

Disability Action Plan

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

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

- Secured additional funding for the Engage! Program to enable it to continue, as well as increase the level of activities and funding provided to youth.
- Funded a free concert at the Paramount Theatre to support the health, wellbeing and social connection of older residents.
- Partnered with the Campaspe Murray Mental Health Network to celebrate IDAHOBIT Day (International Day Against Homophobia, Biphobia, Intersexism and Transphobia).

Domestic Animal Management Plan

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

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

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

Food Act Ministerial Directions

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

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

Freedom of Information

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

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

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

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

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

Freedom of information (FOI) applications received:

2018/19	2019/20	2020/21	2021/22	2022/23
11	24	19	25	25

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

Protected Disclosure Procedures

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

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

during the financial year.

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

During 2022/23 there were no disclosures notified to Council officers appointed to receive disclosures, or to IBAC.

Infrastructure and Development Contributions

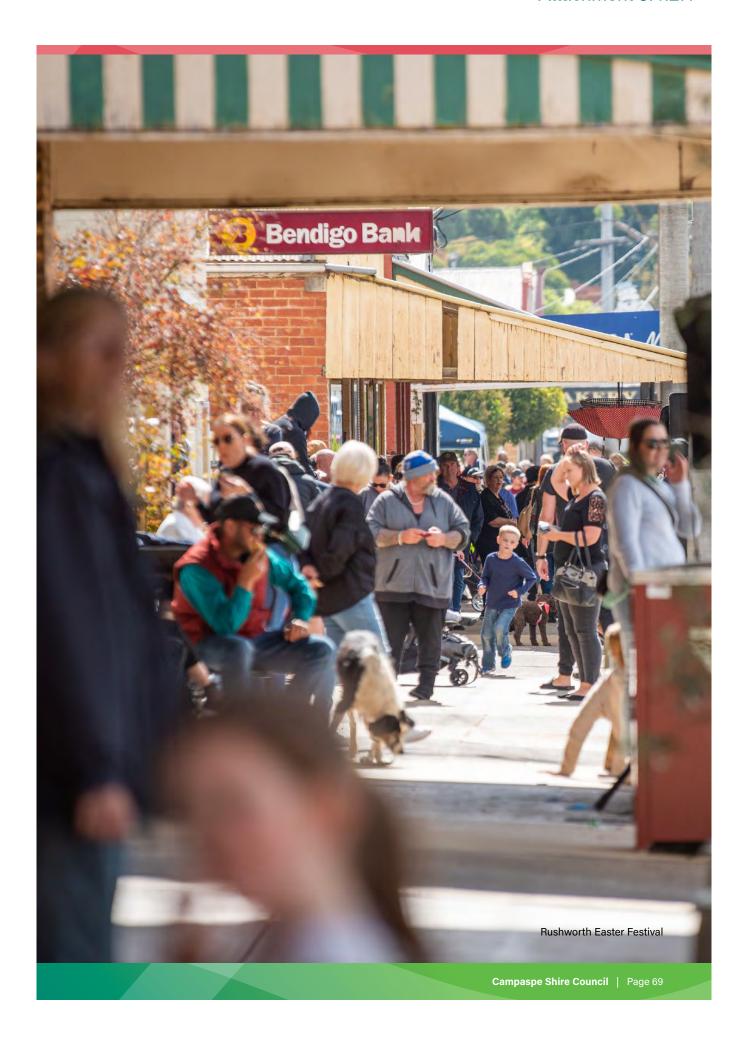
In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published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

In 2022/23Council had no infrastructure and development contributions.

Road Management Act Ministerial Directions

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

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





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Certification of the Financial Statements

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

Ailsa Box

Principal Accounting Officer Dated: 26 September 2023

Echuca

In our opinion, the accompanying consolidated financial statements present fairly the financial transactions of Campaspe Shire Council and its controlled entity for the year ended 30 June 2023 and the financial position of the Council as at that date.

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

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

Rob Amos Mayor

Dated: 26 September 2023

Echuca

Paul Jarman Councillor

Dated: 26 September 2023

Echuca

Pauline Gordon

Chief Executive Offiver Dated: 26 September 2023

Echuca



Independent Auditor's Report

To the Councillors of Campaspe Shire Council

Opinion

I have audited the consolidated financial report of Campaspe Shire Council (the council) and its controlled entities (together the consolidated entity), which comprises the:

- consolidated balance sheet as at 30 June 2023
- consolidated comprehensive income statement for the year then ended
- consolidated statement of changes in equity for the year then ended
- consolidated statement of cash flows for the year then ended
- consolidated statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the consolidated entity as at 30 June 2023 and the consolidated entity's financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the Local Government Act 2020, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.

Basis for Opinion

I have conducted my audit in accordance with the Audit Act 1994 which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the Auditor's Responsibilities for the Audit of the Financial Report section of my report.

My independence is established by the Constitution Act 1975. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's and the consolidation entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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

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

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

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		2023	2022
	Notes	\$ '000	\$ '000
Income / Revenue			
Rates and charges	3.1	46,303	45,779
Statutory fees and fines	3.2	1,786	1,861
User fees	3.3	15,660	14,610
Grants - operating	3.4	31,706	19,096
Grants - capital	3.4	6,366	8,206
Contributions - monetary	3.5	210	511
Contributions - non monetary	3.5	1,908	961
Other income	3.7	4,226	1,102
Total income / revenue		108,165	92,126
Expenses			
Employee costs	4.1	30,215	29,361
Materials and services	4.2	37,512	26,095
Depreciation	4.3	22,182	20,626
Amortisation - Right of use assets	4.4	216	471
Bad and doubtful debts - allowance for impairment losses	4.5	125	188
Borrowing costs	4.6	167	88
Finance Costs - Leases	4.7	9	18
Net loss on disposal of property, infrastructure, plant and equipment	3.6	8,562	5,104
Other expenses	4.8	5,116	4,176
Impairment	6.1	1,057	, –
Total expenses		105,161	86,127
Surplus/(deficit) for the year		3,004	5,999
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future period	9		
Net asset revaluation increment/(decrement)	9.1	29,410	57,747
Total items which will not be reclassified subsequently to the operation		29,410	
Total items which will not be reclassified subsequently to the operation	ng resuit	25,410	57,747
Total other comprehensive income		29,410	57,747
Total comprehensive result		32,414	63,746
•			,

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

		2023	2022
	Notes	\$ '000	\$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	6,628	10,490
Trade and other receivables	5.1	4,821	4,068
Other financial assets	5.1	88,000	59,020
Inventories	5.2	727	728
Other assets	5.2	3,068	2,416
Total current assets		103,244	76,722
Non-current assets			
Frade and other receivables	5.1	16	16
Other financial assets	5.1	14,000	28,000
Property, infrastructure, plant and equipment	6.1	790,397	773,946
ntangible assets	5.2	4,261	3,919
Right-of-use assets	5.8	225	309
Total non-current assets		808,899	806,190
Total assets		912,143	882,912
iabilities			
Current liabilities			
rade and other payables	5.3	6,230	8,036
rust funds and deposits	5.3	1,543	2,227
Inearned income/revenue	5.3	6,897	6,135
Provisions	5.5	6,206	5,923
nterest-bearing liabilities	5.4	1,602	1,430
Lease liabilities	5.8(b)	112	205
Total current liabilities		22,590	23,956
Non-current liabilities			
rust funds and deposits	5.3	18	18
Provisions	5.5	1,095	1,818
nterest-bearing liabilities	5.4	3,991	5,090
ease liabilities	5.8(b)	121	116
Total non-current liabilities		5,225	7,042
Total liabilities		27,815	30,998
Net assets		884,328	851,914
Equity			
Accumulated surplus		297,655	324,561
Reserves	9.1	586,673	527,353
Total Equity		884,328	851,914
• •			,

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

	N. c	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
	Note	\$ 000	\$ 000	\$ 000	\$ 000
2023					
Balance at beginning of the financial year		851,914	324,561	497,947	29,406
Adjusted opening balance	-	851,914	324,561	497,947	29,406
3	-				-,
Surplus/(deficit) for the year	-	3,004	3,004		_
Other comprehensive income					
Net asset revaluation increment/(decrement)	9.1	29,410	_	29,410	_
Other comprehensive income	-	29,410		29,410	_
Total comprehensive income	-	32,414	3,004	29,410	_
Transfers to other reserves	9.1		(37,656)		37,656
Transfers from other reserves	9.1	_	7,746	_	(7,746)
Balance at end of the financial year	5.1	884,328	297,655	527,357	59,316
2022					
Balance at beginning of the financial year		787,658	322,217	440,200	25,241
Correction of prior period errors – retrospective	11.1	309	309	_	· –
Correction of prior period errors – not					
retrospective	6.3(b)	201	201		
Adjusted opening balance	-	788,168	322,727	440,200	25,241
Surplus/(deficit) for the year	-	5,999	5,999		_
Other comprehensive income					
Net asset revaluation increment/(decrement)	9.1	57,747	_	57,747	_
Other comprehensive income		57,747		57,747	_
Total comprehensive income	-	63,746	5,999	57,747	_
Transfers to other reserves	9.1	_	(9,821)	_	9,821
Transfers from other reserves	9.1	_	5,656	_	(5,656)
Balance at end of the financial year	-	851,914	324,561	497,947	29,406
	9.1	851,914		497,947	

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

		2023 Inflows/ (Outflows)	2022 Inflows/ (Outflows)
	Notes	\$ '000	\$ '000
Cash flows from operating activities			
Rates and charges		45,788	46,199
Statutory fees and fines		1,765	1,934
User fees		17,771	15,385
Grants - operating		31,706	19,096
Grants - capital		6,552	9,686
Contributions - monetary		210	511
Interest received		2,243	548
Trust funds and deposits taken		12,234	10,606
Other receipts		(719)	438
Net GST refund/payment			1,589
Employee costs		(30,202)	(29,113)
Materials and services		(42,116)	(25,087)
Short-term, low value and variable lease payments			(145)
Trust funds and deposits repaid		(12,918)	(11,094)
Other payments		(3,654)	(4,393)
Payments for landfill rehabilitation			(19)
Net cash provided by/(used in) operating activities	9.2	28,660	36,141
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(16,453)	(25,529)
Proceeds from sale of property, infrastructure, plant and equipment		234	3,221
Payments for investments		(75,500)	(48,530)
Proceeds from sale of investments		60,520	28,041
Net cash provided by/(used in) investing activities		(31,199)	(42,797)
Cash flows from financing activities			
Finance costs		(167)	(87)
Proceeds from borrowings		600	4,262
Repayment of borrowings		(1,527)	(1,073)
Interest paid - lease liability		(9)	(18)
Repayment of lease liabilities		(220)	(477)
Net cash flow provided by/(used in) financing activities		(1,323)	2,607
Net Increase (decrease) in cash and cash equivalents		(3,862)	(4,049)
Cash and cash equivalents at the beginning of the financial year		10,490	14,539
Cash and cash equivalents at the end of the financial year	5.1	6,628	10,490
		· · ·	,

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

	2023	2022
	\$ '000	\$ '000
Property		
Buildings	3,493	1,329
Heritage buildings	_	238
Total buildings	3,493	1,567
Total property	3,493	1,567
Plant and equipment		
Heritage plant and equipment	_	690
Plant, machinery and equipment	1,784	2,353
Computers and telecommunications	71	54
Total plant and equipment	1,855_	3,097
Infrastructure		
Roads	5,598	9,861
Bridges	823	627
Footpaths and cycleways	325	1,269
Drainage	_	2,415
Recreational, leisure and community facilities	2,647	6,151
Waste management	72	55
Parks, open space and streetscapes	100	_
Off street car parks	259	_
Other infrastructure	2,273	455
Total infrastructure	12,097	20,833
Total capital works expenditure	17,445	25,497
Represented by:		
New asset expenditure	701	1,602
Asset renewal expenditure	14,072	17,382
Asset upgrade expenditure	2,672	6,513
Total capital works expenditure	17,445	25,497
rotal capital works experientale		23,4

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 1. Overview

Introduction

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

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

Statement of compliance

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

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

Significant accounting policies

1.1 Basis of accounting

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

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

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

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

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

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

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

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

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Note 1. Overview

Goods and Services Tax (GST)

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

1.2 Impact of Covid-19

There have been no observable financial impacts on Council operations as the result of Covid 19 during 2022-23.

1.3 Impact of Flood

During October 2022 Campaspe Shire suffered major floods that impacted a large are of the community as well as Council operations. Council has noted the following significant impacts to its financial operations.

- Revenue Reduction all services were closed in the Echuca and Rochester area while there was a state of emergency declaration in place. The closure of impacted services has reduced the revenue that was forecast to be raised.
- Additional revenue funds have been received from State and Federal Government to assist with the recovery effort and to repair impacted infrastructure.
- Cost increases costs have increased due to responding to the flood event. These costs relate to the initial response, recovery process and repairs to infrastructure. A large portion of this will be reimbursed from funding provided by other levels of Government. There will be components that will not be eligible for funding that will remain an additional cost to council. such as insurance excesses.
- Infrastructure impacts There was widespread impact on infrastructure assets, a swimming pool and a building were
 extensively damaged and their future is currently being discussed with the Community. Road infrastructure that was
 damaged has had emergency repairs carried out to return the assets to a usable standard.
- Rates and debt collection Council resolved to provide rate relief to residents that were affected by the October 2022 flood event. The relief provided depended on the level of impact to the individual or business. Council has also waived interest on unpaid rates until 30 June 2023.
- Income from Flood Recovery Funding received from both the Victorian and State Governments \$11.483M under the DFRA, Council Support Fund, Flood Recovery Officers Fund and the Landfill Levy.
- Expenditure incurred on flood related activities to date \$7.7M (Materials & Services, \$6.6M contractor costs, \$1.1m others). Not all costs incurred in relation to the flood will be able to be claimed against Government funds.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 2. Analysis of our results

Note 2.1 Performance against budget

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

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

Budget 2023	Actual 2023	Variance	Variance	
\$ '000	\$ '000	\$ '000	%	Ref
40,961	46,303	5,342	13.04%	1
6,245	_	(6,245)	(100.00)%	2
1,465	1,786	321	21.91%	3
15,108	15,660	552	3.65%	4
14,742	31,706	16,964	115.07%	5
2,623	6,366	3,743	142.70%	6
_	210	210	_	7
_	1,908	1,908	_	8
650	_	(650)	(100.00)%	9
1,078	4,226	3,148	292.02%	10
82,872	108,165	25,293	30.52%	
31,035	30,215	820	2.64%	11
26,308	37,512	(11,204)	(42.59)%	12
20,959	22,182	(1,223)	(5.84)%	13
71	216	(145)	(204.23)%	14
		, ,	,	
_	125	(125)	_	
146	167	(21)	(14.38)%	
_	9	(9)	_	
-	8,562	(8,562)	_	15
5,182	5,116	66	1.27%	16
	1,057	(1,057)		17
83,701	105,161	(21,460)	(25.64)%	
	2023 \$'000 40,961 6,245 1,465 15,108 14,742 2,623 ————————————————————————————————————	2023 2023 \$ '000 \$ '000 40,961 46,303 6,245 — 1,465 1,786 15,108 15,660 14,742 31,706 2,623 6,366 — 210 — 1,908 650 — 1,078 4,226 82,872 108,165 31,035 30,215 26,308 37,512 20,959 22,182 71 216 — 125 146 167 — 9 — 8,562 5,182 5,116 — 1,057	\$ '000 \$ '000 \$ '000 40,961 46,303 5,342 6,245 - (6,245) 1,465 1,786 321 15,108 15,660 552 14,742 31,706 16,964 2,623 6,366 3,743 - 210 210 - 1,908 1,908 650 - (650) 1,078 4,226 3,148 82,872 108,165 25,293 31,035 30,215 820 26,308 37,512 (11,204) 20,959 22,182 (1,223) 71 216 (145) - 125 (125) 146 167 (21) - 9 (9) - 8,562 (8,562) 5,182 5,116 66 - 1,057 (1,057)	\$'000 \$'000 \$'000 \$'000 \$'000 \$% 40,961 46,303 5,342 13.04% 6,245 - (6,245) (100.00)% 1,465 1,786 321 21.91% 15,108 15,660 552 3.65% 14,742 31,706 16,964 115.07% 2,623 6,366 3,743 142.70% - 210 210 - - 1,908 1,908 - 650 - (650) (100.00)% 1,078 4,226 3,148 292.02% 82,872 108,165 25,293 30.52% 31,035 30,215 820 2.64% 26,308 37,512 (11,204) (42.59)% 20,959 22,182 (1,223) (5.84)% 71 216 (145) (204.23)% - 125 (125) - 146 167 (21) (14.38)% - 9 (9) - - 8,562 (8,562) - 5,182 5,116 66 1.27% - 1,057 (1,057) -

Note 2.1 Performance against budget

(i) Explanation of material variations

Variance Explanation

Ref

- Rates and charges The variance between the budget and the actual result is due to Council offering rate relief to flood affected residents following the October 2022 flood event. Credits of \$1.065m approx. were given for rates and the municipal charge to June 2023. This line also includes garbage charges of \$6.38m, which are budgeted separately.
- 2. Waste charges - The variance is due to waste charges being budgeted separately, these are combined in the financial statements. The actual waste charges were \$6.38m, the variance to budget is due to additional services being requested as housing developments come online. The number of services was greater than budgeted due to the unpredictability of when occupancy will be granted to a residences.
- Statutory fees and fines The variance is due to animal registrations being incorrectly classified in the budget as user fees. Budgeted statutory fees and fines should have been \$1.925m and the variance would be \$139k. This variance is due to reduced parking fees being collected because of the October 2022 flood event.
- User fees The variance is due to increased sales of rock from the Quarry for repairs to roads as the result of flood damage and refunds of approximately \$52k were provided for traders as part of the initial flood relief package.
- Grants operating The variance is due to General Purpose Grants (\$4.93m) being fully prepaid in 2022/23 5. for 2023/24 and additional funds received for flood recovery and repairs to infrastructure resulting from flood damage (\$12.05m).
- 6. Grants capital - Grants received in prior years are recognised as revenue in the current year based on the percentage of works completed.
- Contributions monetary Monetary contributions from developers for public open space and carparking, as per planning conditions, are not budgeted due to the uncertainty around these items.
- Contributions non monetary On completion of subdivisions by developers, the infrastructure assets are 8. transferred to Council control and recognised in our asset register. These assets comprise roads, footpaths, kerb and channel, drainage and parks and open spaces. It is difficult to predict when these transfers will occur and therefor are not considered when setting the budget.
- Gain on sale of assets The budget only considers the sale of industrial land. All sales, disposals and write 9. offs are combined and the net effect is accounted for in expenses.
- Other income Interest rates and the funds available for investment is budgeted conservatively. The amount of funds available to invest and the interest rates being paid by financial institutions has been greater than budgeted, resulting in greater than budget interest income.
- Employee costs Recruiting qualified staff to fill vacancies is an issue across the local government sector. This has resulted in savings in employee costs while recruiting to these roles. Where needed consultants or contractors have been engaged to have been used to cover these positions. These costs are recognised in materials and services, contributing to the unfavourable variance in that area. A summary of the combined consulting and wages costs is provided in detail later in the report.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 2.1 Performance against budget

- Materials and services The main factor contributing to the variance is expenditure related to the October flood event (\$7.71m). These costs are being offset by the additional grant funds that have been received, see note 5.
 - \$0.66m relates to increased costs at the quarry to enable an increase in production to meet demand, this is offset by increased revenue received.
 - \$0.30m relates to increased advertising for recruitment purposes, offset by savings in employee costs. \$2.50m incurrred on road and other capital projects that did not meet the capitalisation requirements.
- 13. Depreciation The variance is due to new assets coming online and starting to be depreciated, the timing of this was uncertain when the budget was set and the full effect was not budgeted for. The impact of revaluation of infrastructure assets at the end of the 2021/22 year was greater than expected. Increasing the value of assets, increases the depreciation charge. These also contributed to the variance to budget.
- 14. Amortisation of right of use assets The variance is due to new equipment being leased. It is more beneficial to lease than buy these items. These costs were not known when the budget was set.
- 15. Net Loss on disposal of property the main items included in the result for the year is transfer of the Kyabram Fauna Park Reserve to Zoos Victoria \$2.7m, impairments of flood affected assets and the decommissioning of roads \$2.8m, buildings \$1.1m, bridges \$857k, stormwater drains \$469K, paths \$257k, kerbs \$117k. and the sale of industrial land \$250k.
- 16. Other expenses Equipment hire for the quarry exceeded budget by \$600k. This equipment was initially budgeted to be leased. Contributions and Community grants payments exceed budget due to the payout to Campaspe Port Enterprise in accordance with the Business Plan.
- 17. Impairment Assets damaged as the result of the October 2022 flood have had their value reduced in line with the value of the damage to the asset. These assets include the Rochester Swimming Pool \$661k, the Nanneella Recreation Reserve Tennis Pavillion \$93k, the Strathallan Hall \$52k, and the previous Rochester Kindergarten building \$251k. Council is working with each of the Community Groups to best determine the future use of these assets.

Note 2.1 Performance against budget

	Budget 2023	Actual 2023	Variance	Variance	
	\$ '000	\$ '000	\$ '000	%	Re
2.1.2 Capital works					
Property					
Land improvements	4,923		(4,923)	(100.00)%	1
Total land	4,923		(4,923)	(100.00)%	
Buildings	6,750	3,493	(3,257)	(48.25)%	2
Total buildings	6,750	3,493	(3,257)	(48.25)%	
Total property	11,673	3,493	(8,180)	(70.08)%	
Plant and equipment					
Plant, machinery and equipment	3,887	1,784	(2,103)	(54.10)%	:
Computers and telecommunications	_	71	71	_	
Total plant and equipment	3,887	1,855	(2,032)	(52.28)%	
Infrastructure					
Roads	9,833	5,598	(4,235)	(43.07)%	
Bridges	2,763	823	(1,940)	(70.21)%	
Footpaths and cycleways	3,862	325	(3,537)	(91.58)%	
Drainage	2,274	_	(2,274)	(100.00)%	
Recreational, leisure and community					
facilities	1,780	2,647	867	48.71%	
Waste management	373	72	(301)	(80.70)%	
Parks, open space and streetscapes	107	100	(7)	(6.54)%	
Aerodromes	4,700	_	(4,700)	(100.00)%	1
Off street car parks	_	259	259	_	
Other infrastructure	107	2,273	2,166	2,024.30%	1
Total infrastructure	25,799	12,097	(13,702)	(53.11)%	
Total capital works expenditure	41,359	17,445	(23,914)	(57.82)%	
Represented by:					
New asset expenditure	10,265	701	(9,564)	(93.17)%	
Asset renewal expenditure	20,296	14,072	(6,224)	(30.67)%	
Asset upgrade expenditure	10,798	2,672	(8,126)	(75.25)%	
Total capital works expenditure	41,359	17,445	(23,914)	(57.82)%	

Notes to the Financial Report For the Year Ended 30 June 2023

Note 2.1 Performance against budget

(i) Explanation of material variations

Variance Explanation

Ref

- Land improvements The variance is due to the budgeted project to redevelop the Echuca Aquatic Reserve being dependent on securing grant funding. Funding applications for this project have not been successful to date.
- 2. Buildings Projects that were planned to be delivered over multiple years were fully budgeted in 2022-23 and some works have been delayed due to the October flood event. The upgrade of the Rushworth Service centre is due to be completed mid 2023-24 and works at the Echuca Holiday Park were delayed by flood. The Kyabram Wilf Cox Pavilion project has not been successful in securing grant funding as yet.
- 3. Plant, machinery and equipment Supply chain issues are continuing to impact the delivery of new plant and equipment. Items are ordered but were not delivered by year end.
- 4. Roads Projects planned for the 2023-24 year have been impacted by the flood, with planned works being put on hold and repairing flood damage taking priority.
- 5. Bridges Projects on bridges have been delayed due to flood with works unable to be carried out because of high water.
- 6. Footpaths and cycleways Delays to works on Kyabram Breen Avenue walking track have contributed to the variance, it is planned to have this project completed in 2023-24. Works on many other projects have been delayed due to the flood and resources being redirected to emergency repairs from planned works.
- 7. Drainage Planned works have been impacted by the October flood event with resources being redirected to emergency works.
- 8. Recreational, leisure and community facilities Projects budgeted in prior years have been completed in 2022-23.
- Waste management Projects have been delayed due to resources being redirected to manage flood emergency works.
- Aerodromes The variance is due to the upgrade project at the airport being dependent on receiving a grant, the application was successful and works will commence in 2024.
- Other infrastructure Carried forward capital works from prior years have been completed in the 2022-23 year.

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

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

Flourishing local economy

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

Well planned places

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

Resilient protected and healthy natural environment

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

Growing quality of life

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

Organisational support

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 2.2 Analysis of Council results by program

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

				Grants included in	
	Income /	_	Surplus /	income /	Total
	Revenue	Expenses	(Deficit)	revenue	assets
Functions/activities	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2023					
Flourishing local economy	15,144	11,154	3,990	_	57,199
Well planned places	54,792	58,512	(3,720)	17,316	671,159
Resilient protected and healthy natural					
environment	12,351	8,343	4,008	262	14,548
Growing quality of life	14,529	12,758	1,771	2,239	65,315
Organisational support	11,331	14,397	(3,066)	18,254	82,386
Total functions and activities	108,147	105,164	2,983	38,072	912,143
2022					
Flourishing local economy	14,240	9,335	4,905	_	57,963
Well planned places	40,594	44,378	(3,784)	8,279	680,762
Resilient protected and healthy natural					
environment	12,415	7,910	4,505	257	15,535
Growing quality of life	14,803	12,193	2,610	1,637	63,097
Organisational support	10,074	12,311	(2,237)	17,130	65,044
Total functions and activities	92,126	86,127	5,999	27,302	882,912

Note 3. Funding for the delivery of our services

		_
2022	2023	
\$ '000	\$ '000	

3.1 Rates and charges

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

The valuation base used to calculate general rates for 2022/23 was \$11,128,495 million (2021/22 was \$8,979,379 million).

Residential	21,183	20,855
Commercial	3,515	3,642
Industrial	1,752	1,892
Farm	9,475	8,982
Municipal charge	3,679	4,108
Waste management charge	4,656	4,313
Recycling and garden organics charges	1,727	1,641
Supplementary rates and rate adjustments	316	346
Total rates and charges	46,303	45,779

The date of the general revaluation of land for rating purposes, relevant to the reporting period, within the municipal district was 1 January 2022 by the Victorian Valuer General, and the valuation was first applied in the rating year commencing 1 July 2022.

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

3.2 Statutory fees and fines

Infringements and costs	394	443
Town planning fees	756	759
Land information certificates	91	116
Animal registrations	545	543
Total statutory fees and fines	1,786	1,861

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023	2022
	\$ '000	\$ '000
3.3 User fees		
Community Health	_	71
Caravan park fees	2,987	3,000
Child care/children's programs	2,542	3,764
Leisure centre and recreation	1,150	877
Livestock selling centre	561	559
Tourism	854	824
Other fees and charges	1,728	782
Parking	996	871
Quarry sales	3,924	3,154
Sale of materials	918	708
Total user fees	15,660	14,610
User fees by timing of revenue recognition		
User fees recognised at a point in time	15,660	14,610
Total user fees	15,660	14,610

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

Note 3. Funding for the delivery of our services

	2023 \$ '000	2022 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	23,254	24,445
State funded grants	14,818	2,857
Total grants received	38,072	27,302
(a) Operating Grants		
Recurrent - Commonwealth Government		
Community Care	_	95
Environmental Health	4	2
Family and Children	2	_
Financial Assistance Grants - General purpose	11,958	10,812
Financial Assistance Grants - Local roads	6,206	5,704
Recurrent - State Government		
Community Programs	2	224
Environmental Health	140	85
Family and Children	929	895
Libraries	313	308
School crossing supervisors	126	99
Total recurrent operating grants	19,680	18,224
Non-recurrent - Commonwealth Government		
Community Programs	16	50
Family and Children	78	84
Non-recurrent - State Government		
Community care	_	3
Community Programs	203	525
Disaster Relief	11,483	_
Economic Development	37	_
Emergency services	_	73
Enviromental Health	158	25
Family and children	42	_
Libraries	33	42
Waste Management	(24)	70
Total non-recurrent operating grants	12,026	872
Total operating grants	31,706	19,096

Notes to the Financial Report For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023	2022
	\$ '000	\$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,653	2,637
Total recurrent capital grants	2,653	2,637
Non-recurrent - Commonwealth Government		
Economic Development	_	185
Local Road and Community Infrastructure	2,337	4,805
Recreation	_	6
Roads	_	65
Non-recurrent - State Government		
Buildings	571	_
Economic Development	485	306
Recreation	43	256
Roads	76	(66)
Waste Management	201	12
Total non-recurrent capital grants	3,713	5,569
Total capital grants	6,366	8,206

(c) Recognition of grant income

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

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

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

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

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

General purpose	31,706	19,095
Specific purpose grants to acquire non-financial assets	6,366	8,206
	38,072	27,301

Note 3. Funding for the delivery of our services

	2023 \$ '000	2022 \$ '000
(d) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	43	1,582
Received during the financial year and remained unspent at balance date	2,196	-
Received in prior years and spent during the financial year	(38)	(1,539)
Balance at year end	2,201	43
Capital		
Balance at start of year	5,548	3,896
Received during the financial year and remained unspent at balance date	3,384	4,533
Received in prior years and spent during the financial year	(3,029)	(2,881)
Balance at year end	5,903	5,548
Unspent grants are determined and disclosed on a cash basis.		
3.5 Contributions		
Monetary contributions		
Monetary	210	511
Total monetary contributions	210	511
Non-monetary contributions		
Non-monetary	1,908	961
Total non-monetary contributions	1,908	961
Total contributions	2,118	1,472
Contributions of non monetary assets were received in relation to the following asset of	classes.	
Land	169	194
Buildings	109	62
Infrastructure	1,739	705
Total non-monetary contributions	1,908	961
Total non-monetary contributions		301

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services

	2023	2022
	\$ '000	\$ '000
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Property, infrastructure, plant and equipment		
Proceeds of sale	234	3,221
Written down value of assets disposed	(8,796)	(7,471)
Written down value of assets held for sale	_	(854)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(8,562)	(5,104)
Total net gain/(loss) on disposal of property, infrastructure, plant and		
equipment	(8,562)	(5,104)
The profit or loss on sale of an asset is determined when control of the asset has passed to	the buyer.	

3.7 Other income

Interest	2,243	668
Investment property rental	868	419
Other	26	_
Reimbursements	1,089	15
Total other income	4,226	1,102

Interest is recognised as it is earned.

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

Note 4. The cost of delivering services

	2023	2022
	\$ '000	\$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	19,853	19,765
Annual leave and long service leave	2,880	2,584
Casual staff	2,488	2,481
Superannuation	2,880	2,634
WorkCover	347	225
Fringe benefits tax	155	137
Sick leave	945	1,122
Redundancy	667	413
Total employee costs	30,215	29,361
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	150	131
	150	131
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,677	1,670
Employer contributions - other funds	1,053	833
	2,730	2,503
Employer contributions payable at reporting date	156	97

Refer to Note 9.3. for further information relating to Council's superannuation obligations.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 4. The cost of delivering services

	2023	2022
	\$ '000	\$ '000
4.2 Materials and services		
Consultants	1,730	1,498
Contract payments	19,247	9,363
Contract payments - waste management	2,546	2,414
Information technology	1,886	1,529
Insurance	1,038	926
Legal services	301	214
Materials	3,110	3,793
Repair and maintenance	3,200	2,576
Other	319	_
Service level contributions	768	875
Utility costs	2,064	1,860
Vehicle costs - other	168	185
Vehicle fuel costs	1,135	862
Total materials and services	37,512	26,095

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

4.3 Depreciation

Property		
Land improvements	17	14
Buildings - specialised	2,664	2,682
Total depreciation - property	2,681	2,696
Plant and equipment		
Heritage plant and equipment	37	37
Plant machinery and equipment	1,790	1,628
Fixtures fittings and furniture	8	8
Computers and telecomms	909	905
Total depreciation - plant and equipment	2,744	2,578
Infrastructure		
Roads	12,907	11,686
Bridges	339	337
Footways and cycleways	651	625
Drainage	1,275	1,165
Recreational, leisure and community	755	765
Parks open spaces and streetscapes	334	294
Other infrastructure	496	480
Total depreciation - infrastructure	16,757	15,352
Total depreciation	22,182	20,626

Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.

Note 4. The cost of delivering services

	2023 \$ '000	2022 \$ '000
4.4 Amortisation - Right of use assets		
Fleet and plant & equipment	194	350
Office equipment	22	78
Other assets	-	43
Total Amortisation - Right of use assets	216	471

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

4.5 Bad and doubtful debts - allowance for impairment losses

Parking fine debtors	66	103
Animal debtors	59	78
Other debtors	_	7
Total bad and doubtful debts - allowance for impairment losses	125	188
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	(898)	(727)
New provisions recognised during the year	(125)	(188)
Amounts already provided for and written off as uncollectible	_	16
Amounts provided for but recovered during the year	_	1
Balance at end of year	(1,023)	(898)

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

4.6 Borrowing costs

Interest - Borrowings	167	88
Total borrowing costs	167	88

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

4.7 Finance Costs - Leases

Interest - Lease Liabilities	9	18
Total finance costs	9	18

Notes to the Financial Report For the Year Ended 30 June 2023

Note 4. The cost of delivering services

	2023 \$ '000	2022 \$ '000
4.8 Other expenses	,	,
Advertising	423	225
Auditors' remuneration - VAGO - audit of the financial statements, performance		
statement and grant acquittals	79	56
Auditors' remuneration - Internal Audit	86	52
Bank fees	179	181
Commission	1,294	1,135
Contributions and Community Grants	478	450
Councillor - other expenses	18	3
Councillors' allowances	363	339
Councillor election costs	_	6
Equipment hire	672	247
Fire service levy	97	95
Food purchases	107	103
Licence fees	24	16
Marketing	106	208
Membership to associations	281	226
Operating lease rentals	269	219
Postage and stationery	255	275
Property rent	63	86
Protective clothing	97	88
Quarry Royalties	32	14
Veterinary costs	193	152
Total other expenses	5,116	4,176

Note 5. Our financial position

	2023	2022
	\$ '000	\$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	7	9
Cash at bank	6,621	10,481
Total current cash and cash equivalents	6,628	10,490
(b) Other financial assets		
Current		
Term deposits - current	88,000	59,020
Total current other financial assets	88,000	59,020
Non-current		
Term deposits - non-current	14,000	28,000
Total non-current other financial assets	14,000_	28,000
Total current financial assets	94,628	69,510
Total non-current financial assets	14,000	28,000

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

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

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

The 2024 Grants Commission funding of \$14.5m, DFRA \$9.1m and the Victorian Support Funds of \$3.9m funding received prior to June, increased the total funds invested as at the end of June 2023.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5. Our financial position

	2023	2022
	\$ '000	\$ '000
(c) Trade & Other Receivables		
Current		
Statutory receivables		
Rates debtors	2,680	2,165
Parking infringement debtors	1,415	1,335
Net GST receivable	(124)	_
Non-statutory receivables		
Other debtors	1,873	1,466
Provisions for doubtful debts		
Provision for doubtful debts - parking infringements	(1,023)	(898)
Total current trade and other receivables	4,821	4,068
Non-Current		
Statutory receivables Special rate scheme	16	16
Special rate scriente	10	10
Total non-current trade and other receivables	16	16
Total trade and other receivables	4,837	4,084

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

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

Current (not yet due)	1,163	680
Past due by up to 30 days	158	22
Past due between 31 and 180 days	509	738
Past due between 181 and 365 days	16	15
Past due by more than 1 year	27	11
Total trade and other receivables	1,873	1,466

(e) Ageing of individually impaired receivables

At balance date, debtors representing financial assets with a nominal value of \$1,301,497 (2022: \$1,263,900) were impaired. The amount of the provision raised against these debtors was \$1,023,199 (2022: \$897,528). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged for debt collectors or are on payment arrangements. The ageing of receivables that have been individually determined as impared at reporting date was:

Current (not yet due)	11	23
Past due by up to 30 days	37	24
Past due between 31 and 180 days	37	86
Past due between 181 and 365 days	64	75
Past due by more than 1 year	874	690
Total trade and other receivables	1,023	898

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2022

3,919

3,919

4,261

2023

4,261

4,261

Note 5. Our financial position

\$ '000	\$ '000
727	728
727	728
	727

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

(b) Other assets

Total intangible assets

Balance at 30 June 2023

Total current other assets	3,068	2.416
Accrued income	2,861	2,036
Prepayments	207	380
Current		

(c) Intangible assets Water Rights 4,261

	Water rights	Total
	\$ '000	\$ '000
Gross Carrying Amount		
Balance at 1 July 2022	3,919	3,919
Revaluation	342	342

Valuation of water rights is based upon market value by reference to the water rate charged by the relevant authority and trading prices as at 30 June 2023.

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5. Our financial position

	2023 \$ '000	2022 \$ '000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	4,939	6,816
Accrued expenses	1,291	1,220
Total current trade and other payables	6,230	8,036
(b) Trust funds and deposits		
Current		
Refundable deposits	651	525
Refundable contract retention deposits	428	274
Fire services levy	2	1,085
Caravan Park deposits	462	343
Total current trust funds and deposits	1,543	2,227
Non-current		
Other refundable deposits	18	18
Total non-current trust funds and deposits	18	18
(c) Unearned income/revenue		
Current		
Grants received in advance:		
Grants received in advance	5,734	5,548
Total grants received in advance	5,734	5,548
User fees received in advance:		
Prepaid Rates	1,163	587
Total user fees received in advance	1,163	587
Total current unearned income/revenue	6,897	6,135

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

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

Purpose and nature of items

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

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

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Note 5. Our financial position

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

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

\$ '000 5.4 Interest-bearing liabilities Current Treasury Corporation of Victoria borrowings - secured Borrowings - secured Total current interest-bearing liabilities \$ '000 \$ '000 669 933 1,602	\$ '000
Current Treasury Corporation of Victoria borrowings - secured 669 Borrowings - secured 933	- + + + + + + + + + + + + + + + + + + +
Treasury Corporation of Victoria borrowings - secured 669 Borrowings - secured 933	
Borrowings - secured 933	
	788
Total current interest-bearing liabilities 1,602	642
	1,430
Non-current Section 1997	
Treasury Corporation of Victoria borrowings - secured 1,011	3,410
Borrowings - secured 2,980	1,680
Total non-current interest-bearing liabilities 3,991	5,090
Total5,593	6,520
Borrowings are secured by rates.	
a) The maturity profile for Council's borrowings is:	
Not later than one year 1,602	1,430
Later than one year and not later than five years 3,991	5,003
Later than five years	87
5,593	6,520

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5. Our financial position

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
5.5 Provisions			
2023			
Balance at the beginning of the financial year	6,424	1,317	7,74
Additional provisions	2,175	_	2,175
Amounts used	(1,830)	(525)	(2,355
Change in the discounted amount arising because of time and the			
effect of any change in the discount rate	(332)	72	(260
Balance at the end of the financial year	6,437	864	7,30
Provisions			
Provisions - current	6,123	83	6,20
Provisions - non-current	314	781	1,09
Total Provisions	6,437	864	7,30
2022			
Balance at the beginning of the financial year	6,837	1,335	8,172
Additional provisions	1,475	417	1,892
Amounts used	(1,597)	(111)	(1,708
Change in the discounted amount arising because of time and the	(1,007)	(111)	(1,700
effect of any change in the discount rate	(291)	(324)	(615
Balance at the end of the financial year	6,424	1,317	7,74
Provisions			
Provisions - current	5,819	104	5,923
Provisions - non-current	605	1,213	1,818
Total Provisions	6,424	1,317	7,74
		2023	2022
		\$ '000	\$ '000
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 month	S		
Annual leave		1,488	1,388
Long service leave	=	438	414
	_	1,926	1,802
Current provisions expected to be wholly settled after 12 months			
Annual leave		330	29
Long service leave	3,867	3,726	
	_	4,197	4,017
	_	6,123	5,819
Total current employee provisions	_		
	-	· · · · · · · · · · · · · · · · · · ·	
Total current employee provisions Non-Current Long service leave Total Non-Current Employee Provisions	_	314	605

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Note 5. Our financial position

	2023	2022
	\$ '000	\$ '000
Aggregate Carrying Amount of Employee Provisions:		
Current	6,123	5,819
Non-current	314	605
Total Aggregate Carrying Amount of Employee Provisions	6,437	6,424

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

Annual leave

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

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

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

Long service leave

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

The discount rate and the wage inflation rates used are published by the Victorian State Government Department of Treasury and Finance monthly. The rates used are the May 2023, issued 1 June 2023 for the 2008 Long Service Leave Model.

Key assumptions: - discount rate - inflation rate	3.63% 4.35%	3.38% 3.85%
(b) Landfill restoration		
Current		
Current	83	104
Total current	83	104
Non-current		
Non-current Non-current	781	1,213
Total non-current	781	1,213

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

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

The discount rate is the Commonwealth Government 5 year bond rate published on 1 June 2023 and the inflation rate is March quarter all groups published by the Australian Bureau of Statistics and the Reserve Bank of Australia on 27 Aptil 2023

Kev	assum	ntions:
ney	assum	puons.

- discount rate	3.24%	3.09%
- inflation rate	7.00%	5.10%

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5. Our financial position

	2023	2022
	\$ '000	\$ '000
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June 2023.		
Bank overdraft	1,200	1,200
Credit card facilities	200	200
Asset finance leasing	_	36
Loans	5,593	6,520
Total Facilities	6,993	7,956
Used facilities	5,634	6,612
Used facilities	5,634	6,612
Unused facilities	1,359	1,344

Note 5. Our financial position

5.7 Commitments

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

(a) Commitments for expenditure

	Not later	Later than 1	Later than 2 years and not	Later than	
	than 1 year	later than 2 years	later than 5 years	Later than 5 years	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
2023					
Operating					
Garbage collection	3,029	3,120	9,932	10,853	26,934
Landfill	1,488	1,533	4,881	1,726	9,628
Recycling and transfer					
stations	2,526	2,284	7,270	7,897	19,977
Consultancies	266	5	_	_	271
Cleaning/maintenance					
contracts	725	717	_	_	1,442
Corporate software	111	31	_	_	142
Caravan parks	367	_	_	_	367
Gym Equipment Lease	51	51	34		136
Total	8,563	7,741	22,117	20,476	58,897
Capital					
Tourism	574	_	_	-	574
Road	1,571	_	_	_	1,571
Plant and Fleet	1,531	_	_	_	1,531
Infrastructure	1,625	_	_	_	1,625
Recreation	319	_	_	_	319
Drainage	20	_	_	_	20
Total	5,640	_			5,640
2022					
Operating					
Garbage collection	2,529	2,605	8,293	12,265	25,692
Landfill	1,402	1,444	4,598	3,299	10,743
Recycling and transfer					
stations	2,436	2,510	6,831	14,985	26,762
Consultancies	320	_	_	_	320
Cleaning/maintenance					
contracts	249	220	227	_	696
Corporate software	880	112	_	_	992
Caravan parks	315				315
Total	8,131	6,891	19,949	30,549	65,520
Capital					
Tourism	329	_	_	_	329
Road	1,656	_	_	_	1,656
Plant and Fleet	280	_	_	_	280
Infrastructure	2,104	_	_	_	2,104
Recreation	4,132	_	_	_	4,132
Total	8,501	_			8,501

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5. Our financial position

		_
2022	2023	
\$ '000	\$ '000	

(b) Operating lease receivables

Operating lease receivables

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

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

Not later than one year	197	388
Later than one year and not later than five years	313	510
	510	898

5.8 Leases

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

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

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

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

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

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

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

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

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

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Note 5. Our financial position

(a) Right-of-Use Assets

	Office Equipment \$ '000	Fleet, Plant & Equipment \$ '000	Other \$ '000	Total \$ '000
2023				
Balance at 1 July	30	244	35	309
Additions	50	3	131	134
Amortisation charge	(22)	(178)	(19)	(219)
Balance at 30 June	8	70	147	225
2022				
Balance at 1 July	108	392	71	571
Additions	_	202	7	209
Amortisation charge	(78)	(350)	(43)	(471)
Balance at 30 June	30	244	35	309
			2023 \$ '000	2022 \$ '000
(b) Lease Liabilities				
Maturity analysis - contractual undiscoun	ted cash flows			
Less than one year			118	213
One to five years			105	97
More than five years			30	33
Total undiscounted lease liabilities as	at 30 June:		253	343
Lease liabilities included in the Balance	ce Sheet at 30 June:		440	605
Current Non-current			112 121	205 116
Total lease liabilities				
Total lease liabilities			233	321

Short-term and low value leases

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

Expenses relating to:

Leases of low value assets

Total	179	132
Non-cancellable lease commitments - Short-term and low-value leases Commitments for minimum lease payments for short-term and low-value leases are pay	able as follows:	
Payable:		
Within one year	144	100
Later than one year but not later than five years	153	53
Total lease commitments	297	153

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Notes to the Financial Report For the Year Ended 30 June 2023

Campaspe Shire Council 2022/2023 Financial Report

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and	Carrying amount 30 June 2022	Additions	Contribution	Revaluation	Depreciation	Disposal	Write-off	Transfers	Impairment of assets	Carrying amount 30 June 2023
equipment	000 \$	000 *	000 \$	000 \$	000 \$	000 *	000.	000 *	000	000 \$
Property	244,403	929	169	10,039	(2,681)	(4,702)	I	1,505	(1,057)	248,352
Plant and equipment	14,341	I	I	I	(2,744)	(42)	I	1,745	I	13,300
Infrastructure	499,367	151	1,739	19,029	(16,756)	(4,046)	I	16,487	I	515,971
Work in progress	15,833	16,618	I	1	1	62	I	(19,737)	I	12,776
Total	773,944	17,445	1,908	29,068	(22,181)	(8,728)	1	1	(1,057)	790,399

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write -off \$ '000
Property	1,536	4,181	I
Plant and equipment	80	1,855	I
Infrastructure	14,291	10,582	62
Total	15,835	16,618	62

Closing WIP \$ '000

Transfers \$ '000

4,212 8,447

(1,505) (1,745) (16,488)

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(74,788) 245,941 (80,795) Total property \$ '000 1,923 14,230 (6,625)12,631 (2,681)(4,191)(1,057)333,360 (900,9)320,729 Work in progress \$ '000 4,213 1,536 2,676 1,536 (1,505)4,213 4,181 Total buildings \$ '000 (74,727)103,374 4,228 (2,945) 604 2,563 (2,664)1,923 (4,191)(1,057) 180,663 (80,716) 178,101 (2,989)Buildings specialised \$'000 99,947 (74,727)103,374 (80,716) 178,101 4,228 (2,945) 604 2,563 (1,057)(5,989)180,663 (2,664)1,923 (4, 191)Total land and land land improve-(61) 10,002 (17) 141,092 141,031 (3,680)(2) 148,405 (17) 148,484 Land under roads \$ '000 5,200 3,106 3,116 8,317 8,317 5,200 Land improve-ments (61) 553 901 (17) 1,515 (78) 1,437 (17)Land non specialised (511) 31,845 (417) \$,000 31,845 94 31,427 31,427 Land specialised \$ '000 6,802 3,792 103,433 159 (3,169)107,224 103,433 Ξ 107,225 Accumulated depreciation at 1 July 2022 Accumulated depreciation on Accumulated depreciation of Accumulated depreciation at Movements in accumulated depreciation At fair value 30 June 2023 Movements in fair value At fair value 1 July 2022 recognised in operating result Carrying amount Impairment losses Depreciation and 30 June 2023 Contributions Property Revaluation amortisation revaluation Transfers Additions Disposal disposals

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Note 6. Assets we manage

Notes to the Financial Report For the Year Ended 30 June 2023

Campaspe Shire Council 2022/2023 Financial Report

Note 6. Assets we manage

Plant and Equipment Action and Equipment 3,029 16,001 326 9,288 1,138 29,782 8 29,780 Action value 2 Jy/2 2/22 3,029 16,001 326 9,288 1,138 29,782 6 (15,442) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6 (15,142) 6		Heritage plant and equipment \$ '000	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Artworks \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
July 2022 3.029 1,138 29,782 8 29,782 1,138 29,782 8 29,782 1,138 1,138 29,782 8 29,782 1,14,340 1,14,340 1,138 1,138 1,138 1,138 1,134 1,14,340 1,14,345 1,14,45 1,14,45 1,144 <td>Plant and Equipment</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Plant and Equipment								
right capperation at 1 (322) (8,617) (214) (6.289) - (15,442) - (15,442) - (14,340)<	At fair value 1 July 2022	3,029	16,001	326	9,288	1,138	29,782	∞	29,790
n fair value 2,707 7,384 112 2,999 1,138 14,340 8 14,440 14,440 8 14,440 14,440 14,446 14,446 14,446 14,446 14,446 14,446 14,446 14,746	Accumulated depreciation at 1 July 2022	(322)	(8,617)	(214)	(6,289)	I	(15,442)	I	(15,442)
n fair value - <t< td=""><td>•</td><td>2,707</td><td>7,384</td><td>112</td><td>2,999</td><td>1,138</td><td>14,340</td><td>80</td><td>14,348</td></t<>	•	2,707	7,384	112	2,999	1,138	14,340	80	14,348
n accumulated n accu	Movements in fair value	I	I	I	ı	I	ı	1.855	1.855
n accumulated - 1,745 - - 1,745 (1,745) 1,134 (1,745) 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,138 1,138 1,138 1,138 1,138 1,17 1,17 1,17 1,17 1,17 1,17 1,138 1,138 1,138 1,17	Disposal	I	(611)	I	I	ı	(611)	1	(611)
n accumulated n accumulated n accumulated 1,134 110 1,134 110 1,134 1,134 1,134 1,134 1,134 1,134 1,134 1,138 1,138 1,138 1,138 1,138 1,138 1,17,174 1,17,174 1,138 1,138 1,138 1,138 1,138 1,138 1,138 1,17,174 1,17,174 1,138 1,138 1,138 1,138 1,138 1,17,174 1,17,174 1,138 1,138 1,17,174 1,17,174 1,17,174 1,138 1,138 1,138 1,17,174 1,17,174 1,17,174 1,138 1,138 1,138 1,138 1,17,174 1,17,174 1,17,174 1,138 1,138 1,138 1,17,174 1,17,174 1,17,174 1,138 1,138 1,138 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 1,17,174 <td>Transfers</td> <td>I</td> <td>1,745</td> <td>I</td> <td>ı</td> <td>I</td> <td>1,745</td> <td>(1,745)</td> <td>1</td>	Transfers	I	1,745	I	ı	I	1,745	(1,745)	1
n accumulated (37) (1,790) (8) (909) – (2,744) –		1	1,134	1	1	1	1,134	110	1,244
and amortisation of adepreciation of depreciation of adepreciation of a contract ation of a contract ation of a contract ation of a contract ation of a contract at a contract	Movements in accumulated depreciation								
Count 2023 3,029 - - - - 569 - - 569 - (2,175) - 569 - (2,175) - (2,175) - (2,175) - (2,175) - (2,175) - (2,175) - (2,175) - (2,175) - (2,175) - (2,176) - (2,176) - (2,176) - (1,138) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - (1,176) - - (1,176) - - (1,176) - - - - - - - - - - - - -	Depreciation and amortisation	(37)	(1,790)	(8)	(606)	I	(2,744)	I	(2,744)
(37) (1,221) (8) (909) - (2,175) - (2,175) - (1,158) - (1,158) - (1,158) - (1,138) - (1,138) - (1,1761) - (1,1761) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - (1,138) - - (1,138) - - (1,138) -	Accumulated depreciation of disposals	I	269	I	I	I	269	I	569
O June 2023 3,029 17,134 326 9,288 1,138 30,915 117 depreciation at control or 10 section at count (359) (9,838) (222) (7,198) - (17,617) - (17,617) nount 2,670 7,296 104 2,090 1,138 13,298 117 -		(37)	(1,221)	(8)	(606)	1	(2,175)	1	(2,175)
depreciation at 2,670 (9,838) (222) (7,198) – (17,617) – nount 2,670 7,296 104 2,090 1,138 13,298 117	At fair value 30 June 2023	3,029	17,134	326	9,288	1,138	30,915	117	31,032
2,670 7,296 104 2,090 1,138 13,298 117	Accumulated depreciation at 30 June 2023	(328)	(9,838)	(222)	(7,198)	1	(17,617)	I	(17,617)
	Carrying amount	2,670	7,296	104	2,090	1,138	13,298	117	13,415

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	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recreational, leisure and community \$ '000	Parks open spaces and streets-capes \$ 000	Other infra-structure \$ '000	Total \$'000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure										
At fair value 1 July 2022	530,080	34,066	31,287	94,662	20,292	6,922	18,862	736,171	14,291	750,462
Accumulated depreciation at 1 July 2022	(154,253)	(17,098)	(13,648)	(33,655)	(8,659)	(3,307)	(6,185)	(236,805)	1	(236,805)
I	375,827	16,968	17,639	61,007	11,633	3,615	12,677	499,366	14,291	513,657
Movements in fair value										
Additions	1	1	1	1	86	I	92	151	10,582	10,733
Contributions	1,215	I	159	364	I	I	I	1,738	I	1,738
Revaluation	36,059	I	I	I	I	I	I	36,059	I	36,059
Disposal	(4,501)	(1,892)	(514)	(687)	(333)	(232)	(47)	(8,206)	62	(8,144)
Transfers	8,267	1,809	2,820	1,836	247	711	797	16,487	(16,488)	(1)
	41,040	(83)	2,465	1,513	1	479	815	46,229	(5,844)	40,385
Movements in accumulated depreciation										
Depreciation and amortisation	(12,907)	(338)	(651)	(1,275)	(755)	(334)	(496)	(16,757)	I	(16,757)
Accumulated depreciation of disposals	2,189	1,020	357	206	206	164	18	4,160	I	4,160
Accumulated depreciation on revaluation	(14,834)	I	I	I	(2,196)	I	I	(17,030)	I	(17,030)
	(25,552)	681	(294)	(1,069)	(2,745)	(170)	(478)	(29,627)	1	(29,627)
At fair value 30 June 2023	571,120	33,984	33,752	96,175	20,293	7,401	19,677	782,402	8,446	790,848
Accumulated depreciation at 30 June 2023	(179,805)	(16,417)	(13,942)	(34,724)	(11,403)	(3,477)	(6,663)	(266,431)	I	(266,431)
Carrying amount	391,315	17,567	19,810	61,451	8,890	3,924	13,014	515,971	8,446	524,417

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Note 6. Assets we manage

Notes to the Financial Report For the Year Ended 30 June 2023

Note 6. Assets we manage

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Buildings		
heritage buildings	75 years	10
buildings	75 years	10
building improvements	20 -50 years	10
Plant and Equipment		
heritage plant and equipment (paddlesteamers)	100 years	5
plant, machinery and equipment	3 - 20 years	10
fixtures, fittings and furniture	3 - 15 years	5
computers and telecommunications	4 years	5
Infrastructure		
road seals	15 - 20 years	10
road pavement	80 years	10
road formation and earthworks	999 years	10
road kerb, channel and minor culverts	50 - 80 years	10
gravel roads and gravel shoulders	15 years	10
bridges substructure	100 years	10
bridges deck	100 years	10
footpaths and cycleways	40 - 50 years	10
drainage	20 - 80 years	10

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

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

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

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

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

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

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Note 6. Assets we manage

Repairs and maintenance

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

Valuation of land and buildings

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

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

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

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

				Date of	
	Level 1	Level 2	Level 3	valuation	Type of Valuation
Specialised land	_	_	107,224	Apr-23	Full
Non specialised land	_	31,427	_	Apr-23	Full
Specialised buildings	_	_	99,968	Jun-22	Full
Land improvements	_	_	1,436	Jun-20	Index
Land under roads	_	_	8,317	Jan-23	Full
Total		31,427	216,945		

Valuation of Infrastructure

A fair value assessment of infrastructure assets has been carried out by Council staff using indices derived from ABS indexes. An index-based revaluation was conducted in the current year on Council's road assets using ABS civil construction/road and bridge construction indices. A full revaluation of these assets will be conducted in 2023/24.

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

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

Notes to the Financial Report For the Year Ended 30 June 2023

Note 6. Assets we manage

				Date of	
	Level 1	Level 2	Level 3	valuation	Type of Valuation
Roads	_	_	391,315	Jun-23	Index
Bridges	-	-	17,567	Jun-20	Full
Footpaths and cycleways	_	_	19,810	Jun-20	Full
Drainage	_	_	61,451	Jun-20	Full
Recreational, leisure & community facilities	_	_	8,890	Jun-20	Index
Parks, open space & streetscapes	-	-	3,924	Jun-20	Index
Other Infrastructure	_	_	13,014	Jun-20	Full
Total			515,971		

Description of significant unobservable inputs into level 3 valuations

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

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

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

Reconciliation of specialised land

	2023	2022
	\$ '000	\$ '000
Specialised land	107,224	103,433
Land under roads	8,317	5,200
Land improvements	1,436	552
Total specialised land	116,977	109,185

Note 6. Assets we manage

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Subsidiaries

Campaspe Port Enterprise Pty Ltd

Background

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

CPE did have set-up transactions that were incurred in 2022. These transactions were not consolidated into Council transactions in 2022 and have been treated as a correction of error through the Equity Statement.

Summarised financial information

1,805	216
(1,192)	(15)
613	201
1,073	217
-	_
1,073	217
259	16
259	16
814	201
	1,073 - 1,073 259 - 259

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

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2023, and their income and expenses for that part of the reporting period in which control existed.

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

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

Entities consolidated into Council include

- Campaspe Port Enterprise Pty Ltd

Notes to the Financial Report For the Year Ended 30 June 2023

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Campaspe Shire Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries are detailed in note 6.2.

(b) Key Management Personnel

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

Details of KMP at any time during the year are:

Councillors Councillor Christine Weller (Mayor, 17 November 2020 - 16 November 2022)

Councillor Adrian Weston Councillor Leanne Pentreath Councillor John Zobec Councillor Daniel Mackrell

Councillor Robert Amos (Mayor,17 November 2022 - Present)

Councillor Colleen Gates Councillor Paul Jarman Councillor Tony Marwood

KMP Chief Executive Officer x 3

Director - Corporate x 2 Director - Development Director - Community Director - Infrastructure

Director - Emergency Management

	2023 No.	2022 No.
Total Number of Councillors	9	9
Total of Chief Executive Officer and other Key Management Personnel	9	11
Total Number of Key Management Personnel	18	20

Note 7. People and relationships

(c) Remuneration of Key Management Personnel

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

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

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

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

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

	2023	2022
	\$ '000	\$ '00
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,744	2,23
Other long-term employee benefits	118	4
Post-employment benefits	32	16
Termination benefits	192	32
Total	2,086	2,76
	2023	202
	No.	No
\$20,000 - \$29,999	1	
\$30,000 - \$39,999	6	
\$40,000 - \$49,999	1	
\$50,000 - \$59,999	1	
\$70,000 - \$79,999	2	
\$80,000 - \$89,999	_	
\$100,000 - \$109,999	-	
\$160,000 - \$169,999	1	
\$170,000 - \$179,999	-	
\$190,000 - \$199,999	1	
\$200,000 - \$209,999	_	
\$230,000 - \$239,999	3	
\$240,000 - \$249,999	1	
\$250,000 - \$259,999	_	
\$310,000 - \$319,999	1	
\$630,000 - \$639,999	_	
	18	2

Notes to the Financial Report For the Year Ended 30 June 2023

Note 7. People and relationships

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds 160,000 and who report directly to a member of the KMP. *

Total remuneration of other senior staff was as follows:

	2023	2022
	\$ '000	\$ '000
Short-term employee benefits	1,923	292
Other long-term employee benefits	174	30
Post-employment benefits	37	15
Termination benefits	_	_
Total	2,134	337
The number of other senior staff are shown below in their relevant inco	ome bands:	
	2023	2022
	No.	No.
Income Range:		
\$160,000 - \$169,999	2	1
\$170,000 - \$179,999	2	1
\$180,000 - \$189,999	1	_
\$190,000 - \$199,999	1	_
\$200,000 - \$209,999	3	_
\$210,000 - \$219,999	1	_
\$220,000 - \$229,000	1	_
	11	2
	2023	2022
	\$ '000	\$ '000
Total Remuneration for the reporting year for Senior Officers included	above	
amounted to:	2,134	337

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

^{*} Four positions that were accounted for as KMP in 2022 have been reviewed in 2023 and are now accounted for as Senior Officers.

Note 7. People and relationships

	2023 \$ '000	2022 \$ '000
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties:		
Council has two employees who are close family members of key management	040	F.10
personnel, the total remuneration paid to these employees is	218	548
Total rental income received from related parties. Councils' financial payments to Campaspe Port Enterprise	159 1,480	87 204
Countries interioral paymonte to campaope i on Enterprise	1,100	201
All contracts and transactions were at arms length and under normal business terms		
and conditions.		
(b) Outstanding balances with related parties		
There are no balances outstanding at the end of the reporting period in relation to		
transactions with related parties 2022/2023 Nil (2021/2022 Nil).		
(c) Loans to/from related parties		
No loans have been made, guaranteed or secured by council to a responsible person		
2022/2023 Nil (2021/2022 Nil).		
(d) Commitments to/from related parties		
The aggregate amount of commitments in existence at balance date that have been		

made, guaranteed or secured by the council to a related party are as follows:

Councils Financial Support for Campaspe Port Enterprise

Council has long term commercial rental agreements with related parties for properties

475

2,000

638

owned by council.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 8. Managing uncertainties

2022	2023
\$ '000	\$ '000

8.1 Contingent assets and liabilities

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

(a) Contingent assets

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

(b) Contingent liabilities

Contingent liabilities are:

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

Superannuation

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

Insurance claims

Council has no major insurance claims that could have a material impact on future operations.

Legal matters

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

Building cladding

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

Liability Mutual Insurance

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

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Bank Guarantees held in favour of other Entities:

(a) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Nanneella Quarry.	365	365
(b) Council currently has three Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at the Mt Scobie		
Quarry.	151	151

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Note 8. Managing uncertainties

	2023	2022
	\$ '000	\$ '000
(c) Council currently has two Bank Guarantees in favour of the Department or Environment, Land, Water and Planning for the rehabilitation bond at Weeks and Browns Pits.	14	14
(d) Council held a Bank Guarantees in favour of the Environmental Protection Agency (EPA) for the rehabilitation bond for Council landfills. The EPA has now cancelled this bank guarantee.	_	800
Total	530	1,330

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

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

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(c) Credit risk

Notes to the Financial Report For the Year Ended 30 June 2023

Note 8. Managing uncertainties

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

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

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

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

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

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

(d) Liquidity risk

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

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- · have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- · monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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

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

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

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

(e) Sensitivity disclosure analysis

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

A parallel shift of +1.5% and -1.5% in market interest rates (AUD) from year-end rates of 1.93%.

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

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Note 8. Managing uncertainties

8.4 Fair value measurement

Fair Value Hierarchy

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

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

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

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

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

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

Revaluation

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

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

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

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

Balance at

Campaspe Shire Council 2022/2023 Financial Report

Notes to the Financial Report For the Year Ended 30 June 2023

Note 8. Managing uncertainties

Impairment of assets

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

8.5 Events occurring after balance date

Assets with a written down value of \$2,670,213 will be transfered to Campaspe Port Enterprise Pty Ltd as at the 1 July 2023. The assets to be transfered are three paddlesteamers and two barges.

Balance at

Other than the above matter, no other events occurred after balance date that require disclosure in the financial report.

Note 9. Other matters

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

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Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
2022			
Property			
Land and land improvements	50,586	21,355	71,941
Buildings	83,523		83,523
	134,109	21,355	155,464
Plant and equipment			
Plant machinery and equipment	1,659	_	1,659
Artworks	124	_	124
Water rights	3,450	198	3,648
	5,233	198	5,431
nfrastructure			
Roads	254,966	31,974	286,940
Bridges	11,305	_	11,305
Footpaths and cycleways	4,623	_	4,623
Drainage	22,233	4,220	26,453
Other infrastructure	7,731		7,731
	300,858	36,194	337,052
Total asset revaluation reserves	440,200	57,747	497,947

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 9. Other matters

	Balance at beginning of reporting period	Transfer from Accumulated Surplus	Transfer to Accumulated Surplus	Balance at end of reporting period
	\$ '000	\$ '000	\$ '000	\$ '000
(b) Other reserves				
2023				
Restricted reserves				
Recreational land	1,471	65	_	1,536
Car parking	198	_	_	198
Total	1,669	65	_	1,734
Unrestricted reserves				
Strategic asset development reserve	2,517	29,083	(1,600)	30,000
Asset renewal	15,467	2,657	_	18,124
Asset renewal - plant replacement	998	2,661	(3,471)	188
Commercial investment - Holiday Park	55	1,850	(1,600)	305
Community plan implementation	80	_	(44)	36
Capital Works Contingency	1,000	439	(439)	1,000
Disability Discrimination Act reserve	531	100	(100)	531
Industrial land	2,949	_	_	2,949
Rochester water rights reserve	173	_	(35)	138
Waste reserve	3,966	801	(457)	4,310
Total	27,736	37,591	(7,746)	57,581
Total Other reserves	29,405	37,656	(7,746)	59,315
2022				
Restricted reserves				
Recreational land	1,397	74	_	1,471
Car parking	188	10	_	198
Total	1,585	84		1,669
Unrestricted reserves				
Strategic asset development reserve	2,517	_	_	2,517
Asset renewal	10,436	5,847	(813)	15,470
Asset renewal - plant replacement	1,970	1,614	(2,586)	998
Commercial investment - Holiday Park	954	250	(1,149)	55
Community plan implementation	80	_	· · ·	80
Capital Works Contingency	1,000	977	(977)	1,000
Disability Discrimination Act reserve	561	100	(130)	531
Industrial land	2,000	949	_	2,949
Rochester water rights reserve	173	_	_	173
Waste reserve	3,966			3,966
Total	23,657	9,737	(5,655)	27,739
Total Other reserves	25,242	9,821	(5,655)	29,408
	·			•

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

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Note 9. Other matters

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

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

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

Strategic Asset Development Reserve

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

Asset Renewal

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

Asset Renewal - plant replacement

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

Capital Works Contingency

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

Commercial Investment - Echuca Holiday Park

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

Community Plan Implementation

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

Disability Discrimination Act reserve

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

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

Rochester water rights reserve

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

Waste reserve

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

Notes to the Financial Report For the Year Ended 30 June 2023

Note 9. Other matters

		2022
	\$ '000	\$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	3,004	5,999
Depreciation/amortisation	22,398	21,097
Profit/(loss) on disposal of property, infrastructure, plant and equipment	8,562	5,104
Contributions - Non-monetary assets	(1,908)	(961)
Amounts disclosed in financing activities	176	106
Bad debts	_	188
Other	_	8
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(753)	854
(Increase)/decrease in inventories	1	(52)
(Increase)/decrease in prepayments	173	(130)
Increase/(decrease) in accrued income	(825)	(1,725)
Increase/(decrease) in trade and other payables	(1,806)	4,320
Increase/(decrease) in provisions	(440)	(430)
Increase/(decrease) in trust funds and deposits	(684)	(489)
Increase/(decrease) in Unearned income /revenue	762	2,252
Net cash provided by/(used in) operating activities	28,660	36,141

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

Defined Benefit

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

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

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa Salary information 3.5% pa

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Note 9. Other matters

Price inflation (CPI) 2.8% pa.

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter Price inflation (CPI) 3.00% pa.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

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

(b) Funding calls

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

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

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

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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

Notes to the Financial Report For the Year Ended 30 June 2023

2022

2021

Note 9. Other matters

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

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

	(Interim)	(Interim)
	\$m	\$m
- A VBI Surplus	44.6	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	111.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

The 2023 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. it is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.50% pa for the first two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

	Type of		2023	2022
Scheme	scheme	Rate	\$ '000	\$ '000
	Defined	10.5%		
Vision Super	Benefits	(2022:10.0%)	150	131
		10.5%		
Vision Super	Accumulation	(2022:10.0%)	1,677	1,670
		10.5%		
Other funds	Accumulation	(2022:10.0%)	985	833

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$NIL for 2022/23 year (2021/22 \$NIL).

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Note 9. Other matters

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$154,000.

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2022-23 year.

There are no pending accounting standards that are likely to have a material impact on council.

Note 11. Errors and changes in accounting estimates

11.1 Correction of error (found assets)

Found Assets

Following a review of the building asset register Council found that assets to the value of \$309 thousand were not reflected in the register. In 2023 the asset adjustment has been brought to account as an adjustment to Councils accumulated surplus in the 2021/22 year.

	Original Balance 30 June, 2022 \$ '000	Impact Increase / (decrease) \$ '000	Restated Balance 30 June, 2022 \$ '000
Found assets			
Total written down value	773,637	309	773,946
Total found assets	773,637	309	773,946





Description of Municipality

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

The Shire of Campaspe scores 967 on the SEIFA (Socio-Economic Indexes for Areas) index, indicating that it is more disadvantaged than the Victorian average of 1010 and the national average of 1001.9. The level of disadvantage varies across the Shire of Campaspe from well below the national average to above the Victorian average.

Performance Statement

Overview of 2022/2023

Impact of Flood

During October 2022 Campaspe Shire suffered major floods that impacted a large are of the community as well as Council operations. Council has noted the following significant impacts to its financial operations.

- Revenue Reduction all services were closed in the Echuca and Rochester area while there was a state of emergency declaration in place. The closure of impacted services has reduced the revenue that was forecast to be raised.
- Additional revenue funds have been received from State and Federal Government to assist with the recovery effort and to repair impacted infrastructure.
- Cost increases costs have increased due to responding to the flood event. These costs relate to the initial response, recovery process and repairs to infrastructure. A large portion of this will be reimbursed from funding provided by other levels of Government. There will be components that will not be eligible for funding that will remain an additional cost to council, such as insurance excesses.
- Infrastructure impacts There was widespread impact on infrastructure assets, a swimming pool and a building were damaged and their future is currently being discussed with the Community. Road infrastructure that was damaged has had emergency repairs carried out to return the asset to a usable standard.
- Rates and debt collection Council resolved to provide rate relief to residents that were affected by the October 2022 flood event. The relief provided depended on the level of impact to the individual or business. Council has also waived interest on unpaid rates until 30 June 2023.

Covid 19

There have been no observable financial impacts on council operations as the result of Covid 19.

The comments against individual indicators will explain the impact of the flood on the indicator results.

Sustainable Capacity Indicators

For the year ended 30 June 2023.

	Results	Results	Results	Results	
Indicator / Measure	2020	2021	2022	2023	Material variations and comments
Population Expenses per head of municipal population * [Total expenses / Municipal population]	\$2,434.75	\$2,361.99	\$2,280.81	\$2,736.75	The result for 2022-23 has been impacted by additional expenditure of \$7.71 m related to the October 2022 flood event.
Infrastructure per head of municipal population	\$16,123.72	\$15,806.42	\$16,752.45	\$16,655.70	The result is in line with prior years except 2021-22 which was
[Value of infrastructure / Municipal population]					impacted by a valuation adjustment to a number of asset classes.
Population density per length of road [Municipal population / Kilometres of local roads]	9.39	9.40	9.42	9.61	The long-term trend of the population density per length of road remains generally steady.
Own-source revenue	\$1,677.88	\$1,611.76	\$1,677.69	\$1,755.32	The overall trend in own-source
Own-source revenue per head of municipal population	ψ1,077.00	ψ1,011.70	ψ1,077.03	ψ1,7 00.0Z	revenue per head of municipal population has been an increase
[Own-source revenue / Municipal population					over the preceding four years in line with Council's financial principle of cost recovery for services where possible.
Recurrent grants	\$485.50	\$442.07	\$552.43	\$579.40	The increase in this indicator for
Recurrent grants per head of municipal population [Recurrent grants / Municipal					the year is due to the pre-payment of 100% of 2023-24 Financial Assistance Grants being paid in
population]					2022-23 and additional grants being received for flood response and recovery.
Disadvantage	3.00	3.00	3.00	3.00	
Relative Socio-Economic Disadvantage					
[Index of Relative Socio- Economic Disadvantage by decile]					
Workforce turnover	19.01%	15.2%	17.3%	13.6%	Staff turnover is trending similar to
Percentage of staff turnover					prior years. Attracting and retaining
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					staff is a sector wide issue. The result in 19/20 is due to exiting aged care services and subsequently a number of staff being made redundant.

^{*} Population data used in the indicators is ABS March 2022 estimates.

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Performance Statement

Definitions

"adjusted underling revenue" means total income other than:

- a. non-recurrent grants used to fund capital expenditure; and
- b. non-monetary asset contributions; and
- c. contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by Council

"own source revenue" means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Statement

For the year ended 30 June 2023.

Service / indicator /	Results 2020	Results 2021	Results 2022	Results 2023	Material variations and comments
measure	2020	2021	2022	2023	waterial variations and comments
Aquatic Facilities	2.04	1.07	2.21	2.05	la Cantanahan 2000 Cannail made the desiries
Utilisation * Utilisation of aquatic facilities	3.04	1.87	3.31	3.85	In September 2022, Council made the decision to waive the public entry fees for all outdoor pools. This saw a significant increase in
[Number of visits to aquatic facilities / Municipal population]					visitation at all outdoor pools.
Animal Management					
Health and safety	0.00	0.00	0.00	0.00	No animal prosecutions were issued in
Animal management prosecutions					2022/23.
[Number of successful animal management prosecutions/Total number of animal management prosecutions] x100					
Food Safety					
Health and safety Critical and major non- compliance outcome notifications [Number of critical non- compliance outcome notifications and major non- compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	85.00%	100.00%	Staff have worked hard to ensure that all non-compliances identified were followed up despite significant staff shortages throughout the year.
Governance					
Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	48.00	52.00	43.00	47.00	Council made several significant decisions throughout the year. Council recognises that there are diverse views across the community in relation to many of these decisions. Understanding the drivers behind community satisfaction remains a focus for Council decisions.

 $[\]ensuremath{^{*}}$ Population data used in the indicators is ABS March 2022 estimates.

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Service / indicator / measure	Results 2020	Results 2021	Results 2022	Results 2023	Material variations and comments
Libraries					
Participation * Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	15.31%	13.69%	12.33%	11.53%	The life of a membership to Campaspe Libraries is three years. A slight decline in active memberships this reporting period represents a higher than usual number of lapsed memberships at the conclusion of three years. Victorian Public Libraries has been actively encouraging community members to return to libraries following the COVID-19 pandemic through the "Return Yourself to the Library" campaign.
Maternal and Child Health ((MCH)				
Participation Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.81%	72.20%	69.11%	69.36%	This result is slightly lower than the previous four reporting periods and below the expected range. Significant service disruptions resulted from the October 2022 flood event. In addition, the continued impacts of staffing constraints also contribute to the result. These constraints result in cancellation of appointments and an inability to backfill staff leave or proactively engage families who are due for or have missed appointments.
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	73.91%	82.74%	78.23%	80.90%	Consistent high-level participation in the MCH service by Aboriginal children has resulted from embedding practice change with service coordination and documentation processes.
Roads					
Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	49.00	47.00	41.00	39.00	Negative sentiment towards Council resulting from some council decisions has impacted on the results of the Community Satisfaction Survey. Possibly exacerbated by the October flood event and wet weather.

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 $[\]ensuremath{^{*}}$ Population data used in the indicators is ABS March 2022 estimates.

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Service / indicator / measure	Results 2020	Results 2021	Results 2022	Results 2023	Material variations and comments
Statutory Planning					
Decision making Council planning decisions upheld at VCAT	83.33%	80.00%	62.50%	50.00%	Council has had only four decisions appealed at VCAT, as opposed to six last year. The percentage does not accurately reflect the true
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					situation, as the number of VCAT cases was low. Staff seek to address concerns through the processing of applications, including consultation meetings so concerns are addressed. This eliminates the need for VCAT appeals.
Waste Collection					
Waste diversion	48.02%	48.46%	48.76%	49.85%	The slight drop in landfill diversion may be
Kerbside collection waste diverted from landfill					attributed to the October flood event where some material that could have been recycled
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					became contaminated with flood water and was disposed as general waste. The number of kerbside bins increased by 12,813, 20% of which were waste, 20% recycling and 60% Food Organics and Garden Waste

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 98 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N (3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"local road" means a sealed or unsealed road for which Council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by Council

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Financial Performance Indicators

For the year ended 30 June 2023.

Dimension / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023
Efficiency				
Expenditure level	\$4,408.60	\$4,202.70	\$4,034.29	\$4,916.02
Expenses per property assessment				
[Total expenses / Number of property assessments]				
Revenue level	\$1,784.07	\$1,830.88	\$1,865.47	\$1,860.38
Average rate per property assessment				
[General rates and municipal charges / Number of property assessments]				
Liquidity				
Working capital	376.00%	383.24%	319.42%	454.75%
Current assets compared to current liabilities				
[Current assets / Current liabilities] x100				
Unrestricted cash	270.55%	232.48%	213.31%	314.48%
Unrestricted cash compared to current liabilities				
[Unrestricted cash / Current liabilities] x100				
Obligations				
Loans and borrowings	10.01%	7.45%	14.24%	12.08%
Loans and borrowings compared to rates				
[Interest bearing loans and borrowings / Rate revenue] x100				
Loans and borrowings repayments compared to rates	2.69%	2.63%	2.54%	3.66%
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100				
Indebtedness	9.98%	7.03%	11.12%	7.72%
Non-current liabilities compared to own source revenue				
[Non-current liabilities / Own source revenue] x100				
Asset Renewal and Upgrade				
Asset renewal and upgrade compared to depreciation	108.59%	95.37%	116.15%	71.76%
[Asset renewal and asset upgrade expense / Asset depreciation] x 100				
Operating Position				
Adjusted underlying result	(10.49%)	(11.38%)	(0.75%)	(3.27%)
Adjusted underlying surplus (or deficit)				
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100				

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Forecast	Forecast	Forecast	Forecast	
2024	2025	2026	2027	Material variations and comments
\$4,320	\$4,304	\$4,396	\$4,481	The increase in expense per property assessment is the result of the additional expenditure related to flood response and recovery. The trend is expected to remain steady over the forecast years.
\$2,002	\$2,070	\$2,124	\$2,168	The overall trend for the average rate per property assessment is consistent with the increase in property values. The slight decrease in 2022-23 is the result of rate relief being offered to flood effected residence.
324.68%	280.40%	274.53%	272.40%	The trend in working capital will remain strong, it has increased in the current year due to pre-payment of grants and flood related funding being received in advance. The forecast will see this indicator reduce.
213.81%	177.98%	177.97%	175.72%	The increase in unrestricted cash in 2022-23 is the result of grants being prepaid. The indicator will reduce in the forecast years as these funds are used for operational purposes.
8.12%	4.62%	2.15%	0.00%	There are no new borrowings planned and this indicator will reduce over the forecast years as existing loans are paid down.
3.53%	3.51%	2.43%	2.13%	The increase in this indicator is due to the new borrowings taken up in 2021-22 being paid down. The trend over the forecast years is a decline as existing loans are paid down.
6.78%	4.90%	2.99%	2.79%	The trend over the preceding and forecast years is a decline as borrowings are paid down, the increase in 2021-22 is due to a new loan being taken up.
109.24%	105.00%	105.00%	105.00%	The decrease in this indictor is due to the October Flood event preventing planned capital works being carried out. These will be completed in the 2023-24 year.
(8.93%)	(9.21%)	(9.21%)	(9.32%)	The result is worse than the prior year due to an increase in the loss on disposal of property, plant and equipment and an impairment expense related to flood damaged assets. Council has budgeted to run deficit operational budgets over the forecast years.

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Dimension / Indicator / Measure	Result 2020	Result 2021	Result 2022	Result 2023
Stability				
Rates concentration	53.02%	56.17%	53.54%	45.33%
Rates compared to adjusted underlying revenue				
[Rate revenue / Adjusted underlying revenue] x100				
Rates effort	0.57%	0.54%	0.50%	0.42%
Rates compared to property values				
[Rate revenue / Capital improved value of rateable properties in the municipality] x100				

Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Material variations and comments
58.11%	60.07%	60.28%	60.38%	The 2022-23 result is impacted by the rate relief offered to flood impacted residents, this is a one off impact and is forecast to remain steady for the following four years.
0.44%	0.43%	0.43%	0.42%	The trend in this indicator is to remain steady over the forward years.

Definitions

"adjusted underlying revenue" means total income other than-

- a. non-recurrent grants used to fund capital expenditure; and
- b. non-monetary asset contributions; and
- c. contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's budget

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by Council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

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Other Information

For the year ended 30 June 2023

Basis of preparation

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

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

The performance statement presents the actual results for the current year and, for the prescribed financial performance indicators and measures, the results forecast by Council's budget. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its budget on 21 June 2023, which forms part of the Council Plan. The budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The budget can be obtained from Council's website.

Certification of the performance statement

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

Ailsa Box

Principal Accounting Officer Dated: 26 September 2023

In our opinion, the accompanying performance statement of the Campaspe Shire Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

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

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

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

Cr Rob Amos Councillor

Dated: 26 September 2023

Cr Paul Jarman

Pauline Gordon

Councillor Dated: 26 September 2023

Chief Executive Officer Dated: 26 September 2023

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Independent Auditor's Report

To the Councillors of Campaspe Shire Council

Opinion

I have audited the accompanying performance statement of Campaspe Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2023
- overview of 2022/2023
- sustainable capacity indicators for the year ended 30 June 2023
- service performance indicators for the year ended 30 June 2023
- financial performance indicators for the year ended 30 June 2023
- other information and
- · certification of the performance statement.

In my opinion, the performance statement of Campaspe Shire Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

Basis for Opinion

I have conducted my audit in accordance with the Audit Act 1994 which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the Auditor's Responsibilities for the Audit of the performance statement section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the performance statement

The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Callins Street, Melbourne Vic 3000 T 03 8601 7000 enquiries@audit vic.gov.au www.audit vic.gov.au

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Auditor's responsibilities for the audit of the performance statement

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

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

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

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

MELBOURNE 4 October 2023

Travis Derricott as delegate for the Auditor-General of Victoria

Glossary

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

Glossary

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









Kyabram, 19 Lake Road Rochester, 43-45 Mackay Street Rushworth, 33 High Street Tongala, 37 Mangan Street

8.5 Communities

8.5.1 Municipal Early Years Plan

Directorate: Communities

Responsible Officer: Director Communities

Manager: Manager Community Services

Attachments: 1. Municipal Early Years Plan - 2023 to 2025 [8.5.1.1 - 20 pages]

1. PURPOSE

To seek Council's endorsement of the Municipal Early Years Plan 2023 – 2025.

2. RECOMMENDATION

That Council:

- 1. Endorse the Municipal Early Years Plan 2023 2025.
- 2. Note that annual action planning will be undertaken, identifying and monitoring actions for the shire, as well as in partnership with external service providers, that will deliver on the themes of the plan.

3. DISCUSSION

Though not a statutory requirement, the development of Municipal Early Years Plans (MEYPs) is commonplace among the Victorian Local Government sector. It is generally recognised that investing in the early years provides significant return on investment across the life course. Research shows high-quality, birth-to-five early childhood care and education provides a higher rate of return than attending preschool alone, resulting in improved social, emotional, physical and economic wellbeing later in life. MEYPs help guide the work of relevant Council departments, as well as external Service Providers, to achieve a more connected service system that seeks to optimise the health, wellbeing and development of Campaspe children and families. The MEYP demonstrates Council's commitment to supporting children and ensuring that families understand the importance of the early years and have the support that they need during this critical phase in every child's life.

Consolidated community and stakeholder feedback has informed the development of the plan as presented. The plan promotes the vision that 'Children and their families are supported to grow, learn and thrive in our welcoming and inclusive community', and features three themes:

- 1) The best possible start to life Our children have the opportunity to grow, thrive and learn in a rich, nurturing and inclusive environment.
- 2) High quality, safe and accessible services Our collaborative early years services help to enhance the health and wellbeing of children and families living in our community.
- 3) Family inclusive places and spaces Our public spaces and places are welcoming of children, accessible for people of all abilities and inclusive of diversity.

Each theme is supported by an objective and several relevant goals that have arisen through the consultation process. To realise the MEYP vision, an annual action plan will be developed by Council officers in partnership with local service providers and organisations.

4. CONSULTATION

Internal consultation:

• Executive Leadership Team 12 July 2023.

External consultation:

- Community consultations to seek feedback on relevance of existing plan themes and understand emerging needs were undertaken throughout 2021 as part of the "omnibus engagement plan" facilitated by Council officers.
- Service Providers were invited to attend a workshop to inform development of the plan on 4 May 2023.
- The draft plan was released for a public exhibition period of four weeks, inviting feedback from community. The draft plan was also circulated to service provider / sector partners for feedback. No submissions were received.

Councillors:

- 1 August 2023 Council Briefing Session.
- 15 August 2023 Council meeting.
- 26 September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Growing quality of life

Effective and efficient services available locally Children, young people and families healthy and well Inclusive, connected, culturally diverse and safe

The plan has been developed through engagement with local service provider partners and the analysis of relevant policies, strategic plans, community engagement responses and demographic data. It aligns closely with the Campaspe Shire Council Plan 2021-2025 vision and principles.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

This plan serves to renew Council's Statement of Commitment to Child Safety and Wellbeing, which underpins embedding the Child Safe Standards within the organisation.

7. LEGAL AND STATUTORY OBLIGATIONS

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

Though the development of a Municipal Early Years Plan is not a statutory obligation, endorsing such a plan to be presented to the community for engagement represents alignment with the governance principles set out in the Local Government Act 2020.

8. FINANCIAL IMPLICATIONS

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

The themes of the plan are intended to guide the work of the Council and service system partners within their respective capacity and spheres of influence to achieve good outcomes for children and families, but do not bind any parties to financial commitments.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Research shows that the highest rate of economic return comes from the earliest investments in children. Delivering high quality programs for 0–5-year-olds provides a far greater return on investment later in life than investing in preschool alone, resulting in improved social, emotional, physical and financial outcomes leading to greater productivity and reduced social spend for society.¹

10. ISSUES AND RISK MANAGEMENT

Service user expectation is not aligned with scope or capacity of service delivery.

It is acknowledged that there are known gaps in service delivery (or even in the existence of services themselves) and access to facilities that support the wellbeing of children and families. It is important to note that these gaps, and any further issues that might emerge through the action planning that will underpin the plan, may not be the funding or delivery responsibility of Council.

Any commitments undertaken through partnership work to influence the themes of the plan will be sympathetic to the adopted service levels, resource and financial capacity of Council (or the lead organisation) and might instead translate to advocacy actions.

Risk:

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

11. CONFLICT OF INTEREST

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

12. CHARTER OF HUMAN RIGHTS

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

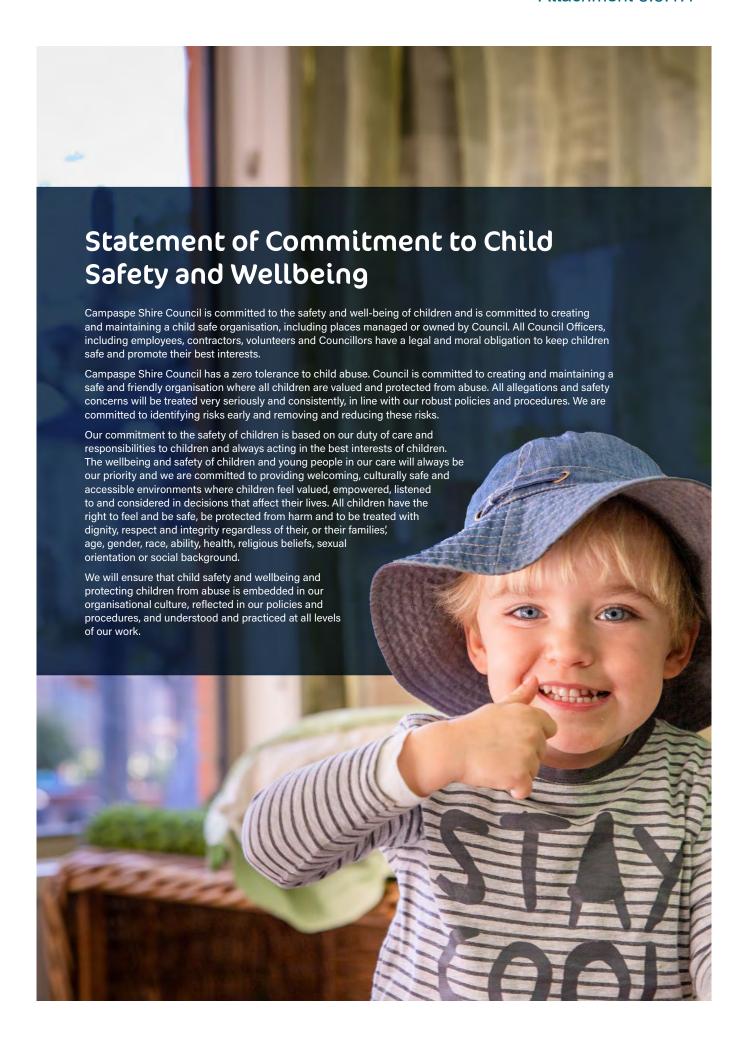
13. INSTRUMENT OF DELEGATION

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

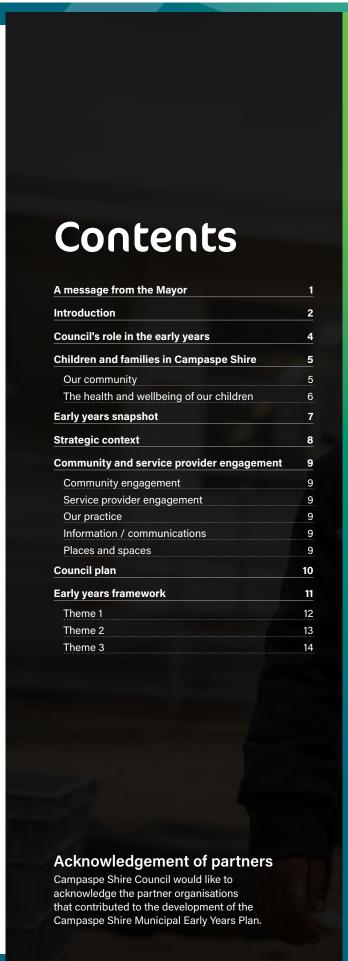
¹ Heckman – The Economics of Human Potential













A Message From the Mayor

I am delighted to present the Campaspe Shire Municipal Early Years Plan 2023-2025 to the community. This plan outlines our strategic direction to promote and influence positive outcomes for children 0-8 years of age and their families.

Campaspe Shire believes that children are a vital part of our community. We also recognise the valuable role that families and carers play in the positive development of children, along with playgroups, early learning centres, kindergartens, schools, local services and a diverse array of other community organisations and individuals.

Council acknowledges the importance of continued investment in the early years. It is committed to the safety, participation and empowerment of all children.

The plan has been developed through engagement with local service provider partners and the analysis of relevant policies, strategic plans, community engagement responses and demographic data. It aligns closely with the *Campaspe Shire Council Plan 2021-2025* vision and principles.

Our priorities for the Campaspe Early Years Plan over the next three years will focus on three themes;

- 1. The best possible start to life
- 2. High quality, safe and accessible services
- 3. Family inclusive places and spaces

On behalf of Councillors and Campaspe Shire Council, I invite you to be actively involved in the implementation of the plan and join us in achieving our Early Years vision:

Children and their families are supported to grow, learn and thrive in our welcoming and inclusive community.

Cr Rob Amos Mayor



Municipal Early Years Plan 2023 - 2025

Introduction

The first eight years of a child's life, or what is known as the 'early years', provides the foundation for each child's growth and development throughout their life. It is a time where children's brains are developing rapidly and where they learn to communicate, think, problem solve and understand the world in which they live. It is also a time of physical growth and the development of both fine and gross motor skills. Further, it is a time where they learn to socialise and develop friendships.

How a child develops physically, emotionally and socially in their first eight years of life is dependent upon many factors including:

- Relationships with family, friends, early childhood educators and others
- Access to early learning education opportunities, e.g. playgroups, childcare, kindergarten and school
- Genetics
- · Health physical health and access to health care
- Nutrition
- Physical activity levels
- Family situation / experiences, e.g. access to housing, job security, financial security, safety and nondiscrimination
- Broader environmental conditions, e.g. pollution and impact of natural disasters.

It is often said that "it takes a village to raise a child." Families, early years educators, schools, early years services, generic health and wellbeing services, sports clubs, arts / cultural groups, places of worship and others – the 'village' - all have an important role in helping our children to reach their full potential. The Bronfrenbrenner's Ecological Model supports this notion that the child is at the centre and learning and development is shaped by the environment and networks which surround them.

Campaspe Shire recognises that it has a unique role in helping to influence the health, wellbeing, education and development of children at a local level through its policy development, program / service planning and delivery, as well as its role in provision of, or advocacy for, community infrastructure. Guiding its work in this space are the core principles of prevention, equity, health and long-term social and educational outcomes for children. Council recognises that when it has a focus on the needs of children, it ultimately benefits the entire community.

All children and families should have access to affordable and appropriate early years services that meet their needs consistent with best practice frameworks such as the Victorian Early Years Learning & Development Framework (VEYLDF) and National Quality Framework and Standards. Council will advocate for access to services where gaps exist and work with suitable providers for direct service provision to its communities.

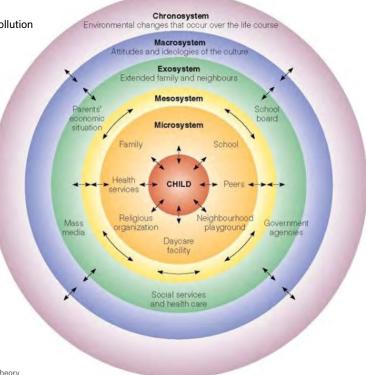


Image sourced from Bronfenbrenner's Ecological Systems Theory - Simply Psychology

Municipal Early Years Plan 2023 - 2025

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Introduction

Since the previous Municipal Early Years Plan was completed, the State Government has undertaken sector reform (titled Best Start Best Life). As part of these reforms, it has increased the hours for three-year old kinder from five to 15 hours per week from 2022, increasing this to 15 hours per week by 2029 across the state. Another initiative is the Pre-Prep program. This involves four-year old kindergarten gradually transitioning to pre-prep between 2025 and 2032. By the completion of the roll-out, four-year olds involved in pre prep will be eligible for 30 hours of pre prep per week, which is double the current number of 15 hours per week of kindergarten. As kindergarten is also now subsidised for both threeyear old and four-year old kinder, it is more accessible from a financial perspective for families. The impact of these measures and the ability for increased hours of kindergarten and pre-prep programs to be delivered across the municipality is a key focus for planning by the Shire's Early Years team.

Some other priority areas of State Government in the early years sector include:

- Prioritising the development of new kindergartens on primary school grounds to enable better access for families
- Promotion of gender equity to help reduce family violence
- Reforming the early years to enable a higher quality more equitable and inclusive early childhood system
- · Encouraging respectful relationships
- Strengthened Child Safe Standards which are designed to promote the safety of children; prevent child abuse; and ensure that organisations and businesses have effective processes in place to respond to and report all allegations of child abuse.

This Plan sets out the community's vision, objectives, themes and goals relating to children aged 0 to 8 and their families. The vision, objectives, themes and goals contained in the Plan were developed in consultation with local service providers. The focus is to ensure that the community understands the importance of the early years and that families and carers have the support they need during this important developmental phase. We are committed to working with families, carers and local organisations, so that each child can grow, learn and theire



Council's Role in the Early Years

Campaspe Shire plays an important role in facilitating the growth and development of children, and in supporting their families and carers. Working in partnership with local service provider partners, Campaspe Shire's key roles in the early years are:

Planning and Coordination

Council plans for and identifies early years needs as they relate to council service delivery or to the wider service system that supports Campaspe families. This includes the coordination of central enrolment for most kindergartens in the Shire. It also undertakes a collaborative approach with local service providers to share information and expertise and to further develop skills and knowledge to build early years sector capacity.

Service Provision

Council delivers the Maternal and Child Health Service throughout the municipality and also early years services at Campaspe Community Children's Centre in Echuca and Rochester Early Learning. Council also delivers the funded Supported Playgroup program, along with Library service programs and events that are inclusive of children and families

Facility Planning

Council maintains a range of existing dedicated early years infrastructure such as Maternal & Child Health centres, as well as community infrastructure which is used by children and families including libraries, play spaces, parks and recreational facilities. Council's planning and advocacy role aims to encourage relevant stakeholders to plan for and deliver child and family friendly places throughout the municipality.

Advocacy

Council lobbies and advocates to state and federal government and other relevant organisations so that the needs of children and their families are heard and addressed.

Strengthening Community Capacity

Council promotes participation by children and their families in decision making; provides information about services; and supports access to services where needed to build the capacity of families and carers and to



Children and Families in Campaspe Shire

Our Community

The Shire of Campaspe is situated in northern Victoria and covers an area of 4,519 square kilometres. Larger towns include Echuca, Kyabram, Rushworth, Rochester, Stanhope and Tongala. Our children live in a diverse range of settings, ranging from urban settlements through to rural properties.

Current population



38,735

0-10 year olds



12.0% (4,669) Number of families



5,444

Average number of children in a family



1.9

Aboriginal and Torres Strait Islander (as a % of population)



3.0% (compared with 1.0% for Victoria)

People born in Australia



84.8% (compared with 65.0% for Victoria) Top countries of birth (other than Australia)



England (1.7%) New Zealand (1.0%) Philippines (0.8%) Italy (0.4%) India (0.3%) Languages spoken at home other than English



Italian (0.5%) Filipino (0.4%) Tagalog (0.3%) Mandarin (0.2%) Sinhalese (0.2%) Median household weekly income



\$1,264 (compared with \$1,759 for Victoria) Projected loss of young people aged 0-14 from 2021-26



10% (658)

Municipal Early Years Plan 2023 - 2025

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Children and Families in Campaspe Shire

The Health and Wellbeing of our Children

The Campaspe Primary Care Partnership (Public Health Unit) – Community Health and Wellbeing Profile (2020) and the Healthy Heart of Victoria (Healthy Loddon Campaspe) Active Living Census – Campaspe (2019) have been used to help inform the priorities of the Municipal Early Years Plan and will inform the development of annual implementation plans. These plans tell us that we are currently performing well in relation to birth weights, breast feeding rates, immunisation participation and kindergarten participation.

These plans also tell us that we need to address issues such as increasing awareness of how to prevent accidental injuries to children, preventing harm to children, reducing smoking during pregnancy, supporting families who experience financial stress, helping to prevent hospitalisations from conditions such as asthma, reducing school absenteeism, improving children's early development (physical health and wellbeing, social competence, emotional maturity, language and cognitive skills), encouraging healthy eating and improving children's sense of worth.



Early Years Snapshot

The following table provides a snapshot of how children and families are faring. Information has been sourced from Campaspe PCP Community Health & Wellbeing Profile (August 2020); Campaspe Shire kindergarten enrolment statistics; Campaspe Shire Maternal and Child Health service statistics; the Australian Institute of Health and Welfare; the Australian Early Development Census; and the Australian Bureau of Statistics.

Maternal and child health (MCH) participation	Birth rate	Aboriginal maternal and child health (MCH) participation
Enrolment in the MCH service in 2022-2023 was 101.61%, however the participation rate in key developmental visits was 69.36% (although the four-week visit ranked much higher at 95.43% participation rate).	There were 378 birth notices in 2022-23 in Campaspe Shire. The average birth rated from 2019/20-2022/23 is 391.	Aboriginal children's MCH participation rates increased from a rate of 69.54% in 2018-19 to 80.90% in 2022-23.
Breastfeeding rates	Immunisation	Family stress
Higher proportion of infants fully breastfed on discharge and at 2 weeks, 3 months and 6 months of age, compared to the Victorian average.	A higher percentage of children fully vaccinated in Campaspe Shire compared with Victoria at 1 year of age (95.5% vs 94.3%) 2 years of age (92.8% vs 91.2%) and 3 years of age (97.0% vs 95.5%).	Higher proportion of low-income and welfare dependent families with children in Campaspe Shire compared with Victoria (10.4% vs 8.4%) and a much higher proportion of children whose parents report high levels of family stress (13.4% vs 9.9%) compared to the Victorian averages.
Australian Early Development Census (AEDC)	Childhood obesity	Family violence
31.4% of children in Campaspe are developmentally vulnerable on one or more of the AEDC domains (notably social competence, physical health and wellbeing and communication skills) compared with 19.9% of Victorian children. 19.7% of Campaspe children and 10.2% of Victorian children are vulnerable on two or more domains.	Almost one quarter of Victorian children and (24.9%) of Australian children aged 5-17 years were overweight or obese in 2017-18 (17% overweight and 8.1% obese). The rates were similar for boys and girls.	There were 1,967 reported incidents of family violence per 100,000 people in Campaspe in 2019 compared with 1,282 per 100,000 people in Victoria. Of the reported family incidents in Campaspe in 2019, 10% of children and young people were considered to be affected, compared with 8% of Victorian children and young people.
Smoking during pregnancy	Kindergarten participation	Child abuse
17.1% of mothers in Campaspe smoked during the first 20 weeks of pregnancy compared with 9.4% of Victorian mothers.	426 children enrolled in funded four year old kindergarten in 2022, with a participation rate of 95%. 348 children enrolled in funded three year old kindergarten in 2022, with a participation rate of 92%. 48 children enrolled in Early Start Kindergarten.	Campaspe children aged 0-17 (per 1,000), have notably higher rates of child abuse investigations than Victorian children (31.7 vs 19.4) and similar levels of child protection substantiation (11.5 vs 11.4). Child first assessments were much higher in Campaspe than Victoria (15.0 vs 10.1), along with children who are the subject of care and protection orders (9.2 vs 5.4), and children in out of home care (8.5 vs 5.0) compared to state averages.

Municipal Early Years Plan 2023 - 2025

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Strategic Context

Strategic directions related to the early years feature in numerous Council strategies and plans and will help guide us in the development of our annual Implementation Plans. A summary of each of these documents can be found below. More details of strategic documents can be found in the background document that accompanies this plan.

Access and inclusion plan (2020-26)

The focus of the Access and inclusion plan is to "demonstrate Council's commitment to equal participation for all people across Campaspe and develop a road map to support the Shire to become more accessible and supportive."

The nine communities of priority identified in this plan are: Aboriginal and Torres Strait Islanders, people with disability, youth, LGBTIQ+, people with a mental illness, women, culturally diverse groups and people with social disadvantage.

Active transport strategy (2019)

The aim of this strategy is to "dramatically increase the amount of people walking and cycling in Campaspe."

A key focus area of the strategy is to create an environment where kids feel safe and confident to walk and cycle to school and continue travelling actively for life.

Campaspe Shire Advocacy Priorities (2021-25)

The purpose of this document is to highlight the priority infrastructure and policy needs for Campaspe between 2021 and 2025.

One of the key priorities is to advocate for funding to support the co-location of kindergartens with already established primary schools across the municipality.

Campaspe Prevention / Health Promotion Work Plan (2021-2022)

This document sets out the four key priority areas that organisations working in the prevention space or health promotion in Campaspe are working towards, i.e.

- · Increasing healthy eating
- · Increasing active living
- · Reducing tobacco related harm
- Prevention of family violence through gender equity.

Council Plan (2021-2025)

The Community Vision contained within the Council Plan is: "Our places are vibrant and sustainable; our people are strong and supportive."

The three principles within the plan are: inclusion, respect and sustainability.

Municipal Health and Wellbeing Plan (2021-2025)

There are numerous actions contained within this plan that are of relevance to the broader community, of which children and families are a cohort. Those that specifically relate to children 0-8 years of age are as follows:

Focus area 1 - Active and Healthy Lifestyles:

- Work with schools to hear the ideas of young people and leverage in-school and extra-curricular activities to promote active living
- Early years health systems and health measurement protocols are monitored to identify communities of concern

Focus area 2 - Socially Connected and Inclusive Campaspe

- Work to ensure cultural safety by ensuring community spaces are safe for all community members
- Embed the principles of trauma informed practice in early years services

Focus area 5 - Food Secure Campaspe

- Improve school access to primary prevention programs
- Support schools to integrate food awareness within STEM programs

Department of Education and Training (2020) Kindergarten Infrastructure Services Plan (KISP)

This plan identifies a shortfall in three- and four-year old kindergarten places in the Shire of approximately 83 in 2023, increasing to 138 places by 2029.

By 2029, Echuca is anticipated to have a shortage of 138 kindergarten places; Kyabram 29 places; Lockington / Gunbower 9 places, Rochester 12 places and Rushworth 0 places.

The demand for kindergarten will increase as a direct result of the Victorian Government's Better Start, Better Life reform. This demand will be reflected in the 2023 KISP (currently under development).

Municipal Early Years Plan 2023 - 2025

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Community and Service Provider Engagement

Community Engagement

Feedback from community consultations undertaken for the development of the Council Plan of relevance to the early years has been used to help provide an evidence base for the development of this Plan. Key focus areas for consideration include:

- The need for enough childcare and kindergarten places available across the Shire – i.e. access to sufficient childcare and kindergarten places to meet demand
- The need for access to a range of early years services are accessible to all, e.g. allied health services
- The need for accessible and diverse early years services for all children and families
- The need for access to programs and services that are affordable
- The need to ensure that there are opportunities for parents to learn new skills and to build their capacity, e.g. provision of First time Parent groups and "Smalltalk" parenting program
- The need to ensure that there is a continued focus on gender equity / healthy relationships in the early years sector within the stakeholder groups e.g. Campaspe Early Years Network Group
- The need to ensure that there is safe access to programs, services and facilities via active transport ontions
- The need to promote physical activity opportunities and ensure that quality play opportunities are provided throughout the Shire.

Service Provider Engagement

A workshop was also held with local service providers to review the previous Municipal Early Years Plan and to identify priorities for the new plan.

Some of the broad strategic directions for the collective early years' service system in Campaspe include:

Our Practice

We acknowledge families' experiences and circumstances are diverse and understand:

- The need to adapt and target priorities where required to achieve positive health and wellbeing outcomes for children
- That early years' services and support services have a clear perception of the community's needs and challenges and that we are responsive and respectful

- The strength achieved through a greater focus on participatory service planning and genuine community engagement principles with children and families
- The options to explore different ways of delivering services, e.g. utilising telehealth
- How we provide clear referral pathways and additional supports where required to enable families to access specialist services
- The importance of and advocate that the voices of children and their families are heard and understood
- The need to build the knowledge and skills of families and people who work in the early years sector to enable children to thrive
- The importance of promoting gender equity
- The need to highlight and implement the Child Safe Standards
- The benefits of working collaboratively with other relevant services and organisations,
- The need to advocate for greater access to specialist early years services for local families.

Information / Communications

- We need to enhance our online capability to promote events, programs and services for children and families
- Campaspe Shire Council's commitment to the Child Safe Standards is promoted.

Places and Spaces

- Child Safe Standards signage is displayed as a visual message in public spaces.
- Consider specific cultural and physical features of family spaces and all access amenities that meet the needs of families
- The value of quality play experiences features predominantly in new and upgraded play spaces, providing opportunities for children to actively explore, create, imagine and participate within the infrastructure and the variety of elements which support children's development and abilities
- Provision and promotion for active play (e.g. pump parks, trails, etc) and participation in arts / culture, library programs, community events.

Municipal Early Years Plan 2023 - 2025

Council Plan

The Campaspe Shire Council's vision and planning principles have been used to guide the development of the vision and themes contained within the Municipal Early Years Plan. Council's vision and three planning principles are as follows:

Council Plan Vision:

Our places are vibrant and sustainable; our people are strong and supportive

Principle 1: Inclusion	Principle 2: Respect	Principle 3: Sustainability
Everybody is included and has something to contribute to the community. Nobody is left behind. Everybody should have an equal chance in life.	Respectful relationships are the norm between individuals and within communities. We respect the diversity in our community, and in particular, we respect the contribution of our older residents, our young people, and those with Aboriginal cultural heritage.	This is at the heart of everything we do. Sustainability is a key factor in planning for future land use, advocating for additional educational facilities, approving a development, or making decisions around how we use our infrastructure



Early Years Framework

The Municipal Early Years Plan is built around a vision and seven guiding principles. From the vision and planning principles, three key themes, objectives and related goals have emerged. Together, the vision, guiding principles, objectives, themes and goals create the framework for the development of annual Implementation Plans.

Annual plans will outline the actions that Council intends to take with its partners towards the achievement of the vision and goals. It is important to note that many of these goals are dependent upon a collaborative approach between Council and its strategic early years partners.

Early Years	Children and their families are s	upported to grow, learn and thrive	e in our welcoming and inclusive				
Vision	community						
7 Early Years Guiding Principles:	 Inclusion - we welcome and include children and families in all aspects of community life. Respect - we respect the diverse needs of children and families and their right to be heard and understood. 						
	•	nd celebrate the diversity of families	•				
		t all of our children and families hav is barriers to participation and acce					
	Quality - we advocate for and for children and families.	promote the importance of quality	programs, services and facilities				
	6. Safety – we promote and encourage early years services to be physically and culturally safe for children and their families.						
	7. Connection – we provide opportunities for children and families to develop strong community connections and a sense of belonging.						
3 Themes:	The best possible start to life	High quality, safe and accessible	Family inclusive places and				
5 Themes.	The best possible start to me	services	spaces				
3 Objectives:	Our children have the opportunity to grow, thrive and learn in a rich, nurturing and inclusive environment.	Our collaborative early years services help to enhance the health and wellbeing of children and families living in our community.	Our public spaces and places are welcoming of children, accessible for people of all abilities and inclusive of diversity.				

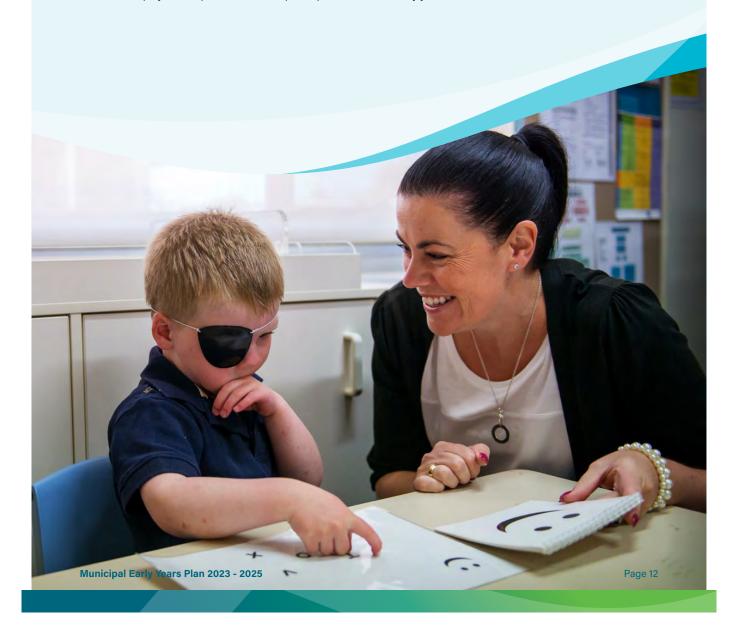
Theme 1 - The Best Possible Start to Life



Our children have the opportunity to grow, thrive and learn in a rich, nurturing and inclusive environment.

Goals for the next three years

- 1. Families and carers are supported to develop the skills and knowledge to enable children to be healthy, happy and to reach their potential.
- 2. Children's voices are valued, heard and acted upon for all matters of relevance to them.
- 3. Children are actively encouraged and supported to participate in a diverse range of experiences, activities and events to build upon their interests and strengths.
- 4. Childrens' connection to place, culture and community are respected and celebrated.
- 5. Gender equity and respectful relationships are promoted in the early years.



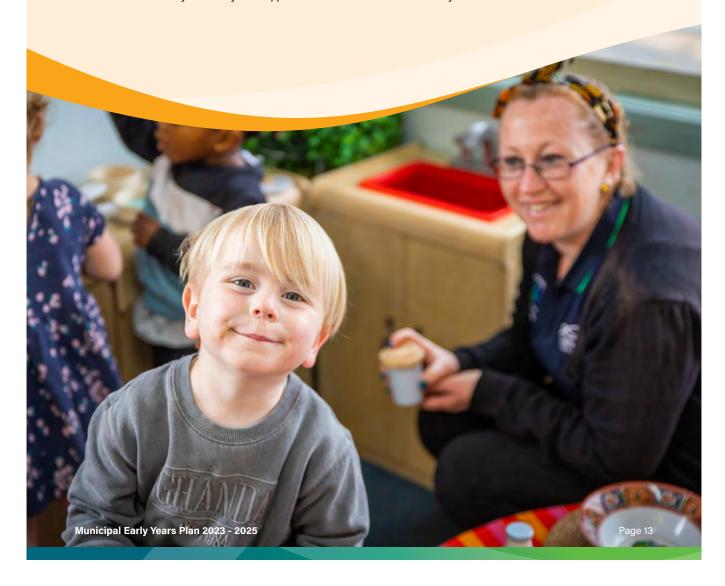
Theme 2 - High Quality, Safe and Accessible Services



Our collaborative early years services help to enhance the health and wellbeing of children and families living in our community.

Goals for the next three years

- 1. Families and children are consulted with and involved in co-design of services so that service providers better understand their diverse needs, circumstances and challenges.
- 2. Families are aware of the range of existing early years services available to them within Campaspe Shire and online.
- 3. Families can access early years services and specialist support services that are required for their development, health and wellbeing, or are provided additional supports to access these services.
- 4. Gaps in service delivery are identified by service providers and the community and either these gaps are addressed or service providers advocate for these gaps to be addressed.
- 5. Early years services maintain partnerships and networks in order to share information, enhance skill levels and advocate for improved services.
- 6. Work collaboratively to identify and support families in relation to child safety.



Theme 3 - Family Inclusive Places and Spaces

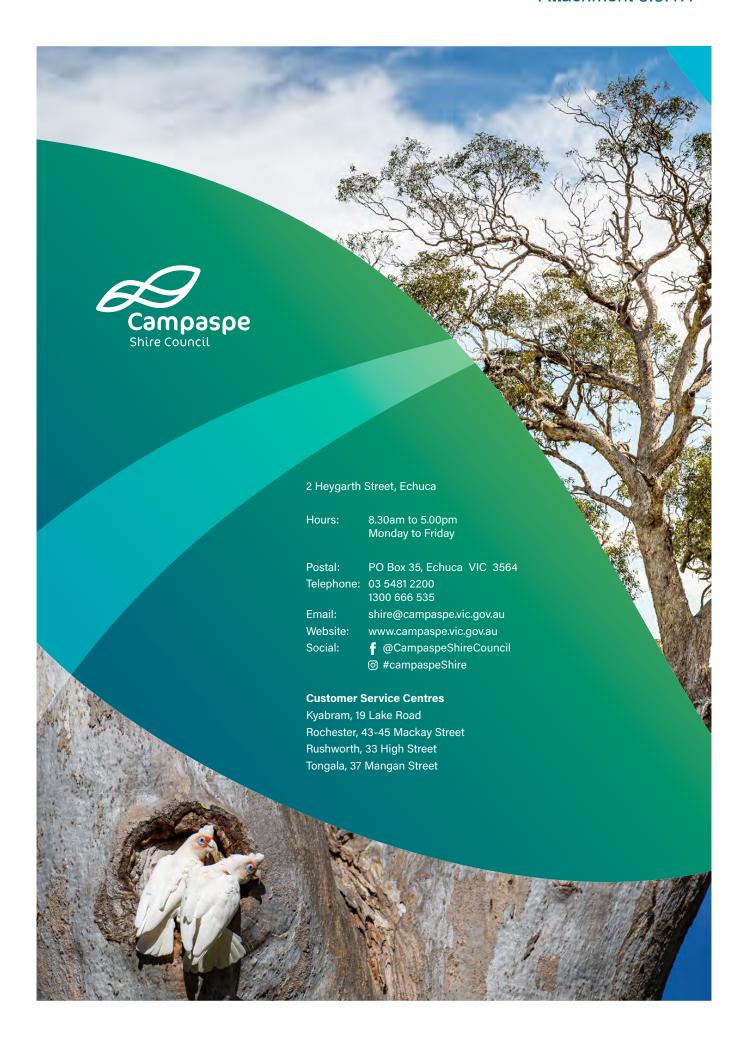


Our public spaces and places are welcoming of children, accessible for people of all abilities and inclusive of diversity.

Goals for the next three years

- 1. Community places and spaces are inclusive of children and diversity.
- 2. Community places and spaces are safe (both physically and culturally) and accessible for children and families.
- 3. Activities that occur within community places and spaces are affordable for children and families wherever possible.
- 4. New or upgraded community places and spaces are co-designed by children and families where relevant.
- 5. Early years facilities and schools are co-located where possible to improve access to these services.





8.6 Corporate

8.6.1 Review of Strategic Risk Register

Directorate: Corporate

Responsible Officer: Governance Advisor

Manager: Director Corporate

Attachments:

1. Risk Management Framework - Consequence, Likelihood

and Assessment Matrix [8.6.1.1 - 2 pages]

2. Strategic Risk Register with Controls [8.6.1.2 - 25 pages]

1. PURPOSE

This report seeks Council's approval of the Strategic Risk Register.

2. RECOMMENDATION

That Council, upon recommendation of the Audit and Risk Committee, approves the Strategic Risk Register, and the proposed changes.

3. DISCUSSION

Background:

In accordance with the Local Government Performance Reporting Framework (LGPRF), the Council must receive six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.

Prior to receiving the report, the Audit and Risk Committee, with responsibility under the Local Government Act 2020 to "monitor and provide advice on risk management and fraud prevention systems and controls", has the responsibility to review the Strategic Risk Register and provide recommendations to the register and endorse it for Council's approval.

Review:

A first level review of the existing Strategic Risk Register by Category (provided as an attachment to this report) was undertaken by the Executive Leadership Team. The review resulted in several recommendations that, if approved by Council, will be incorporated into the register.

At its September 15 meeting, the Audit and Risk Committee provided a second level review and accepted the register and the proposed recommendations, endorsing it and recommending that the Council approve it. There was a second part to the Audit and Risk Committee recommendation that one proposed risk, relating to planning for the effects of climate change and extreme weather events, be refined further by officers for presentation to Council.

The following is a summary of the recommendations for changes along with a risk assessment for each recommendation based on Council's current risk matrix (attached) and includes the changes officers have proposed for the planning for the effects of climate change risk. The Risk Register will be finalised to include the proposed changes should Council adopt this report.

Compliance

Change: "Failure of policies and procedures not being kept current and in alignment with statutory requirements, creating inefficiencies and conflict when making decisions"

To: "Failure to prepare, or keep current, policies or procedures required by legislation resulting in areas of legislative non-compliance."

This change strengthens the linkage between legislative compliance and policies and procedures.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
High	Unlikely	Major	Moderate	Policies and procedures register manages review of Council documents. Compliance software implemented to
				manage legislative obligations.

Errors/Omissions or Civil Liability

No change.

Financial

Change: "Failure of Commercial Operations (e.g., EPS, Childcare, Quarries, etc) to maintain financial viability independent of Council funding"

To: "Risk than non-core Commercial Operations cannot maintain financial viability and have a flow on detrimental impact on Council's financial viability to deliver its core services."

This change focuses on delivering core services and the importance of Council being financially viable to do this.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
Moderate	Possible	Minor	Low	Monthly finance reports presented to Executive Leadership Team
				Quarterly finance reports presented to Audit and Risk Committee and Council
				Annual Budget developed in line with the Local Government Act 2020
				Financial Plan developed in line with Local Government Act 2020 (10 year)
				Annual financial audit through Auditor- General Victoria contractor

Procurement

Add: "Risk that we cannot meet the community expectations and legislative requirements around waste and recycling in the procurement of materials."

This change focuses on the increased requirements around circular economy changes implemented by the State Government.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
Moderate	Possible	Moderate	Moderate	Procurement Policy Access to regional procurement excellence networks (RPENs) which are council networks formed to

	encourage engagement between procurement and purchasing officers. RPENs provide a platform for local governments to collaborate on procurement and general business practices.
	Waste Management Strategy 2018-23 (due for review)

Reputation

Change: "Inefficient/ineffective practices, procedures and processes that allow for, contribute to, or ultimately lead to poor decisions by the Administration or Council that do not consider approved or established plans, and/or do not consider service delivery or reputation, and/or are based on political expediency"

To: "Decision making by the Administration or Council that does not consider approved or established plans, relevant data, service delivery or legislative requirements."

This change simplifies the language of the current risk statement and provides a strategic focus on decision making.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
Moderate	Unlikely	Moderate	Moderate	Council Plan 2021-2025
				Supporting strategic documents, such as Asset Management Plans
				Annual Budget developed in line with the Local Government Act 2020
				Financial Plan developed in line with Local Government Act 2020 (10 year)
				Council Report template provides key strategic information to support decision making
				Public Transparency Policy
				Community Engagement Policy

Safety

Add: Risk that Council is not considered to be a culturally safe and inclusive organisation.

This change focuses on promoting diversity and inclusion at Campaspe Shire Council, with focus on the cohorts identified in Council's Access and Inclusion Strategy (people with mental illness, the aged, culturally and linguistically diverse communities, aboriginal people, people with social disadvantage, women, people with disabilities, youth, LGBTIQ+).

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
Moderate	Possible	Moderate	Moderate	Workforce Plan 2021-2025 Participation in People Matter Survey, and delivery of actions from survey results Access and Inclusion Strategy 2020-2026

Add: "Risk that legislative change or funding bodies require more stringent operational requirements than a local government can offer (e.g., Clinical supervision requirements for maternal and child health service)"

This change recognises the external requirements placed on Council to deliver services.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
Moderate	Possible	Moderate	Moderate	Recruitment practices Networking with sector peers such as the Municipal Association of Victoria to understand changes to requirements

Service Continuity

Add: "Inability to attract and/or retain suitably qualified staff".

This change acknowledges the difficult post-COVID19 labour market.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
High	Possible	Major	High	Recruitment practices
				Workforce Plan 2021-2025
				Professional development and training opportunities
				Flexible work practices
				Creation and maintenance of a safe working environment

Add: "Risk of not adequately planning for the effects of climate change and extreme weather events such as drought, flooding and pandemic."

This change recognises the recent history of extreme weather events and their impact on Campaspe Shire Council.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
High	Possible	Moderate	Moderate	Planning for community relief and recovery post event.
				Business Continuity Plan
				Municipal Public Health and Wellbeing Plan
				Municipal Emergency Management Plan, sub committee's and sub-plans.
				Membership of Northern Victorian Emergency Management Cluster:
				Northern Victorian Integrated Pandemic Plan
				Municipal Emergency Management Plan Committee

Community Emergency Risk Assessment
Member of Integrated Water Management Forum
Annual Fire Prevention Program
Flood plans for Echuca, Torrumbarry and Rochester (under development) with mitigation measures to be recommended post adoption.
Creation of Director Community Safety & Recovery role (2-years)
Creation of full-time roles:
Resilience Recovery Coordinator
Emergency Management Coordinator
Development of ongoing emergency management training and exercise.
Reviewed work instructions on pump maintenance.
Completion of Council focused afteraction review to identify improvement action plan post 2022 event.

Note that when this item was presented to the Audit and Risk Committee at its 15 September meeting, this risk was originally proposed as having a residual risk consequence of 'Catastrophic' and an overall residual risk of 'High'. The Audit and Risk Committee discussed this and recommended that this required further refinement as it was felt the ratings were based on the risk of an event happening rather than around the risk that council would not be suitably prepared. Officers have since reviewed this item and added further controls which upon review resulted in an amended consequence rating that led to an overall residual risk rating of Moderate.

Add: "Risk to service delivery and Council operations arising from not adequately planning for the allocation, management, resourcing, disposal and acquisition of assets".

This change acknowledges the importance of assets for servicing the community, and the requirement to be strategic in asset management.

Inherent Risk	Residual risk: Likelihood	Residual risk: Consequence	Residual risk	Controls
High	Unlikely	Major	Moderate	Asset management plans in place for various asset classes Master plans in place for key assets (e.g. Echuca Aerodrome Master Plan)

4. CONSULTATION

Internal consultation:

- September 2023 Executive Leadership Team
- 15 September 2023 Audit and Risk Committee

External consultation:

Nil

Councillors:

• 3 October 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Not applicable

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Audit and Risk Committee Charter

7. LEGAL AND STATUTORY OBLIGATIONS

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

Section 54(2)(c) of the Local Government Act 2020 (Vic) requires the Audit and Risk Committee Charter to incorporate "monitor and provide advice on risk management and fraud prevention systems and controls."

8. FINANCIAL IMPLICATIONS

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

There are no direct financial impacts from this report.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

There are no direct economic, social and environmental implications from this report.

10. ISSUES AND RISK MANAGEMENT

Issues:

Strategic risks are those risks that can force a change in strategic direction for the Council.

Risk:

This report provides the Council with the Strategic Risk Register for review.

11. CONFLICT OF INTEREST

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

In accordance with Section 130 of the Local Government Act 2020 (Vic), the officer preparing this report declares no conflict of interest regarding the matter.

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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

Consequence Descriptors



	CONSEQUENCE					
RISK CATEGORY	NEGLIGIBLE	MINOR	MODERATE	MAJOR	CATASTROPHIC	
COMPLIANCE	Technical internal non-compliance of internal policy/procedure No other negative impact Breach of internal policy or procedure Contract – no effect on contract performance	Non-compliance resulting in a change of decision, some re-work No negative impact on Council Breach of Council policy Single minor litigation Contract – results in meeting between parties where contractor expresses concern	Formal response required Report to Council Administrative review Action with negative consequence or complaint Formal complaint requiring response, re-work Breach of Cr Code of Conduct Contract – verbal advice if breaches continue, default notice may be issued	Unfavourable or negative impact Penalty or fine by external body Breach of legislation Non-compliance results in termination of service or imposed penalties Major litigation Contract – written notice from contractor for termination if not rectified	Negligent action determined by external authority Court ruling, prosecution, dismissal of Council Significant litigation including class action Failure to act on qualified audit Contract – termination of contract for default	
Contractor Management	No noticeable effect on customer service levels or users	Breach of Contractor Management Policies/Procedures resulting in a loss of \$50k Delay < 1 week to a critical activity of principal contractor Minor failure in one or two areas Implementation has minor impact on customer service levels and users	Breach of Contractor Management Policies/Procedures resulting in a loss between \$50k and \$100k Delay of > 1 week to a critical activity of principal contractor Moderate failure of contract objectives in one area or Minor failures in more than one area Implementation has lack of acceptance by many customers Minor compromise on data quality	Breach of Contractor Management Policies/Procedures resulting in a loss between \$100k and \$200k Delay of > 1 month to a critical activity of principal contractor Significant failure of contract objectives in one area or Moderate failures in more than one area Implementation is rejected by customers Significant compromise on data quality	Breach of Contractor Management Policies/Procedures resulting in a loss greater than \$200k Significant failures of contract objectives in more than one area Major breach of security, resulting in significant loss of/unauthorised use of/ publication of private information	
Procurement	Breach of Policies/Procedures no financial impact.	Breach of Policies/Procedures resulting in inappropriate procurement costing < \$50k	Breach of Policies/Procedures resulting in inappropriate procurement costing \$50k-\$100k	Breach of Policies/Procedures resulting in inappropriate procurement costing \$100k-\$200k	Breach of Policies/Procedures resulting in inappropriate procurement > \$200k	
Environmental	Brief, non-hazardous, temporary pollution Contained, minor effects on biological/ physical environment managed by site response. For example, pick up bag of rubbish	Contained, temporary pollution (reversible within 6 months) With moderate effects not affecting ecosystem functions. For example, trailer of rubbish	 Residual pollution requiring cleanup work Contained, reversible (within 2 years) managed by external agencies. For example, contractor removal of asbestos 	Significant harm requiring restorative work Uncontained, reversible (within 5 years) managed by coordinated response from external agencies For example, truck chemical spill on road	 Major, long term damage (irreversible within 10 years) Permanent damage to the environmental viability of the impact area Uncontained, irreversible impact. For example, ground water supply exhausted or rendered unusable 	
FINANCIAL	Losses recoverable within current financial budget	Some disturbance to programs Dept/Project 5-10% remaining budget \$500k-\$5m loss of revenue Minimal impact on Council finances Losses recoverable within current financial budget. Financial implications require review of financial internal controls	Temporary suspension of programs necessary Dept/Project 11-15% remaining budget \$6m-\$10m loss of revenue Medium term impact on Council finances Losses not recoverable within current financial budget. Exposure of \$100-\$250k to unfunded financial commitments	Medium term impact on Council finances Losses not recoverable within current financial budget. Exposure of \$250-\$500k to unfunded financial commitments	Curbing of programs required due to significant shortfall in revenue or blowout in expenditure Dept/Project >21% remaining budget Technical liquidation/ receivership due to insolvency More than \$20m loss of revenue Long term impact on Council finances Losses not recoverable beyond the next financial budget jeopardising critical business functionality and services Exposure of >\$500k to unfunded financial commitments	
SAFETY	Temporary physical and/or psychological health impact on staff or public, full recovery in 1-3 days Reduced workforce capability/ capacity <5% staff unavailable to support key services	 Minor First Aid required. Physical and/or psychological Injury to staff member results in lost time and affects operational processes Reversible illness/injury full recovery 1-3 weeks requiring medical treatment Reduced workforce capability/ capacity 5-10% staff unavailable to support key services 	Serious health impact on a member of the public (hospital admission) Full recovery from physical injury in 1-3 months, psychological injury in 1-6 months Reduced workforce capability/ capacity 11-20% staff unavailable to support key services Moderate irreversible disability or impairment (<30%) to a person	members of public Reduced workforce capability/ capacity 21-30% staff unavailable to support key services Severe irreversible disability (>30%) to 1 to 4 persons Act or omission causing a life altering outcome	 Single or multiple death. Protracted unavailability of >30% of employees threatening long term service delivery Irreversible effects on > 5 people Act or omission causing a life changing outcome 	
REPUTATION	 Action results in minimal to no effect on reputation Lodging of Code of Conduct/ complaint with no adverse findings Staff investigation minimal to no effect on reputation; resolved in day-to-day management. Minor/isolated concerns raised by members of public, customers, suppliers Formal complaint to Council Unsubstantiated, low impact, low profile, 'no news' item. For example, gossip, Facebook item seen by limited persons 	under investigation - Staff member suspended	 'Rectification Order' against Council Council/ Board of Management/ CEO sanctioned Prosecution/referral, penalties Staff member terminated General Manager/Manager suspended Arbiter or Inspectorate (Ombudsman, LGV) makes adverse finding Sustained (>7 days) community, customer or supplier concerns. Demonstrated local public outrage, substantiated public embarrassment Impact of third party on Council reputation by association 	Council/ Board of Management/ CEO suspended To more staff terminated over the same/similar incident General Manager/Manager terminated Arbiter or Inspectorate (Ombudsman, LGV) direction Statewide outrage, strong adverse national/media/public enquiry (<7 days) Lengthy, constant media coverage resulting in LGV intervention	Council/ Board of Management/ CEO dismissed Dismissed Combudsman/LGV report to Parliament Lengthy, constant media coverage resulting government intervention. Sustained (>7 days) statewide outrage, strong adverse national/media/public enquiry	
SERVICE CONTINUITY Interruption	Minor disruption to a few stakeholders A disruption to non-critical service for several hours Interruption backlog cleared in 2-4 hours Impacting <3% staff	 Disruption for several stakeholders Minor interruptions to a service and service performance targets. It would be detrimental for some aspects of the program or project Loss of non-critical service for < 7 days Interruption backlog cleared in < 7 days Impacting 3-10% staff 	Significant disruption to essential support deliverables and service performance targets for 3 days or less Suspension of a critical or multiple non-critical services for 7-30 days. Threatens the realization of some program or project benefits Backlog cleared 7-30 days Impacting 10-20% staff	Significant disruption to essential support deliverables and service performance targets for 4-7 days A critical service not available for 1-3 months Backlog cleared 7-30 days with additional resources Impacting 20-30% staff	Multiple, ongoing regular occurrences of disruption to essential support deliverables and service performance targets for >7 days Multiple critical services not available for > 3 months causing acute and protracted problems Termination of a service due to noncompliance or external review Backlog extends >1 month with additional resources Impacting >30% staff	
Information Technology	Minor disruption to system with no downtime Negligible impact on service provision Interruption critical service delivery system < 1 day and resolved at an operational level	Disruption to system with some downtime Insignificant impact on generation of information Brief service interruption Limited access critical service delivery system < 1 day and resolved at an operational level	Temporary loss of key data Impact on generation of management information Temporary, recoverable service failure Limited access to a critical service delivery system 2-3 days and resolved at an operational level	Serious disruption to system leads to 3 days downtime (loss of key data and customer support) Service or provider needs to be replaced No access to a critical service delivery system < 1 week and reduced business performance	Collapse of major system leading to unrecoverable loss of core data Service removed No access to critical service delivery systems for > 7 days preventing core business performance	
INFRASTRUCTURE Program Delivery	Cost of project increases < 2% of original contract liability Minor failure with no negative impact No noticeable effect or delay on customer service levels or users	Act or omission in project management results in negative internal factors Cost of project increases between 3-5% of original contract liability Delay of up to 1 week to a critical activity of principal contractor Minor failure in only one or two areas Implementation has minor impact on customer service levels and users	 Act or omission in project management results in negative external factors Cost of project increases between 6-10 % of original contract liability Delay of > 1 week to a critical activity of principal contractor Moderate failure of contract objectives in one area Minor compromise on data quality 	Cost of project increases between 11-20 % of original contract liability Delay of > 1 month to a critical activity of principal contractor Significant failure of contract objectives in one area or Moderate failures in more than one area Significant compromise on data quality	Failure to deliver program Cost of project increases > 20% of original contract liability Significant failures of contract objectives in more than one area Major breach of security, resulting in significant loss of/unauthorised use of/ publication of private information	
Assets	 Damage to infrastructure assets which causes inconvenience to service delivery (internally and externally) for < 7 days 	 Damage to infrastructure assets which interrupts critical service delivery (internally and externally) for < 7 days 	 Impairment of multiple infrastructure assets which interrupts critical service delivery (internally and externally) for 1-4 weeks 	 A number of infrastructure assets are impaired which cease critical service delivery (internally and externally) for 1-3 months 	 A number of infrastructure assets are impaired which cease critical service delivery (internally and externally) for > 3 months 	

Likelihood Descriptors

DESCRIPTOR	RESULT	FREQUENCY
Rare	 No recorded incidents No events at Council or comparable organisations or facilities Miniscule opportunity, reason or means to occur Event unlikely to have occurred before and needs unlikely factors to occur together 	Once every 100 years
Unlikely	 Few recorded incidents Some events may have occurred at Council or comparable organisations or facilities Little opportunity, reason or means to occur Event may have occurred before 	Once every 30 years
Possible	 Some recorded incidents and unlikely to be part of a business process Some events may have occurred at Council or comparable organisations or facilities Some opportunity, reason or means to occur Event may occur at some time and needs multiple factors to occur together 	Once every 10 years
Likely	 Many recorded incidents Some events may have occurred at Council or comparable organisations or facilities Considerable opportunity, reason or means to occur Event has occurred several times and will probably occur 	Once every 3 years
Almost Certain	 High number of recorded incidents, part of daily operations and strong anecdotal evidence exists Events have occurred at Council or comparable organisations or facilities Great opportunity, reason or means to occur Event is expected to occur in most circumstances if controls are removed 	More than once a year

Risk Analysis Matrix

Combine the consequence and likelihood to rate your risk

			CONSEQUENCE				
		1. Negligible	2. Minor	3. Moderate	4. Major	5. Catastrophic	
	5. Almost Certain	Low	Moderate	High	Extreme	Extreme	
	4. Likely	Low	Moderate	High	High	Extreme	
LIKELIHOOD	3. Possible	Negligible	Low	Moderate	High	High	
	2. Unlikely	Negligible	Low	Moderate	Moderate	High	
	1. Rare	Negligible	Negligible	Low	Low	Moderate	





Strategic Risk Register with Controls

Compliance

Risk: Failure of policies and procedures not being kept current and in alignment with statutory requirements, creating inefficiencies and conflict when making decisions

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Failure of policies and procedures not being kept current and in alignment with statutory requirements, creating inefficiencies and conflict when making decisions	Compliance	Moderate	Negligible

Control	Description
Apply Council Policy	
Compliance Calendar - Policy requirements of the Local Government Act 2020	
Current policies	
Policy Management Policy	
Suite of policies and procedures	

Risk: Failure of Council and employees to adhere to policies resulting in inconsistent decisions.

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	CEO	Failure of Council and employees to adhere to policies resulting in inconsistent decisions.	Compliance	High	Moderate

Control	Description
Apply Council Policy	Apply Council Policy
Complaint Handling Policy	
Disciplinary Action Procedure	
Governance procedures and Local Laws	Adhere to Governance procedures, Local Laws
Respond to Policy breach	Support supervisors in addressing policy breaches with staff in accordance with the Disciplinary Action Procedure.
Training - Existing officers	Annual training program developed by Human Resources Department and approved by ELT to ensure compliance requirements for specific roles and the organisation are met. Further training provided to support qualification upskilling and professional development identified through employees annual performance and development plans

Risk: Failure to protect personal, sensitive and/or confidential data, resulting in external release of an individual's data without their consent

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Failure to protect personal, sensitive and/or confidential data, resulting in external release of an individual's data without their consent	Compliance	High	Moderate

Control	Description
Code of Conduct - Councillor	Adopted Councillor Code of Conduct defines expectations and minimum standards of behaviour
Code of Conduct - Employee	Adopted Employee Code of Conduct defines expectations and minimum standards of behaviour
Freedom of Information	
Freedom of Information procedures	
Privacy and Data Protection Policy	
Privacy and Data Protection procedures	

Risk: Failure of employees to meet statutory (legislative and regulatory) requirement, resulting in significant impacts on service delivery

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Development	Planning and Building Manager	Failure of employees to meet statutory (legislative and regulatory) requirement, resulting in significant impacts on service delivery	Compliance	High	Low

Control	Description
Audit - External audit program	Audit - External audit program in place to audit/review council activities where appropriate
Audit - Internal audit program	Audit - Internal audit program in place
Identification of delegations during recruitment process	Verification of Police Check and Work with Children Check and identification of delegated officers during recruitment and onboarding process
Reporting - Compliance Register for LGA reporting to Council	Compliance Register for LGA regular reporting to Council
Staff maintaining up to date information and expertise.	Position Descriptions of Managers and coordinators contain a responsibility to identify and maintain relationships/membership/attendance at/with government departments, relevant industry associations and networks.
Staff performance monitoring and management	Annual performance and development plan reviews complete at defined times. Completion rates monitored and reported to ELT on a monthly basis

Errors/omissions or civil liability

Risk: Failure to identify and manage liability risk related to council activities and services

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Failure to identify and manage liability risk related to council activities and services	Errors/omissions or civil liability	High	Moderate

Control	Description
Insurance - Public Liability	Insurance Public Liability
Practice effective Risk Management	Risk Management Framework in place with ongoing policies, systems and process implemented
Reporting - Risk. Inclusion of Extreme/High rated risks in Council Reports	Inclusion of Extreme/High rated risks in Council Reports
Risk Management Monitoring and Review	ELT quarterly review of Strategic Risks and action plan
Risk Reporting	Quarterly reporting to the Audit and Risk Committee

Financial

Risk: Dishonest activity resulting in a person obtaining benefit by deception

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Dishonest activity resulting in a person obtaining benefit	Financial	High	Moderate
		by deception			

Control	Description
Apply Council Fraud Policy	Apply Council Fraud Policy
Apply existing work instructions and process documents	Follow existing procedures and processes that encompass separation of duties and secondary sign off
Audit - Internal audit program	Audit - Internal audit program in place
Code of Conduct - Employee	Adopted Employee Code of Conduct defines expectations and minimum standards of behaviour
Information Management Security	System access controls in place that include multi factor authentication to ensure only authorised users have access to relevant systems. Regular penetration testing performed to identify areas for improvement
Insurance - Crime	Crime Insurance purchased annually as part of Council's insurance program
Monitoring compliance and adherence to financial policies and financial delegations	Financial Policies include the Procurement Policy, Corporate Purchase Cards Policy and Investment Policy
Procurement and Contract Management for suppliers and contractors	Procurement manual and Contract Management Framework set parameters for managing the Occupational Health and Safety obligations when procuring goods

Control	Description
	and services including recording of required documentation, verification of licence/tickets to perform work and appropriate inductions
Reporting - Risk. Inclusion of Extreme/High rated risks in Council Reports	Inclusion of Extreme/High rated risks in Council Reports
Training - Staff	Annual training program developed by Human Resources Department and approved by ELT to ensure compliance requirements for specific roles and the organisation are met. Further training provided to support qualification upskilling and professional development identified through employees annual performance and development plans

Risk: Failure of Commercial Operations (eg EPS, Childcare, Quarries etc) to maintain financial viability independent of Council funding

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Community	Community General Manager	Failure of Commercial Operations (eg EPS, Childcare, Quarries etc) to maintain financial viability independent of Council funding	Financial	Extreme	Moderate

Control	Description
Acquitting grants received (including delivery stage) to retain eligibility	
Adequate asset management program resourcing	
Audit - internal and/or external	

Control	Description
Budget monitoring	
Competitive Neutrality Policy	
Competitive neutrality testing and reporting	Performed in accordance with Council's Competitive Neutrality Policy
ELT review and rigour of current and future budget	
Reporting - Department budget v actual spend	Monitor Department and Service spending by regular reporting and review
Service Plans identify impact on Organisational Structure, Council Plan, Business Plans and Strategies	

Risk: Possibility of receiving and being able to fund a superannuation call from Vision Super for defined benefit superannuation scheme.

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Chief Financial Officer	Possibility of receiving and being able to fund a superannuation call from Vision Super for defined benefit superannuation scheme.	Financial	High	Moderate

Control	Description
Cancelling capital works projects as required	Flexibly increase cash flow by cancelling capital works projects as required
Establish specific superannuation funding reserve	Council has the option to establish and fund a reserve specifically to meet a future superannuation liability call.

Control	Description	
Unallocated cash reserves	Use unallocated cash reserves as a funding source if required.	
Utilise borrowing capacity	Access funding via borrowings to fund liabilities that fall due.	

Risk: Insufficient resources allocated to maintain council owned infrastructure and built assets, resulting in a failure to meet Council determined service levels

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Infrastructure	Projects and Facilities Manager	Insufficient resources allocated to maintain council owned infrastructure and built assets, resulting in a failure to meet Council determined service levels	Financial	High	Low

Control	Description
Adequate asset management program resourcing	Adequate asset management program resourcing
Adopted Financial Plan	Long term financial planning and cost modelling regularly reviewed as part of the annual budget process and alternative models considered.
Audit - Internal audit program	Audit - Internal audit program in place
Budget process designed to deliver surplus and manage cash flow	Budget monitored and reported to Council on a quarterly basis
Insurance - Asset Protection	

Control	Description
Service Plans in place	Service Plans identify impact on Organisational Structure, Council Plan, Business Plans and Strategies

Procurement

Risk: Failure to use multiple suppliers and vendors creating a reliance on one for the supply and delivery of goods and services to Council

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Failure to use multiple suppliers and vendors creating a reliance on one for the supply and delivery of goods and services to Council	Procurement	High	Moderate

Control	Description
Purchasing Approvals	A two step approval process in place for all purchases to enable secondary review of spend patterns and data
Supplier panels analysis	Regular analysis of supplier panel spend to ensure equitable access
Supplier panels established	Panels of suppliers established for regular purchases with multiple providers.

Reputation

Risk: Gross misconduct by an employee, councillor, volunteer or contractor resulting in a negative impact on the Council's finances and/or its reputation in the eyes of the community, partners or oversight bodies (eg LG Inspectorate, IBAC, Ombudsman)

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Gross misconduct by an employee, councillor, volunteer or contractor resulting in a negative impact on the Council's finances and/or its reputation in the eyes of the community, partners or oversight bodies (eg LG Inspectorate, IBAC, Ombudsman)	Reputation	High	Moderate

Control	Description
Audit - Specialist External Audit	Specialist External Audit - Probity and Inspectorate audits used for some high risk initiatives/projects
Audit and Risk Committee role	Audit and Risk Committee role to provide oversight of internal controls to prevent misconduct along with receiving reports of any known breaches or instances of unethical behaviour, fraud or corruption and the action taken
Code of Conduct - Councillor	Adopted Councillor Code of Conduct defines expectations and minimum standards of behaviour

Control	Description
Code of Conduct - Employee	Adopted Employee Code of Conduct defines expectations and minimum standards of behaviour
Comply with investigations by regulators	Comply with investigations by regulators (Ombudsman, IBAC, Worksafe)
Delegated roles, procurement responsibilities	Adhere to delegated roles, procurement responsibilities
Insurance - Councillors & Officers	Annual policy procured as part of Council's insurance program
Training - Councillors	Ongoing training for elected Councillors

Risk: Failure to deliver projects and programs on time and on budget negatively impacting Council's reputation and/or incurring additional expenses

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Infrastructure	Projects and Facilities Manager	Failure to deliver projects and programs on time and on budget negatively impacting Council's reputation and/or incurring additional expenses	Reputation	Moderate	Moderate

Control	Description		
Introduction of Project Management software	Introduction of CAMMS software which is consistent with Project Guidelines		

Control	Description
Phasing of projects	Phasing of projects
Prioritising projects according to the scoring matrix	Prioritising projects according to the scoring matrix
Reporting - Project Management	Monthly reporting of project progress to ELT and Council

Risk: Failure to consider the risks, costs and our ability to deliver plans and strategies as a key consideration prior to their endorsement or adoption by Council

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Failure to consider the risks, costs and our ability to deliver plans and strategies as a key consideration prior to their endorsement or adoption by Council	Reputation	High	Moderate

Control	Description
Adopted Financial Plan	Long term financial planning and cost modelling regularly reviewed as part of the annual budget process and alternative models considered. Ten year financial plan includes approximately \$100,000 for new initiatives
Apply Project Risk Management Plan	Apply Project Risk Management Plan

Control	Description
Implementation and maintenance of required system to help monitor and measure achievement	Implementation and maintenance of required system to help monitor and measure achievement
Reporting - Council Plan Key Initiatives	Initiatives are reported in Council's Electronic Data Management System (Tech One) and back to ELT and Council to measure and maintain focus on achievement of Council objectives
Reporting - Risk. Inclusion of Extreme/High rated risks in Council Reports	Inclusion of Extreme/High rated risks in Council Reports

Risk: Inefficient/ineffective practices, procedures and processes that allow for, contribute to, or ultimately lead to poor decisions by the Administration or Council that do not consider approved or established plans, and/or do not consider service delivery or reputation, and/or are based on political expediency

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Inefficient/ineffective practices, procedures and processes that allow for, contribute to, or ultimately lead to poor decisions by the Administration or Council that do not consider approved or established plans, and/or do not consider service delivery or reputation, and/or are based on political expediency	Reputation	High	Moderate

Control	Description
Audit - internal and/or external	
Audit and Risk Committee appointed	

Control	Description
Delegations, Sub-delegations and Authorisations current	
Reference to Policy and its relevance cited in Council reports	
Reruitment program in place	Clearly defined process for recruitment outlined within the Recruitment and Selection Procedure supported by an online and local area induction for new recruits
Suite of policies and procedures	
Training Councillors	

Risk: Failure to provide adequate, accurate and/or timely advice that leads to poor decision making and outcomes

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	Failure to provide adequate, accurate and/or timely advice that leads to poor decision making and outcomes	Reputation	High	Low

Control	Description
Apply Council Policy	Apply Council Policy
Contractor compliance measures in place	Contract Management Framework and Procurement Policy in place and monitored to ensure all required information and performance information is collected and retained for future reference and monitored for compliance.

Control	Description
Employee Contract conditions	Employee performance to contract conditions managed through annual performance and development plan review
Governance procedures and Local Laws	Adhere to Governance procedures, Local Laws
Insurance - professional indemnity and contractor	Purchased annually as part of Council's insurance program
Training - Staff	Annual Training Program developed by HR and approved by ELT to ensure compliance requirements for specific roles and the organisation are met. Further training provided to support qualification upskilling and professional development through employees annual performance and development plans

Risk: A breakdown in the effective working relationship within the elected Council, between the elected Council and the Administration, or the Organisation and relevant stakeholders; leading to a loss of confidence in Campaspe Shire Council

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
CEO	CEO	A breakdown in the effective working relationship within the elected Council, between the elected Council and the Administration, or the Organisation and relevant stakeholders; leading to a loss of confidence in Campaspe Shire Council	Reputation	Moderate	Low

Control	Description
Code of Conduct - Councillor	Adopted Councillor Code of Conduct defines expectations and minimum standards of behaviour
Code of Conduct - Employee	Adopted Code of Conduct defines expectations and minimum standards of behaviour
Councillor induction program in place	
Local Government Act	
Strong stakeholder relationships established and maintained	
Suite of policies and procedures	
Training Councillors	

Safety

Risk: Failure to provide a safe Workplace as a result of an act or omission by Council (or its contractors) that contributes to the serious injury or death of an employee, contractor, visitor, client of a service or member of the public

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Failure to provide a safe Workplace as a result of an act or omission by Council (or its contractors) that contributes to the serious injury or death of an employee, contractor, visitor, client of a service or member of the public	Safety	Extreme	Moderate

Control	Description
Apply Council Policy	Apply Council Policy
Audit - OH&S program	OHS system and organisational compliance routinely audited as part of the internal audit program and OH&S inspections and investigations conducted across the organisation by the OH&S Advisor to test compliance
COVIDSafe Plan	COVIDSafe Plan in place and regularly reviewed in response to active pandemic
Delegated roles, procurement responsibilities	Adhere to delegated roles, procurement responsibilities
Governance procedures and Local Laws	Adhere to Governance procedures, Local Laws

Control	Description
Incident reporting and investigation process	Incident reporting and investigation process. Automated in Customer Request Management system
Insurance - Workcover	Insurance Workcover
Nominated OH&S Advisor role	
Procurement and Contract Management for suppliers and contractors	Procurement manual and Contract Management Framework set parameters for managing the Occupational Health and Safety obligations when procuring goods and services including recording of required documentation, verification of licence/tickets to perform work and appropriate inductions
Return to work processes and claims management	Return to work processes and claims management
Safety Management system IT solution	Safety Management system IT solution
Selection of plant and equipment	
Staff performance monitoring and management	Staff performance monitoring and management
Training - Existing officers	Annual training program developed by Human Resources Department and approved by ELT to ensure compliance requirements for specific roles and the organisation are met. Further training to support qualification upskilling and professional development identified through employees annual performance and development plans
Volunteer Strategy and Program	Volunteer Strategy and Program

Service Continuity

Risk: Inability to collect, store, manage, retrieve and interrogate data to inform decision making

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Inability to collect, store, manage, retrieve and interrogate data to inform decision making	Service Continuity	High	Moderate

Risk Controls

Control	Description
ECM/repository in place, retention/archiving	Electronic document management system operational and plan in place to continue the digitisation of hard copy records for easy access
Implement Digitisation Plan	Monthly audits occurring in accordance with the Digitisation Plan.
Request Management system implemented	System supports the capturing of service requests and complaints to track performance against adopted complaint handing policy

Risk: Failure to recover from a business interruption event within limits of Council's Business Continuity Plan

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Failure to recover from a business interruption event within limits of Council's Business Continuity Plan	Service Continuity	High	Low

Risk Controls

Control	Description	
Business Continuity Department Sub-plans in place for all departments	Business Continuity Department Sub-plans in place for all departments	
Council Business Continuity Plan implemented by organisation	Council Business Continuity Plan implemented	

Risk: Failure to manage the occurrence and/or impact of interruption events and threats to data security and business continuity

Risk Area	Risk Owner Position	Risk Description	Risk Category	Inherent Risk	Residual Risk
Corporate	Information Technology Manager	Failure to manage the occurrence and/or impact of interruption events and threats to data security and business continuity	Service Continuity	High	Low

Control	Description
Business Continuity Plan	
Contractor compliance measures in place	
Information Management Security	System access controls in place that include multi factor authentication to ensure only authorised users have access to relevant systems. Regular penetration testing is performed to identify areas for improvement.
Information Management System controls	System controls in place include firewalls, mail filtering and protection monitoring.
Insurance - Cyber	

Control	Description
IT penetration testing program.	IT Penetration Testing undertaken every calendar year and any recommendations and issues are actioned.
Monitor Technology systems	Threat notifications and risks received from multiple sources including automated system alerts and email notifications from Department of Premier and Cabinet
Technology system security - Helpdesk and firewall in place	

8.7 Infrastructure

8.7.1 Petition Response: Request to Upgrade Drainage of Walker Road, Runnymede

Directorate: Infrastructure

Responsible Officer: Infrastructure Development Coordinator

Manager: Manager Engineering

Attachments: 1. Petition Walker Road Runnymede Upgrade [8.7.1.1 - 4

pages]

2. Photos Mt Pleasant Creek Floodway Walker Road [8.7.1.2

- 11 pages]

1. PURPOSE

To inform Council of the outcome of an investigation into the drainage service levels on Walker Road Runnymede. The investigation commenced in response to a ratepayer petition with 16 signatories requesting Council upgrade drainage of Walker Road, Runnymede.

2. RECOMMENDATION

That Council:

- 1. Approve the continuation of Walker Road Runnymede to be maintained at the current service level, which, in accordance with the Road Management Plan, the earth road will only receive maintenance treatment when a public safety hazard is identified.
- 2. Advise the first named petitioner in writing that Council has determined that no service level upgrade will be undertaken to Walker Road, Runnymede at this time.

3. DISCUSSION

On 21 February 2022 Council received a petition requesting the upgrade of drainage to Walker Road, Runnymede. The petition requested installation of new culverts or floodway crossings across Mt Pleasant Creek and low depressions along Walker Road to enable heavy vehicles to utilise the road in wet conditions.

Following receipt of the petition, a traffic count was undertaken for Walker Road indicating a typical daily average of 12 vehicles per day.

Council officers met with the lead petitioner in December 2022. It was identified during the on-site meeting that Walker Road was not subject to a large quantity of vehicle traffic, but access for large machinery was limited in wet weather conditions.



Figure 1: Walker Road, Runnymede

4. CONSULTATION

Internal consultation:

- Acting Manager Assets
- Consultant Road Services Engineer
- Director Infrastructure
- 16 August 2023 Executive Leadership Team

External consultation:

Lead Petitioner

Councillors:

• 26 September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Well Planned Places

Ability to travel safety and easily by road and rail.

Consult with community review and build, upgrade or remove selectively.

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Policy 091 Sustainable asset management.

Policy 91 outlines Council's approach to the management of its assets to ensure that today's Council does not burden future generations with unnecessary or inappropriate infrastructure.

7. LEGAL AND STATUTORY OBLIGATIONS

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

8. FINANCIAL IMPLICATIONS

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

Indicative costing for upgrade of 3 culverts and construction of a new floodway are estimated to be \$120,000.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Walker Road does not provide access to any community infrastructure or facilities. The beneficiaries of any drainage upgrade are limited to the surrounding properties. The earth road is already constructed and operation as a wet weather access road and no change is expected to the environmental sustainability.

10. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1: Earth Road Usage

Given the clay foundation, Earthen roads are "Dry Weather Roads" only and should not be utilised in wet weather as use during wet conditions causes rapid deterioration to the road surface. Under the Road Management Plan (RMP), Earth roads are not regularly maintained.

Any upgrade to facilitate wet weather usage would be counter-intuitive given the RMP classification as an arth road.

Issue 2: Flood Recovery

This petition request was received prior to the October 2022 Flood Event.

Since the October 2022 flood event, flood recovery works have been undertaken on Walker Road. Flood recovery works repaired various locations of major rutting and improvement works to Mt Pleasant Creek crossing. The improvement works involved the importation of additional suitable rock material that was then compacted to prevent future scouring of the earth road in the event of future intense rain events and should resolve (in part) the initial drainage queries.

Risk:

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

11. CONFLICT OF INTEREST

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

The officer preparing this report has declared no conflict of interest with this matter.

12. CHARTER OF HUMAN RIGHTS

This report has considered and complies with the human rights and responsibilities contained in the Victorian Charter of Human Rights and Responsibilities act 2006.

13. INSTRUMENT OF DELEGATION

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



Section 223 submission

2020-27 Proposed Budget

, , , , ,	_
Submissions to be lodge date will not be accepted	ed no later than 5pm on Wednesday, 27 May 2020. Submissions received after this
Name:	Wilma Capewell
Address:	
Contact number:	
Email:	
Comments:	Upgrade Walker Road Runnymede
	by placing colvers in Creek crossing to ende
	semir and header fronts to cross hang and
	wide machinery are sofer on this Road
	than Elmore Colbination Rd as they are not
	meeting B Doubles and tourist towing Vans and
	it has better access to cross Northern Highway
	than the Six Roads intersection and cuts out
	dangeres bend on River Road Depressions
	need a solid base or culvets The Rd is
	Usadi by formers travelling between properties
	and leased properties and on case of
	k in support of your submission? ————————————————————————————————————
☐ Yes Submission	s will be heard on 2 June starting at 5pm at the Echuca Civic Centre.
No No	
Please complete and ser	nd to:
Email:	toggan pagent tog vyc
Mail:	Campaspe Shire Council
	PO Box 35 ECHUCA VIC 3564

Echuca VIC 3564 PO Box 35 Echuca VIC 3564

Campaspe Shire Council
Chr Hare & Heygarth Streets
Tel 1300 666 535 † 03 5481 2200
Email.shire@campaspe.vic.gov.au Web: www.campaspe.vic.gov.au

ABN. 23 604 881 620



PETITION TO THE CAMPASPE SHIRE COUNCIL

The Chief Executive Officer Campaspe Shire Council PO Box 35 Echuca VIC 3564

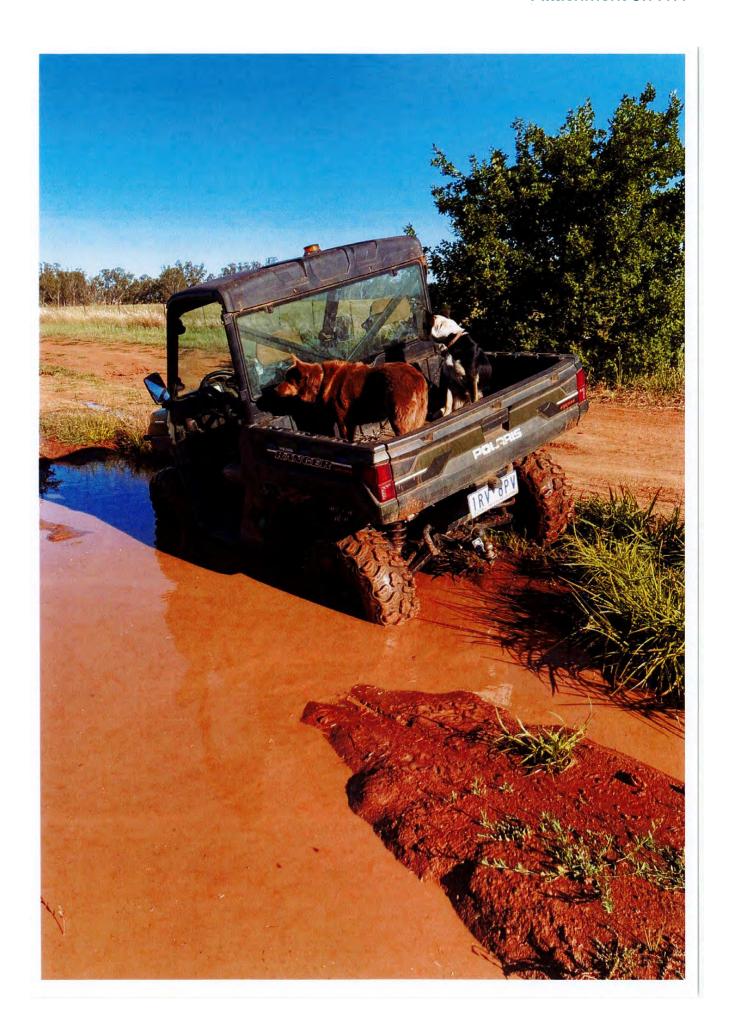
Dea	r Sir/Madam,		D /
We	the undersigned, hereby respectfully r	equest the Campaspe Shire Council:	grade Walkerkd
P.Ia	e culverts to make lo	equest the Campaspe Shire Council: Upon level crossing in Mti	Sleasant Creek and
Ro	le or culverts on low	depressions This is r	equired to enable los
Cin	d wide machines to	travel this Road, Walker A	d has better access to
Cros dire	is Northern Hay and and a Rd and is used bo	ts out dangerous bend on R y farms frauelling betu nes and allow access for	see properties
Ple	ase direct all correspondence regardin	g this request to the Chief Petitioner identified	d.
	IEF PETITIONER: ne: _'W \ LMA CAPE	EWELL	,
Ado	ress:	······	
Em	ail:		
Cor	itact Phone:		
Tot	al Number of Signatures: 16		
		peak to the petition when the response to the	petition is presented to Council
GU	IDELINES:		
1.	Outline the details and reasons for the	e petition.	
2.	If <u>no</u> Chief Petitioner is identified, petitioner.	all correspondence regarding this matter w	ill be directed to the first named
3.	Please attach additional petition form	s if required.	
4.	Petitions received by Council will be	presented for consideration at the Ordinary N	Meeting of Council.
PR	IVACY COLLECTION NOTICE:		
on Cou con Wit	ordance with the Privacy and Data Proter the outcome of your petition. The information incit for Council business related activity of inited and local government meetings a	ur information to Campaspe Shire Council who ction Act and it may be used to seek clarification nation will be accessed by employees and/or ties. The information may also be made put and may also be given to the State Government ur information will not be given to any other pers to so.	n and to provide you with information Councillors of the Campaspe Shire slicly available through reporting to agencies for clarification on issues.
b	ILMA CAPEWELL		17-2-2022
-	Chief Petitioner Name	Chief Petitioner Signature	Date

PETITION

Should your petition b on each page.	e continued over addit	ional sheets, ider	ntify the circumsta	nces of the case (R	(epeat from page one)
				•	

Name (print)	Address	Suburb / Town	Signature
ili ma Capewell			
Hugh Barlow			
JESSICA CONLAN			
10 Contan			
NEVILLE CHEATLEY			
COLIN WALKER.			
GAREME VEEL			
DEREK CHEDIKEY,			
ELMORE CEA CAPTAIN			
IAN CHEATLEY			
FAVIN O'SVLLIVAN			
CHRIS NIHIKL			
Bernard Nihill			
TOM CARMONY			
STOVE CHAMOSY			
billa Aliamo		,	

Attach additional sheets if necessary and use the same format as this page



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 28/11/2022



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Photo: 28 Nov 22 16:37 +11:00 Longitude: 144.68405

Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Mt Pleasant Creek Floodway, Walker Road – 28/11/2022



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 28/11/2022



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 16/08/2023



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 16/08/2023



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 16/08/2023



Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

Walker Road - 16/08/2023

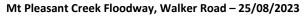


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Photos - Condition - Walker Road, Runnymede

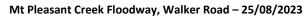
Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede





Photos - Condition - Walker Road, Runnymede

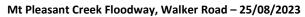
Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede

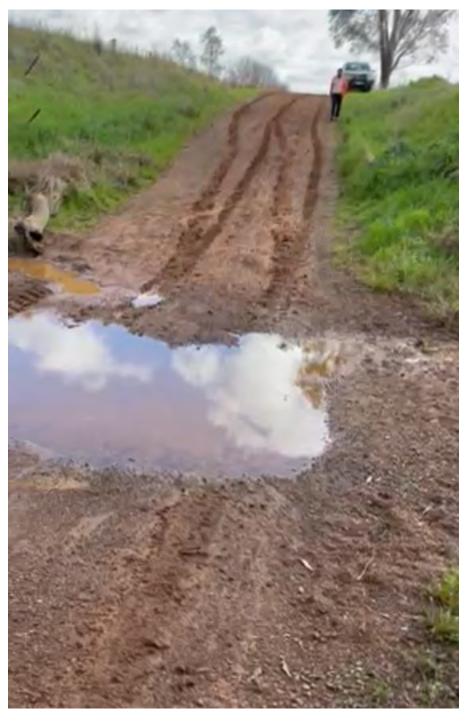




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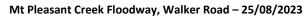
Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede $\,$





Photos - Condition - Walker Road, Runnymede

Item – 8.7.3, Petition Response: Upgrades to Harley Road Wanalta and Walker Road Runnymede





8.7.2 Request to Upgrade Harley Road (between Depot & Sprunt Roads) Wanalta

Directorate: Infrastructure

Responsible Officer: Infrastructure Development Coordinator

Manager: Manager Engineering

Attachments: 1. Petition Harley Road [8.7.2.1 - 3 pages]

2. Photos Harley Road [8.7.2.2 - 5 pages]

1. PURPOSE

To inform Council of the outcome of an investigation into the service levels of Harley Road Wanalta and provide an informed response to community petition.

The investigation commenced in response to a ratepayer petition with 22 signatories seeking an upgrade to the section of Harley Road between Depot and Sprunt Roads Wanalta from earthen to gravel surface.

2. RECOMMENDATION

That Council:

- 1. Approve the continuance of the maintenance of Harley Road (between Depot and Sprunt Roads) Wanalta, be maintained at its current service level.
- 2. Advise the first named petitioner in writing that Council has determined that no service level upgrade from earthen to gravel surface will be undertaken to Harley Road (between Depot and Sprunts Roads Wanalta) at this time.

3. DISCUSSION

Council received a petition of 22 signatories requesting an upgrade to the section of Harley Road between Depot and Sprunt Roads Wanalta from earthen to gravel surface. The lead petitioner was contacted as part of the investigation to ascertain the concerns which is that the road is impassable when it is wet.

Harley Road is located between Bendigo – Murchison Road and Sprunt Road, Wanalta (see figure 1) and is approximately 3,630m in total length consisting of 2 defined sections of earth and gravel. The Northern section (between Depot & Sprunt Roads) is classified earth, and is approximately 2,130m in length, while the Southern section (between Depot & Bendigo – Murchison Roads) is 1500m in length and is classified local access gravel.

The letter that accompanied the Harley Road petition, highlighted the fact that previously, this section of Harley Road had a gravel surface that was installed by Waranga Shire, prior to amalgamation, that took place in 1994. This gravel section has long disappeared with the passing of time and in addition the road is currently classified in Council's Register of Public Roads (adopted 20 October 2021) as an earth road.

The lead petitioner also raised concerns of lack of uniformity of the decisions in the recommendations of the (RRR) and specifically Bell Road (East of Wanalta Road Crop Road) and Hamiliton Track & Groves White Track, where both these roads had been gravelled in the past few years.

A review of status of Bell Road prior to finalisation of the RRR indicates that Bell Road was classified as gravel road in 2009 with no change to the classification. The Bell Road gravel re-sheeting works were completed (2020) in accordance with the ongoing capital roads renewal program.

Regarding the lead petitioners concerns that Council has undertaken works on DECCA controlled roads, specifically Hamilton Track & Groves White Track, a review of works completed indicates the following:

- Hamilton Track is currently identified as Chamberlian Road on the Campaspe Register of Public Roads, with Campaspe Shire Council being responsible for this road. Gravel re-sheeting works were undertaken and completed in 2017, in accordance with the ongoing capital roads renewal program.
- Regarding Grove White Track, this road is not listed on the Campaspe Register of Public Roads and has a status of an Unopened Road. Typically, Unopened Roads have no regular inspection/maintenance regime and works are usually undertaken on a discretionally nature.
- It was deemed that Grove White Track served a vital link between Chamberlian Road (Hamilton Track) and Boundary Road for firefighting purposes. A decision was made to carry out discretionally gravel re-sheeting works that were undertaken and completed 2017 at the same time as the above works on Chamberlain Road.

Process for Upgrading Roads

Discussion relating to the process for upgrading roads was undertaken with the lead petitioner, to explain the trigger points for an upgrade, as per Council Procedure PR137 – Assessing Requests for Upgrades to the Road Network.

There were no historic traffic count data for Harley Road, as typically traffic counts are not undertaken on earth roads, unless there is a specific request. As a result of this petition a traffic count was undertaken with the results indicating the daily average is 38 vehicles per day including 18% commercial vehicle traffic, which is below the minimum number of 50 vehicles per day, indicated in *Policy 54 – Requests for Upgrades to the Road Network* to warrant an upgrade. There are no houses or school bus routes on this section of Harley Road.

It was explained to the lead petitioner, due to the low traffic volumes, it would not constitute an upgrade that Council would fund. The cost for the upgrade would need to be borne by the abutting property owners.

Petitioners were also advised that Policy 54 – Requests for Upgrades to the Road Network has several options for payment if the abutting property owners should choose to fund this upgrade.

The options to make this payment include;

- Payment in full prior to works commencing.
- Payment instalments (plus interest over approved timeframe)
- Payment utilising the Special Charge Scheme.

Impacts of October 2022 Floods

Harley Road was impacted by the recent 2022 flood event as were most of the earth and gravel roads in this general area. As part of the recovery process, a Council Officer had spoken to the lead petitioner regarding Harley Road, and other earth and gravel roads in the general vicinity and it was clearly explained at the time, how the recovery works would be untaken to rehabilitate the roads to their previous condition. These recovery works will be undertaken in the coming warmer months once the earths roads finally dry out.

Potential Discontinuance of the Roads

Initial investigation was undertaken to determine, if possible, to potentially carry out a discontinuance of Harley Road and transition the land to the adjoining property owners.

Subject to the ownership of the road, Council cannot sell a government road that has been discontinued. A discontinued government road will be transferred back to the Crown for their use or disposal. In the case of a Harley Road, this road is a government road and in addition to the government road status, there are four (4) freehold properties on Harley Road, that would be landlocked if this road was closed/sold.

It should also be noted at present, DEECA is not accepting either land sales/unused road licence applications, unless Council can demonstrate the proposed government road sale/licence has substantial economic, social or community benefits. DEECA would rate application as low priority and not be available for sale/licence at this time.

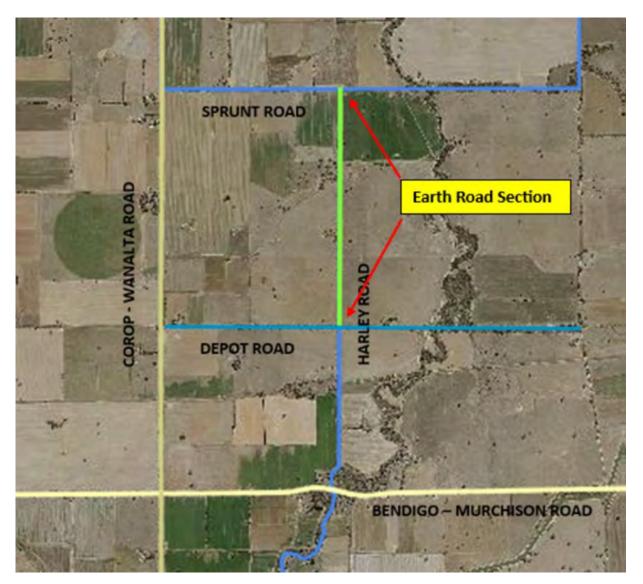


Figure 1: Location Map, Harley Road Wanalta

4. CONSULTATION

Internal consultation:

Director Infrastructure

- Acting Manager Assets
- Consultant Road Services Engineer
- 16 August 2023 Executive Leadership Team

External consultation:

Lead Petitioner

Councillors:

• 26 September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 20221-2025

Well Planned Places

Ability to travel safety and easily by road and rail.

Consult with community review and build, upgrade or remove selectively.

6. POLICES AND RELATED COUNCIL DOCUMENTS

The requirements of sections 9(2)(a) and (h) of *Local Government Act 2020* have been considered and the following council Policy and/or relevant laws are impacted by this report:

Policy 54 Requests for upgrades to the road network

Procedure 137 Assessing requests for upgrades to the road network

Policy 091 Sustainable asset management.

Policy 91 outlines Council's approach to the management of its assets to ensure that today's Council does not burden future generations with unnecessary or inappropriate infrastructure.

Rural Road Review

The Rural Road Review (RRR) was undertaken to provide an insight into council's current position in terms of its ability to maintain the rural road network.

7. LEGAL AND STATUTORY OBLIGATIONS

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

8. FINANCIAL IMPLICATIONS

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

The preliminary cost to upgrade the 2,130m earth road section is estimated (desktop) to be \$170,000. Any decision for Council to upgrade the section of Harley Road between Depot Road and Sprunt Road is not consistent with Council Policy 54 – Requests for upgrades to the road networks.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Upgrade of the road would provide no measurable economic impacts (to Council). The section of Harley Road does not provide access to any community infrastructure or facilities. The beneficiaries of any upgrade are limited to the surrounding properties. The earth road is already constructed and operation as a wet weather access road and no change is expected to the environmental sustainability.

10. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1: Review of Council Policy 54 Requests for Upgrades to the Road Network

Policy 54 outlines that Council approval will be given to upgrade an earth road to a gravel surface subject to the following conditions:

- In the case of providing an all-weather gravel access road to a residence by the shortest route
 from the existing road network where no all-weather access is currently available, the Council
 will pay the full cost of undertaking the work. This is subject to there being sufficient funds
 allocated in the budget for this purpose. Priority will be given to constructing higher trafficked
 roads if there are several candidate projects.
- In the case of providing an all-weather gravel access road to a business, farm, dairy or the like by the shortest route from the existing road network where no all-weather access road is currently available, approval will be given. The applicant must pay the full cost of the works. However, when the annual daily traffic (AADT) count is greater than 50, Council will consider contributing up to 50% of the cost based on public/private benefit provided Council has the funds available for this purpose.

The policy outlines that Council would consider the upgrade to the earth road (Harley Road) if the applicant (in this case the petitioners) were willing to pay the full cost of the works.

Issue 2: Rural Road Review

The Rural Road Review (RRR) was undertaken to provide an insight into Council's current position in terms of its ability to maintain the rural road network. The RRR analysed the existing network and recommended alterations to the standards and extent of the road network to improve council's situation in relation to its financial sustainability. Under the rural road review, a section of Harley Road subject to the petition is identified as an earth road. This RRR was adopted by Council.

Risk:

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

11. CONFLICT OF INTEREST

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

The officer preparing this report has declared no conflict of interest with this matter.

12. CHARTER OF HUMAN RIGHTS

This report has considered and complies with the human rights and responsibilities contained in the Victorian Charter of Human Rights and Responsibilities act 2006.

13. INSTRUMENT OF DELEGATION

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

William (Bill) Ogden 735 Depot Road Wanalta Vic 3612

Chief Executive Officer.

Campaspe Shire.

Attached is a petition from users of Harley Road between Depot Road and Sprunt road to reinstate its original gravel surface which has eroded away over time. This section of road had a natural gravel surface installed by Waranga Shire prior to amalgamation and had lasted quite well but is now almost completely gone.

My farm is on the east and west side of Harley Road, and I have a machinery shed hay and grain storage that I need to access for the running of my farm this road is also used by other farmers to access properties.

The road is currently classed as earth which is inadequate due to its usage. Vehicles are now forced to drive along the fence due to potholes and the slippery surface. Each time I request grading I am advised it is not up to intervention level as it is earth, so council are unable to carry out repairs

We request council to consider this on the following grounds.

Lack of uniformity of the decisions to apply the recommendations of the Rural Road review as per follow examples.

1/ Bell Road east of Wanalta Corop Road was gravelled in the last few years through to the One Tree swamp it is not a through road serves 2 farm gates one being the entry to the One Tree Swamp the other is to a paddock that is on the edge of the One Tree swamp.

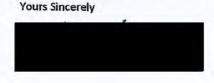
2/ Hamilton track and Groves White Track which are on crown land (forest) was gravelled maybe this was at DWELP's cost but seems a bit unusual that council carried out the work not one of their contractors.

Harley road serves several farms and has sheds and silos on the road with it being earth as soon as it gets wet vehicles have problems navigating the road due to its slippery surface and potholes.

At the time of the initial road review notification an application was submitted to review the classification of Harley Road and a meeting was held onsite with landowners and Council representatives and the case was put to retain Harley road as a gravel road and we were assured that it would be looked at favourable due to its usage. We were advised that only roads that serviced houses would be gravelled.

Since then, Council has gravelled roads that do not meet this criteria so we should be treated equally as other roads have been upgraded that are arguably of a lesser value than Harley road.

I trust that my request via this letter and petition will be considered favourably especially as I must move grain from my silos throughout the year.



PETITION TO THE CAMPASPE SHIRE COUNCIL

The Chief Executive Officer Campaspe Shire Council PO Box 35 Echuca VIC 3564

Dea	ar Sir/Madam,
We	the undersigned, hereby respectfully request the Campaspe Shire Council:
	Change the Classification of Harley road Wanalta between Depot road and Sprunt road from Earth
	to Gravel due to the high usage. There are other roads have been upgraded from earth to gravel tha
	are of lesser importance than Harley road which is a road that connects 3 gravel roads and serves multiple farms and storage and grain facilities. See letter for further information.
Ple	ase direct all correspondence regarding this request to the Chief Petitioner identified.
CH	IEF PETITIONER:
Nai	me: William (Bill) Ogden
Add	dress:
Em	ail:
	ntact Phone:
Tot	al Number of Signatures:
	I, the Chief Petitioner, request to speak to the petition when the response to the petition is presented to Council
GL	JIDELINES:
1.	Outline the details and reasons for the petition.
2.	If <u>no</u> Chief Petitioner is identified, all correspondence regarding this matter will be directed to the first named petitioner.
3.	Please attach additional petition forms if required.
4.	Petitions received by Council will be presented for consideration at the Ordinary Meeting of Council.
PR	RIVACY COLLECTION NOTICE:
on Cor cor Wit us	signing this petition you are providing your information to Campaspe Shire Council who will maintain, store and release it in cordance with the Privacy and Data Protection Act and it may be used to seek clarification and to provide you with information the outcome of your petition. The information will be accessed by employees and/or Councillors of the Campaspe Shire uncil for Council business related activities. The information may also be made publicly available through reporting to mmittee and local government meetings and may also be given to the State Government agencies for clarification on issues, the the above public disclosure in mind, your information will not be given to any other person or agency unless you have given permission or we are required by law to do so.
1	Inthony OGDEN 11022
	Chief Petitioner Name Chief Petitioner Signature Date

PETITION

Should your petition be continued over additional sheets, identify the circumstances of the case (Repeat from page one) on each page.

Harley road requires gravel so that it is passable for farm vehicles at all times during the year.

Name (print)	Address	Suburb / Town	Signature
Anthony OLDEN			
Katrina caden			
Brian Berlow			
HARK BARROW			
HARRY BARLA			
PAYLINE BARRE			
HELEN BAKKU			
Maya Barlow			
TREVOR BROWN			
BAYON MEMORI			
AOLIAN MCINTOGII			
JUDY OGDEN			
Danis Ogden			
Nejel Starich			
Tim Hano			
GRANT HOWLEST			
Avin o'sullivm			
Scott Therson			
JAMES RYAN			
CARLIE RYAN			
BRANIAN Troney			
Marice Tacher			
Attach addition	onal sheets if necessary and us	e the same format as this page	7

17 October 2023 Council Meeting Agenda

Harley Road - 28/11/2022



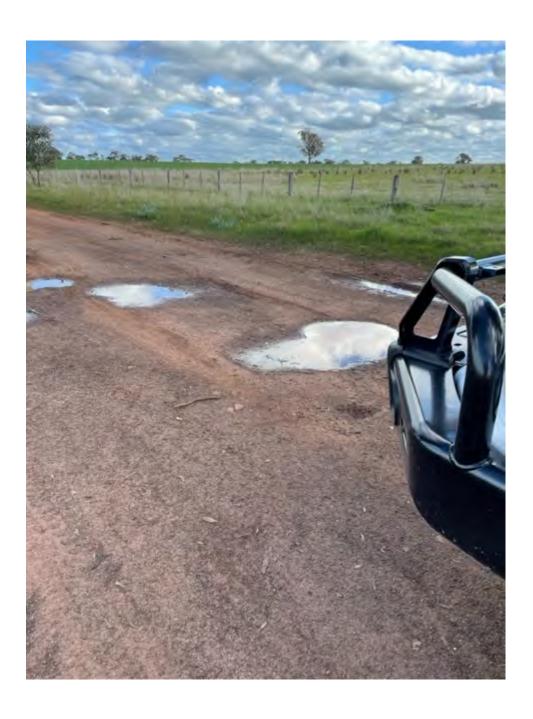
Harley Road - 25/08/2023



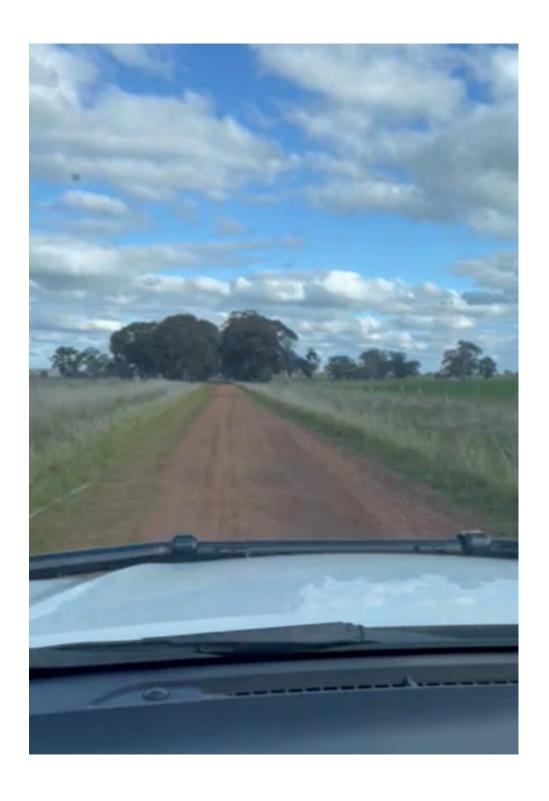
Harley Road - 25/08/2023



Harley Road - 25/08/2023



Harley Road - 25/08/2023



8.7.3 Bowen Street Upgrade

Directorate: Infrastructure

Responsible Officer: Acting Manager Assets

Manager: Director Infrastructure

Attachments: 1. VIC Betterment Program Guidelines FINAL 10 July 2023

[8.7.3.1 - 16 pages]

2. Appendix E [8.7.3.2 - 24 pages]

1. PURPOSE

To seek Council approval to reinstate Bowen Street (North of Goulburn Road), Echuca as gravel surface funded under Disaster Recovery Funding Arrangements (DRFA).

2. RECOMMENDATION

That Council approve:

- 1. The undertaking of flood recovery works to reinstate Bowen Street (North of Goulburn Road), Echuca as gravel surface funded under the Disaster Recovery Funding Arrangements (DRFA).
- 2. Advising residents in writing that Council has determined that no service level upgrade will be undertaken to Bowen Street (North of Goulburn Road), Echuca.

3. DISCUSSION

Roads and properties north of Goulburn Road were inundated during the October 2022 flooding event. A section of the temporary levee was located on Bowen St which has impacted the road surface and surrounding roadside infrastructure.

Shortly post the October 2022 Floods, officers met with state government representatives, where the discussions included the strong likelihood that funding would be available for the betterment of flood impacted assets. With that in mind, officers, during meetings with Bowen Street residents affirmed their support for seeking funding that would enable the upgrade / sealing of Bowen St. Senior Council Officers suggested the gravel section of Bowen Street (North of Goulburn Road) should be upgraded to seal.

Along with other councils, strong advocacy for betterment funding has been a key focus. Betterment funding has now been released, with Campaspe Shire receiving up to \$1,000,000 in betterment funding for the entire municipality. The betterment funding contains strict eligibility requirements, with the objective of re-building more resilient essential public infrastructure, to mitigate future disaster impacts. As such, only a small component of the upgrade works meets the eligibility requirements (road sealing work, \$150k - \$200k max), with the majority of the project costs ineligible for funding.

Council officers are rigorously assessing projects to determine the allocation of this betterment funding that will offer the highest benefit and value to the community.



Figure 1: Project Location - Echuca East

Flood damaged assets are eligible for reinstatement under Disaster Recovery Funding Arrangements (DRFA) funding guidelines. Bowen street is confirmed as flood affected and eligible for reinstatement funding – or as a contribution to betterment works. DRFA funding eligibility is estimated below:

Item	Qty	Unit Rate	total
	Qty	nate	totai
Bowen Street - build up with 100mm Class 3, 20mm FCR inc.			
spreading, shaping and compaction	1	\$26,624	\$26,624
Reinstate Bowen Street Property Access 300mm Culverts c/w drivable			
end walls and crushed rock to entrance	11	\$3,511	\$38,626

total \$65,250

Figure 2: DRFA Reinstatement Funding Estimate

This road would be eligible for reinstatement to pre-flood condition as a gravel road with open table drains. Alternatively, funding can be applied as a contribution towards betterment works on the provision Council fund the difference.

Following the flood event, Flood officers elected to pursue a betterment option and upgrade the road from gravel to sealed. The proposal involved application of bituminous seal directly to the existing gravel surface as a low cost "upgrade" treatment.

Assets department objected to this proposal for two primary reasons:

1. Engineering standpoint

The road was submerged in flood water for over a month. A full engineering assessment (feature survey, service location, geotechnical testing, pavement design, etc) should be undertaken to understand site specific conditions and expected life costs prior to making verbal commitments to ratepayers about upgrades.

2. Questionable Project Merits

The road usage does not meet the criteria for upgrade set in Policy 54 – Requests for Upgrades to the Road Network. Unless the project is wholly externally funded, officers advise Council not to commit any funding towards the upgrade.

Upgrades would create a perception of favouritism and inequity if this road were selected for upgrade and not the adjacent and connecting Pakenham Street and Moama Street which were subjected to the same conditions. Or any road within the Rochester district which were similarly inundated.

Council Flood Officers noted these objections and elected to proceed with appointment of an external consultant to facilitate a design process.

Project Design

The external consultant has advanced to the Preliminary Phase and now requires a confirmation of funding commitment and project sponsor to finalise the scope. This site has several non-standard features that could/should be addressed as part of any upgrade discussions. For example:

1. Preliminaries, Establishment & Miscellaneous (~\$100k)

Construction mobilisations, obtaining relevant permits, service location and setout costs.

2. Road Geometry (~\$200k)

Geotechnical report indicated the existing pavement would not be suitable to be sealed directly over. Designers recommend utilising the existing material and importing new base and sub-base rock layers to ensure a long-life asset. Earthworks, formation, and construction of the pavement layers are estimated at \$200k.

In addition, and unlike a typical road reserve, the road centreline is not parallel to the property boundaries. It is on a diagonal. For consistency across the network, preference would be to re-centre the road within this reserve. As road pavement reconstruction is required – this would have minimal change to cost.

3. Driveway Culverts and Kerb and channel work (~\$50k)

Costs will be involved as all driveway culverts will need to be replaced, roadside drainage relocated and some additional kerb & channel turnouts. There would also be a range of community feedback expected, as some nature-strips get bigger, some will get smaller which could increase/decrease landowner obligations for maintenance (i.e. lawnmowing). Costs for culvert replacements, pipe connections, backfilling and topsoiling are approximately \$50k.

4. Underground Services (~\$90k)

An existing 100mm AC water main will need to be lowered for any pavement works as it resides in the clear zone. An existing underground power requires relocation as it clashes with the alignment of the stormwater drainage line. Multiple water (3) and gas (4) tapping's also require relocation to avoid a clash with the stormwater drainage line. These services are not a Council asset and will need to be negotiated and agreed with the relevant authority (water, power, gas) regarding feasibility and cost. Depending on complexity, the cost of lowering this service would be approximately \$90k.

5. Underground Stormwater Coverage (~\$460k)

Optional, but strongly recommended.

There is an existing stormwater pipe network directly underneath the road pavement (refer **BLUE line** in Figure 2 below). This pipe appears to function adequately in minor stormwater events, but

the asset is ~50years old and since the flooding there are anecdotal reports of separation between pipe joints.

The extent of the problem is currently unknown, but it would be prudent to replace (& realign if road geometry corrected) prior to building a new road pavement over a known faulty asset.



Figure 2: Bowen St (North of Goulburn Road)

Estimate Costings

Presuming project design options are included, indicative project costs expected to range between of \$850k – \$900k (ex-contingency & GST).

If electing to proceed, DRFA would contribute \$65k to reinstate the road to previous condition. Given the inability to attract other government funding, Council would be responsible for funding ~\$785k – \$835k of the upgrade / betterment works.

NOTE: estimate figure allows for relocation of assets & services, construction of a suitable road pavement and bituminous surface treatment. It does not include raising the height of the road or nature strips, allowance for installation of kerb or the full alignment. However, these can be investigated upon request.

4. CONSULTATION

Internal consultation:

Acting Manager Assets

- Consultant Road Services Engineer
- Director Infrastructure
- 23 August 2023 Executive Leadership Team

External consultation:

Intermittent updates to individual community members when requested

Councillors:

• 26 September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Well planned places

Land and underlying infrastructure suitable for growing populations

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Policy 54 Requests for upgrade to the Road Network is committed to retaining the inspection, maintenance and repair of its public roads network at its current level of service. Council's priorities for expenditure on its road network is as follows in order (clause 4.3):

- Maintaining the existing road network at its current level of service
- Funding improvements to intersections and other locations to improve the safety of motorists, cyclists and pedestrians.
- Works that reduce the future maintenance costs of Council and enhance the life of existing assets.
- Upgrades to the road network.

7. LEGAL AND STATUTORY OBLIGATIONS

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

8. FINANCIAL IMPLICATIONS

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

If Council determined to proceed with upgrade works, it would need to make a budget allocation to the project in the range of \$785k – \$835k.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

Any potential benefit would be solely limited to the residents of Bowen Street.

10. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1: Does not align with Policy 54

This existing road does not meet the usage conditions, or provide financial, public safety or wider community benefit, therefore does not align with Council policy 54 for upgrade.

Issue 2: Commitment to Bowen Street Residents

Post the October 2022 event Senior Council Officers gave verbal advice that an upgrade may be possible if the State Government were to provide the required funding through betterment programs. The State has determined that betterment activities are not to be funded through DRFA. Any potential benefit would be solely limited to the residents of Bowen Street.

Issue 3: Criteria of Flood Recovery Funding

Flood recovery funding allows for like-like reinstatement of flood damaged assets. An upgrade would be considered betterment and exempt from funding requirements. Council would need to fund the upgrade from reserves or relevant funding stream. Based on indicative figures, Council contribution is estimated between \$785k – \$835k.

Issue 4: Other connecting flood impacted roads

Adjacent and connecting roads (Pakenham Street & Moama Street) were similarly impacted by the flooding but are not receiving the same upgrade treatment.

Risk:

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

11. CONFLICT OF INTEREST

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

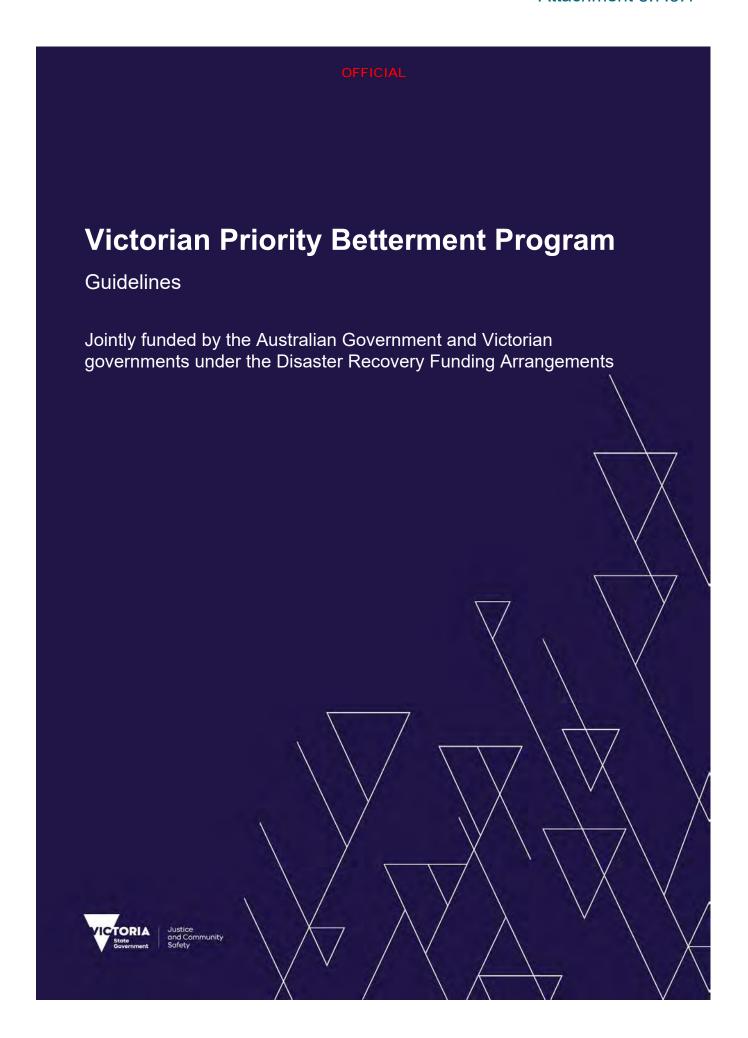
The officer preparing this report declares no conflict of interest regarding this matter.

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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



2022 Victorian Floods – Priority Betterment Program



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State Government Safety

2022 Victorian Floods - Priority Betterment Program



1. Background

The Australian and Victorian Governments are committed to providing ongoing support for communities impacted by the 2022 Victorian Floods (AGRN 1037). A total of \$9.404 million has been committed under the Disaster Recovery Funding Arrangements, to support the betterment of eligible essential public assets that were directly damaged by the Victorian Floods.

The Council Priority Betterment Program (the Program) focusses on resilience improvements to essential public assets damaged by the Victorian Floods, when delivered in conjunction with Immediate Reconstruction Works (IRW) or Restoration of Essential Public Assets (REPA), requiring proportionately minor additional investment.

This guideline outlines key objectives, eligibility criteria, assessment criteria, assessment processes and timeframes for the Program.

2. Objectives and outcomes

The DRFA provides funding assistance to restore disaster damaged essential public assets to their pre-disaster standard.

The key objectives of the Program are to provide Category D DRFA funding to enable eligible essential public asset owners to:

- access funding that is in addition to DRFA Category B, Immediate Reconstruction Works (IRW) and Reconstruction of Essential Public Assets (REPA) undertaken under an approved certified estimate to restore event damaged assets to pre-disaster function,
- use the additional funding to build back better, more resilient essential public infrastructure, and
- contribute to the objectives of the National Strategy for Disaster Resilience and the Victorian Infrastructure Plan 2021.

The Betterment Program allows Essential Public Assets to be:

- 1. identified and prioritised by eligible councils, to best address asset criticality and local resilience outcomes, during the scoping of reconstruction works.
- 2. rebuilt with regard to local disaster risks, and in accordance with current knowledge and practices for mitigating disaster impacts addressing identified failure mechanisms and reducing vulnerability to future disasters.
- rebuilt to deliver amenity and improved resilience to the community minimising the impacts of future disasters – reducing disruptions to the provision of essential services, and minimising economic impacts.

3. Program overview

The Program is administered by Emergency Management Group, within Department of Justice and Community Safety (DJCS) under the terms and conditions, as agreed with the Australian Government.

The Betterment Program is a \$9.404 million program and complements existing DRFA support measures for essential public assets that restore an asset to its pre-disaster function.

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2022 Victorian Floods - Priority Betterment Program



The Betterment Program is being delivered in accordance with the below:

- Focussed on resilience improvements to essential public assets, whereby, when delivered in conjunction with Immediate Reconstruction Works (IRW), and Reconstruction of Essential Public Assets (REPA); requiring proportionately minor additional investment.
- Only available to nominated Local Government Authorities (per <u>Annexure A</u>) that have estimated significant damage to Council owned and manage essential public assets.
- Resilience improvements within Priority Betterment will generally require specification as opposed to design; and would generally draw upon standard design elements.
- Applicants are required to provide a minimum co-contribution of 5% (of the Category D funding value) to the project. A co-contribution is considered an in-kind or monetary contribution from the council, relating to eligible costs and/or costs associated with an enhanced or increased project scope.

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2022 Victorian Floods - Priority Betterment Program



4. Eligibility and Ineligibility

Eligibility

Eligible applicants

The Program is open to specified local government areas most severely impacted, activated for DRFA for the 2022 Victorian Floods (commencing 6 October 2022) AGRN 1037 ("2022 Victorian Floods")- refer to Annexure A.

Eligible asset types

Eligible assets are:

- meet the DRFA definition of an essential public asset;
- have sustained damage as a direct result of the 2022 Victorian Floods (AGRN 1037);
- are owned and maintained by Local Council within LGAs listed within Annexure A; and
- meet the eligibility requirements for DRFA Category B funding, for the 2022 Victorian Floods.

Eligible project types

Betterment funding may only be used for projects where:

- assets meet the eligibility requirements for DRFA Category B funding; and
- assets have sustained damage as a direct result of the 2022 Victorian Floods; and
- the design addresses the identified failure mechanisms or minimises associated impacts of a similar flood event.

Eligible costs

Eligible costs may include:

- local government labour and eligible plant and equipment costs directly associated with delivering the eligible betterment works as part of Immediate Reconstruction Works
- extraordinary wages such as overtime, disbursements and additional allowances
- salary/wages and entitlements for new employees specifically engaged for the project(s)
- contractor and hire costs
- products and materials utilised for the betterment works
- survey, investigation, project management, design and planning approval costs including consultancy fees and legislative approval costs associated with the approved betterment works

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Final- Priority Betterment Guidelines



2022 Victorian Floods - Priority Betterment Program



Ineligibility

Ineligible asset types

Ineligible assets are:

- assets that were not directly damaged as a result of 2022 Victorian Floods
- assets that are not transport or public infrastructure assets (are not an essential public asset as defined by the DRFA).

Ineligible project types Ineligible project types include projects that:

- relate to assets that were not directly damaged as a result of the 2022 Victorian Floods.
- are located outside of the eligible LGAs.
- may be more appropriately resourced or funded under existing DRFA measures.
- have been funded through other government funding and/or insurance claims.
- are not aligned to the objectives of the Betterment Program.
- have commenced reconstruction works where the works undertaken are compromised/undermined by the betterment scope or activities.

Ineligible costs

Ineligible costs include:

- betterment cost over-runs
- costs for scope or activities that have been funded through other government funding (including other DRFA measures) and/or insurance.
- non-specific indirect and overhead costs such as finance, HR and back-office costs.
- profit margins of applicant including (but not limited to) that associated with the applicant's supply or use of plant, labour or materials.
- costs of works completed prior to the disaster.
- ongoing operational and maintenance costs following completion of the betterment works.

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2022 Victorian Floods - Priority Betterment Program



5. How to apply

5.1 Identifying and prioritising betterment projects

Betterment funding seeks to address repeated asset damage, ensure connectivity or asset functionality is maintained, reduce isolation and duration of impacts to communities and maintain economic supply routes of regional significance.

Funding should be prioritised to maximise both the benefit to community with respect to increased resilience and the avoidance of future damage or impacts.

Fundamental to the eligibility of betterment projects is alignment to areas of recent disaster damage. Good candidate betterment projects should also consider:

- Areas of repeated damage (with respect to natural disasters and recurring maintenance needs)
- · Areas of inundation, where impacts to communities are significant
- Singular access routes and / or evacuation routes / or access to essential services
- Economic routes or services of regional significance
- Works whereby proportionally minor extra-over investment can yield significant resilience benefits.
- Scope suitable to address the identified failure mechanism/s

The Priority Betterment Treatment Guidelines (Annexure F) provides a catalogue of common treatments that can be used by councils.

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2022 Victorian Floods - Priority Betterment Program



5.2 Application and Assessment



Project identification

Councils should identify opportunities for resilience improvements in the scoping of IRW or in the certified estimates for REPA

A list of common Priority Betterment treatments can be found in Annexure F.

As a capped funding program, Betterment funding should be prioritised by councils to projects based on the anticipated benefits and resilience outcomes.

2

Application/Notification

Betterment projects undertaken in conjunction with Immediate Reconstruction Works

The application process utilises a modification of the existing notice/claim forms for IRW. The modified notice/claim forms, including specification and details of Betterment can be found at https://www.emv.vic.gov.au/natural-disaster-financial-assistance/events-post-1-november-2018.

For betterment works undertaken in conjunction with IRW, the claim assessor will determine final eligibility of the betterment works submitted as part of the claim. This includes by reviewing the nature of the betterment works and approving up to the amount allocated to the council towards betterment.

Priority Betterment projects delivered in conjunction with IRW may be self-assessed by the applicant, using the Priority Betterment Treatment Guide (refer to Annexure F) together with alignment of the Priority Betterment scope with the guidelines.

Where self-assessed, in undertaking the works, the applicant assumes both the responsibility and risk with respect to eligibility.

Where treatments outside of this Treatment Guide are proposed or council wish to seek confirmation of the project alignment prior to undertaking works, the *Intention to Undertake Immediate Reconstruction Works Form* found in Annexure B may be used.

Betterment projects undertaken in conjunction with Reconstruction of Essential Public Assets

The application process utilises a modification of the certified estimates process for REPA. As part of the review of the Category B certified estimate submitted, the betterment component submitted will be reviewed by the claim assessor and the eligibility confirmed as part of the certified estimate approval process.

Councils are to submit the certified estimates for approval using the Reconstruction Works Estimate Package Form (RW Form) found in Annexure C.

Following approval of the certified estimate, Council subsequently claims the expenditure incurred using the Completed Reconstruction Form (CW Form) found in Annexure D.

The Treatment Guide is also applicable to Betterment Works undertaken in conjunction with REPA works. Councils should factor in betterment projects within their certified estimates for REPA.

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2022 Victorian Floods - Priority Betterment Program



3

Delivery

Priority Betterment projects are to be delivered concurrently with IRW and REPA measures.

All Priority Betterment projects associated, including corresponding Category B IRW are to be completed by 31 December 2023. Where Immediate Reconstruction works have already been completed, Councils can retrospectively seek priority betterment funding up the capped amount allocated to their council.

All Betterment projects associated with Category B Restoration of Essential Public Assets (REPA), require certified estimates to be submitted by 31 March 2024.



Claim

All claims (relating to final project costs) must be submitted to DJCS via the Claims Management System by 31 July, following the financial year in which the expenditure was incurred.

Details of both the IRW or REPA and Betterment scope and costs must be detailed (and evidenced) within the *Immediate Reconstruction Works Claim Form* (V Form C-IR claim form) found in <u>Annexure E</u> and for REPA works capturing the actual expenditure incurred using the *Completed Reconstruction Form* (CW Form) – (Tab V Form A2-RW) found in <u>Annexure D</u>.

Betterment claims are required to be submitted in the financial year that the expenditure was incurred. The claim assessor will determine final eligibility of betterment works undertaken.

Information relating to the Betterment works required in the claim form include:

- specifications of the engineering solution/treatment to increase resilience and commentary on how it addresses the failure mechanism which resulted in the current (or recurring) damage.
- the calculated cost of the Betterment works (extra-over from the claimed Immediate Reconstruction Works scope) and evidence of expenditure.
- · details and evidence of co-contribution.

Underspends on Betterment allocations per council are to be reallocated within the Betterment Program at the discretion of DJCS.

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2022 Victorian Floods - Priority Betterment Program



6. Program requirements

Reporting

Costs for all approved Council Priority Betterment projects are to be reported and claimed (and evidenced) together with costs for associated IRW and certified estimates and claims for REPA. Case-studies may be undertaken on completed projects. These will predominantly utilise information gathered from progress reporting and final claims, including designs and photographic evidence of damage assets and completed works. Further information may be requested from to assist in developing case-studies.

Monitoring and Evaluation

The program will be evaluated against a series of Key Evaluation Questions which cover the domains of Appropriateness, Effectiveness, Efficiency, Impact and Sustainability. The key evaluation questions will depend on the specific nature of the event and availability to capture appropriate information, as per the National Monitoring and Evaluation (NME) Framework.

Councils receiving Betterment funding will be required to report, on an ad hoc basis following future disasters, the impacts (avoided or incurred) to the betterment works.

Public Acknowledgment

Public acknowledgement of joint Australia Government and State DRFA assistance is required under Section 5.2 of the Australian Government Guidelines available here.

Prior agreement must be reached with the Australian Government on the nature and content of any events, announcements, promotional material or publicity relating to an eligible measure under the arrangements. This includes but is not limited to: media releases, events, social media, signage and advertising.

As the program is being delivered, Emergency Management Group will identify announcement, progress and finalisation of program media opportunities together and advise the National Emergency Management Agency (NEMA).

All media events and materials (initial and subsequent) must adhere to the Australian Government's 2018 DRFA Public Acknowledgement Guidelines.

Assurance activities

Agencies/applicants may be required to provide documentation to support any assurance activities. These assurance activities may include, but are not limited to:

- audit
- · site inspections
- obtaining relevant documentary evidence to support estimated reconstruction costs
- · verification reviews on measures or projects.

Goods and Services Tax (GST)

When claiming reimbursement of expenditure the claimed amount must represent actual expenditure and exclude GST.

Procurement

When procuring goods or services, local governments must align with the Local Government Act and their own procurement policy.

If expenditure is in breach of the applicant's procurement standards, reimbursement of these costs are unable to be sought under the DRFA.

Record keeping

All agencies must keep an accurate audit trail. DRFA records must be available for seven years from the end of the financial year the claim is acquitted by the Australian Government. For assurance purposes, the Australian Government may at any time, via Emergency Management Group, request documentation from, councils to evidence the State's compliance with any aspect of the DRFA. This may include, but not be limited to access to project level information, to confirm acquittal in accordance with the DRFA.

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7. Annexure A - Eligible LGAs

Two tiers of LGAs have been identified, based on estimates submitted by local government authorities for Immediate reconstruction works and Reconstruction of Essential Public Assets.

tier	Tier 1	Tier 2
capped budget	\$1.0 m	\$0.343m
	Buloke	Benalla
	Campaspe	Bendigo
	Central Goldfields	Hepburn
local gavernment erosa	Gannawarra	Mildura
local government areas	Loddon	Pyrenees
	Moira	Greater Shepparton
	Murrindindi	Strathbogie

The amounts indicated in the table are indicative amounts available to each LGA in that Tier for priority betterment. Underspends on Betterment allocations per council are to be reallocated within the Betterment Program at the discretion of DJCS.

This represents the betterment component of the IRW and not the total value of the works. Costs/equivalent costs to repair the asset to pre-disaster condition will still be reimbursed through Category B of the DRFA.

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8. Annexure B - Intention to Undertake Immediate Reconstruction Works Form





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9. Annexure C - Reconstruction Works Estimate Package Form (RW Form)





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10. Annexure D – Completed Reconstruction Works Package with betterment form





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11. Annexure E - Immediate Reconstruction Works claim form



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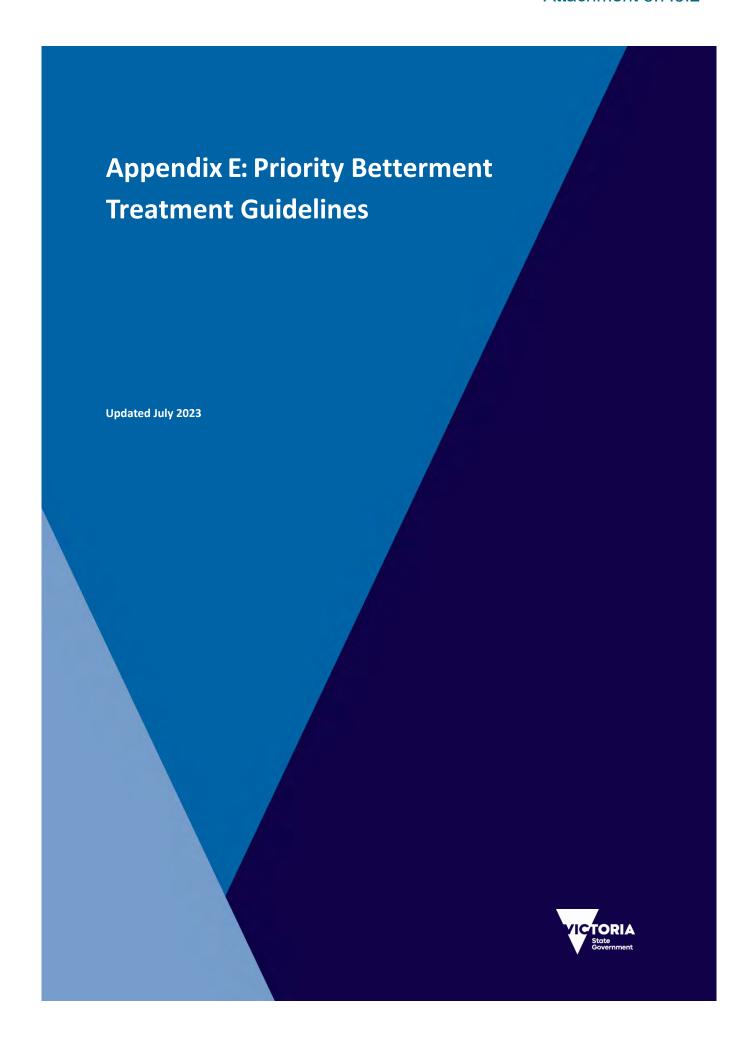
12. Annexure F- Victorian Priority Betterment Treatment Guidelines





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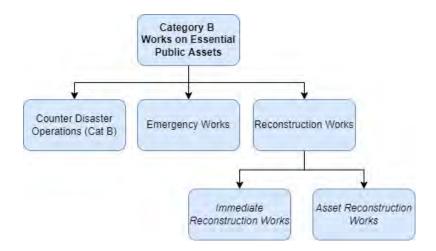
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1. Introduction

Victoria's Natural Disaster Financial Assistance (NDFA) scheme is available to Delivery Agencies including local councils and Catchment Management Authorities (CMAs), to relieve some of the financial burden that may be experienced following a disaster, in accordance with the Australian Government's Disaster Recovery Funding Arrangements (DRFA).

Under the DRFA, the Australian Government will reimburse the states on an actual costs basis for Emergency and Immediate Reconstruction Works and under a certified estimate- based model for the Reconstruction of Essential Public Assets following an eligible disaster.

The Category B works on essential public assets is as per the hierarchy below:



2. Priority Betterment Treatments

The treatments used in Victoria's Priority Betterment program which is jointly funded by the Australian Government and Victorian Government to build back better, more resilient essential public infrastructure damaged by the Victorian Floods, commencing from 6 October 2022 and concluding on 13 January 2023, are collated in Table 1 Priority Betterment Treatment List. The use of common terminology, treatments and units of measure aims to provide uniformity across Betterment works to:

- Assist applicants identify and develop the appropriate scope for the project being applied for
- Streamline and simply the assessment and evaluation process
- Increase transparency and consistency of claim auditing

'Betterment' refers to the restoration or replacement of an essential public asset to a more disaster resilient standard than its pre-disaster standard. Such works are in addition to the Standard Treatments covered by 'EPAR', which refers to the restoration or replacement of an essential public asset to a 'likefor-like' standard that the asset existed in prior to a disaster event.

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The twelve (12) Priority Betterment treatments that have been identified are:

Table 1 Priority Betterment Treatment List

Category		Betterment Treatment	Unit
Pavements	BT1	Addition of Rock Blanket	m²
Pavements	BT2	Pavement Stabilisation	m²
Pavements	BT3	Seal of Unsealed Shoulder	m²
Pavements	BT4	Seal of Unbound Pavement	m²
Earthworks	BT5	Addition of Rock Check Dams	m³
Earthworks	BT6	Addition of Scour Protection	m³
Earthworks	BT7	<u>Drainage Enhancements</u>	m
Concrete	ВТ8	Addition of Concrete Margins and / or Concrete Barriers with Cut- off Walls	m³
Concrete	ВТ9	Addition of Concrete Floodway	m³
Drainage Structures	BT10	Addition of Head Walls	each
Drainage Structures	BT11	Increase Pipe / RCBC Size	m
Drainage Structures	BT12	Addition of Cross Drainage	m

All Priority Betterment treatments are inclusive of the following scope:

- Establishment and disestablishment of all plant, labour and materials
- Provision for traffic control during the works
- Temporary removal and reinstatement of roadside furniture such as guide posts, signs etc. as required
- Water cartage (from the nearest permitted source that meets all relevant criteria)
- Material haulage (from the nearest source that meets all relevant criteria)
- Cleaning of site and disposal of any waste or removed material generated from construction works in accordance with applicable Victorian Government legislation or local government bylaws.

All construction works are to be undertaken in accordance with the local authority requirements in which the works are being completed.

2.1 BT1 Addition of rock blanket

Reconstruction of a section of pavement with the addition of a rock blanket is intended to be used for a short length across a low-lying 'dip' or areas of road-cuttings, that have suffered large scale failures of the subgrade through bearing collapse or loss of subgrade stability due to ground water flows. The addition of a rock blanket will assist both with bearing strength, and improve the drainage of the asset.

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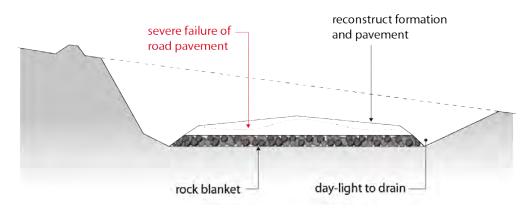


Figure 1 BT1 Pavement Reconstruction with Rock Base

Table 2 BT1 Addition of Rock Blanket

Applicable asset types	Pre-disaster asset classification: - Gravel or sealed roads
Unit of measure	Quantity measurement: - m²
Damage description	Event-induced damage: - Asset has suffered large scale failures of the subgrade through bearing collapse or loss of subgrade stability due to cyclic loading of saturated pavement and subgrade material
EPAR inclusions	EPAR scope component includes treatment of subgrade and repair of associated pavement: - Removal and dumping of existing failed contaminated pavement material offsite - Carry out Priority Betterment scope of works - Import, placement, compaction and grading of subgrade and pavement gravels possessing properties consistent with the material in-place predisaster, or material the asset owner typically uses for maintenance in the local area to reinstate the running surface to the pre-damaged profile (on top of rock blanket)
Betterment inclusions	Priority Betterment scope component includes placement of a rock blanket on subgrade wrapped in geotextile: - Placement of geotextile layer (as specified) at base of excavation - Import and placement of rock material (D90 = 150mm, or as specified) as daylighted pavement sub-base layer - Wrapping of rock material with geotextile
Exclusions	Scope excludes: - Removal of debris or other non-pavement material, refer ST14 if required - Gabion baskets or rock mattresses - Table drain works, refer ST17 if required
Limitations	Limitations: - Nil

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Resilience Improvements	Targeted outcomes: - Improved bearing capacity in weak or saturated subgrade conditions, reducing the severity of future pavement deformation - Ability to freely drain ground water, reducing the likelihood of future pavement failure
----------------------------	--

2.2 BT2 Pavement Stabilisation

Where limited damage to the underlying subgrade has occurred, but the loss of shape across a formation is extensive, stabilising additives can be pulverised through the pavement to strengthen the base and running courses while maintaining the profile under vehicle loading during future rain events.

Pavement stabilisation is intended for use on highly trafficked assets located in areas with weak subgrade possessing a high shrink swell index, where conventional gravel replacement and top up is likely to fail on a repeated basis.

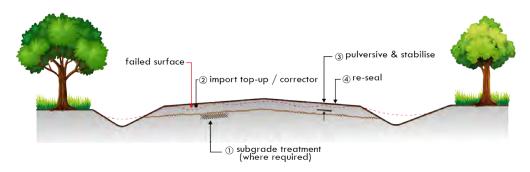


Figure 2 BT2 In-Situ Stabilisation

Table 3 BT2 Pavement Stabilisation

Applicable asset types	Pre-disaster asset classification - Gravel or sealed roads
Unit of measure	Quantity measurement: - m²
Damage description	Event-induced damage: - Asset has suffered widespread pavement failure through loss of bearing capacity, shallow failure, rutting / shoving or scour of pavement material
EPAR inclusions	 EPAR scope includes subgrade treatment (if required) and replacement of the granular pavement layers: Removal and disposal of contaminated subgrade and / or pavement material not suitable for stabilisation, including material that has been stabilised previously with a total cement content of greater than 8% by weight of total mixture Import of unbound granular material to reinstate damaged base course layers and subgrade material (if required) Preparation of subgrade and base course layers, including compaction (and scarification, if required) Carry out Priority Betterment scope of works

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	 If pre-damaged asset had a two coat seal or asphalt wearing course, supply and apply a new seal to reinstate pre-damaged profile Reinstate line marking as required (sealed assets only)
Betterment inclusions	Priority Betterment scope includes importing of additional material for shape correction and stabilisation across the distressed length of gravel road through the incorporation of cement, cement blend or bitumen above and beyond that required as part of the standard EPAR scope: - Pulverisation of non-contaminated subgrade and pavement material if the available plant is incapable of pulverising the full depth of the final pavement depth in a single pass - Import and mix of nominated stabilising agents and unbound granular top-up / corrector material to achieve required stabilisation mix specifications - Spreading and pulverisation of imported material mixture - Compaction, trimming and curing of stabilised granular material to reinstate the running surface to the correct profile
Exclusions	Scope excludes: - New asphalt or two coat seal that was not in place prior to disaster event. If required, consider BT4 Seal of Unbound Pavement
Limitations	Limitations: - For stabilised assets that have failed following a disaster event, the Betterment component of scope applies to works related to the import of pavement material and stabilising additives in excess of those required to undertake the EPAR scope of works. E.g. Additional gravel is required to reduce the percentage of stabiliser in the pavement to meet the mix specifications, or if the previous stabilising additive failed and a new additive is being used in the design
Resilience Improvements	Targeted outcomes: - Improved pavement strength and capacity in saturated conditions - Resistance to long term scour and pavement deformation such as rutting and shoving

2.3 BT3 Seal of Unsealed Shoulder

On narrow roads, traffic is often required to traverse the shoulder of the pavement to safely avoid oncoming traffic. Over time, this can result in deformation of the shoulder, increasing the likelihood of material erosion and further subsequent damage. Extending the seal over the shoulder of a pavement formation can reduce or prevent such damage from occurring and reduce moisture infiltration into adjacent pavement layers.

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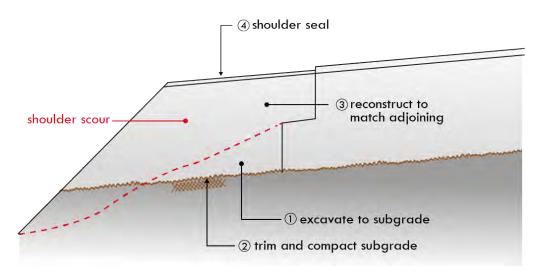


Figure 3 BT3 Seal of Unsealed Shoulder

Table 4 BT3 Seal of Unsealed Shoulder

Applicable asset types	Pre-disaster asset classification: - Sealed roads	
Unit of measure	Quantity measurement: - m²	
Damage description	Event-induced damage: - Asset has suffered damage to the running profile or loss of material under the unsealed shoulder due to overland flow	
EPAR inclusions	EPAR scope includes preparation of surface, provision, placement and compaction of gravel, trimming to tie-in: Removal of failed shoulder pavement material Import replacement material for unsuitable subgrade Grading and compaction of subgrade Import of unbound granular material Placement, compaction and trimming of unbound granular shoulder material in keyed layers to match adjoining pavement Carry out Priority Betterment scope of works	
Betterment inclusions	Priority Betterment scope includes seal of unsealed shoulder: - Apply an asphalt or two coat seal to match the existing adjacent pavement - Brooming of adjacent sealed surface - Line marking if and as required	
Exclusions	Scope excludes: - Resealing works, patching or correction on the adjacent pavement running course	
Limitations	Limitations: - Not to be used in conjunction with an unsealed pavement	
Resilience	Targeted outcomes:	

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Improvements	Reduced moisture infiltration into road pavement layers Protection from erosion and scour of shoulder
	 Protection from erosion and scour of shoulder

2.4 BT4 Seal of Unsealed Pavement

Sealing of a pavement is desirable for community-critical assets that experience high traffic volumes or heavy axle loads that exceeds the design capacity of a regular unsealed gravel pavement. While expensive, sealing can achieve appreciable returns on investment when compared to repeated reinstatement works on gravel assets that are impacted on a recurring basis.

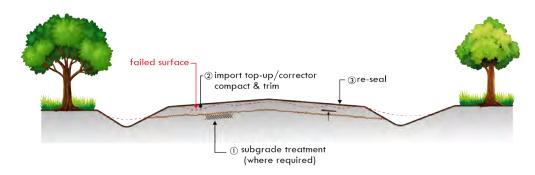


Figure 4 BT4 Seal of Unsealed Pavement

Table 5 BT4 Seal of Unsealed Pavement

Applicable asset types	Pre-disaster asset classification: - Gravel roads
Unit of measure	Quantity measurement: - m³
Damage description	Event-induced damage:
Inclusions	EPAR scope includes replacement of gravel pavement to pre-disaster conditions (depth): Removal of failed and contaminated pavement material Import replacement material for unsuitable subgrade Grading and compaction of subgrade Importation of unbound granular material Placement, compaction and trimming of unbound granular material (in keyed layers to match adjoining pavement if adjoining longitudinally) Carry out Priority Betterment scope of works
Betterment inclusions	Priority Betterment scope includes import of additional material for sufficient base course thickness. Bitumen or asphalt seal (as specified): - Preparation of the subbase layers to the appropriate level of compaction and profile - Supply and application of a tack coat

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	 Supply, spraying and compaction of a two coat bitumen seal or asphalt Line marking if and as required Brooming of adjacent sealed surface (if adjoining longitudinally)
Exclusions	Scope excludes: - Removal of debris or bulk excavation of embankments or subgrade material. Refer ST14 if required
Limitations	Limitations: - If asphalt is being placed, maximum thickness is to be no greater than 50mm
Resilience Improvements	Targeted outcomes: - Reduced moisture infiltration and pavement failure through cyclic pumping - Protection from scour and erosion of underlying base course materials

2.5 BT5 Addition of Rock Check Dams

A significant amount of the damage incurred to table drains and adjoining embankments and pavement assets is due to scour from high velocity overland flow. Energy dissipators such as rock check dams can be an effective measure at reducing the velocity of concentrated overland flow on graded assets, thereby minimising the damage sustained during an event.

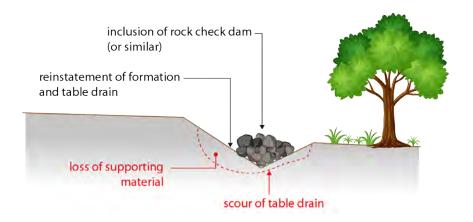


Figure 5 BT5 Addition of Rock Check Dams

Table 6 BT5 Addition of Rock Check Dams

Applicable asset types	Pre-disaster asset classification: - Formed, gravel or sealed roads
Unit of measure	Quantity measurement: - m³
Damage description	Event-induced damage: - Asset has suffered scour / erosion of longitudinal table drains and a loss of adjacent road formation or embankment material
Inclusions	EPAR scope includes top-up of scoured embankment, plus repair of road formation or

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	pavement to pre-disaster standard: Reclamation of eroded material for use as general bulk fill where appropriate (I.e. reshape of table drains) Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) Import of bulk fill as required to repair localised scour / erosion of embankments Preparation of underlying pavement subgrade material Import of pavement gravel to localised scours to reinstate the road to the: Top of formation (for formed roads) Top of road pavement (for gravel and sealed roads) Compaction and trimming of material to reinstate pavement running surface to the pre-damaged profile Supply, spraying and compaction of a two coat seal or asphalt (if previously sealed) Line marking if and as required Import of bulk fill as required to repair localised scour / erosion of table drains Clean and reshape existing single longitudinal surface drain adjacent to road formation as necessary to accommodate rock check dams Carry out Priority Betterment scope of works
Betterment inclusions	Priority Betterment scope includes placement of rock check dams (or similar) as specified: - Import and placement of rock material (D50 > 200mm preferred) to form a check dam, spaced as required based on longitudinal grade of table drain. Check dam height must not exceed the top of the natural surface level on the downstream side of the table drain and preferably should offer 150mm freeboard if the topography allows.
Exclusions	Scope excludes: - Reshape of table drains beyond the extents of constructed rock check dams. Refer ST17 if required - Removal of debris or bulk excavation of embankments or subgrade material. Refer ST14 if required - Gabion baskets, rock mattresses and rock protection (utilised as a lining for the base of a longitudinal drain)
Limitations	Limitations: Treatment should only be applied at a grade of no more than 1 in 10. If the topography creates difficulty in achieving the maximum recommended grade, alternative treatments such as rock protection should be considered The spacing of rock check dams is dependant on the longitudinal grade of the table drain or road, but should generally be in the order of one every 10 metres The maximum height should generally be limited to no more than 500mm The crest of the check dam should be 150mm lower than the top of the natural surface level on the downstream side embankment
Resilience Improvements	Targeted outcomes: - Increase energy dissipation to reduce the velocity of concentrated overland flow, thereby minimising erosion and scour impacts on table drains and adjacent pavements or embankments

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2.6 BT6 Addition of Scour Protection

Culverts concentrate and accelerate a high volume of overland flow into a single point of discharge. The energy behind this water can erode the soil away at the outlet of the culvert and cause undermining of the headwall. Adding scour protection such as bulk rock is a cost effective method of absorbing and dissipating this energy while retaining the integrity of the surrounding soil. Vegetating the ground around the rock protection provides additional protection against outflows but is not included within the scope of this treatment.

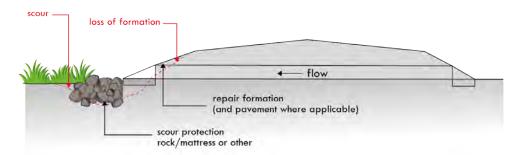


Figure 6 BT6 Addition of Scour Protection

Table 7 BT6 Addition of Scour Protection

Applicable asset types	Pre-disaster asset classification: - Formed, gravel or sealed roads - Drainage structures
Unit of measure	Quantity measurement: - m³
Damage description	Event-induced damage: - Asset has suffered undermining of embankment support material around drainage infrastructure or loss of pavement formation due to scour / erosion
Inclusions	EPAR scope includes repair of scour using controlled fill or specified material (as appropriate) where damage or separation of culvert cells or headwalls has occurred: - Reclamation of eroded material for use as general bulk fill where appropriate (I.e. bulk fill around drainage outlet) - Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) - Import of bulk fill as required to repair localised scours and undermining around embankment, drainage pipes and associated headwall infrastructure - Preparation of underlying pavement subgrade material - Import pavement gravel to localised scours to reinstate the road to the: o Top of formation (for formed roads) o Top of road pavement (for gravel and sealed roads) - Compaction and trimming of material to reinstate pavement running surface to the pre-damaged profile - Supply, spraying and compaction of a two coat seal or asphalt (if previously sealed) - Line marking if and as required - Carry out Priority Betterment scope of works

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Betterment inclusions	Priority Betterment scope includes addition of scour protection, rock or otherwise: - Preparation of work area including establishment of access tracks - Placement of geotextiles (where, and as specified) - Recovery of displaced rock - Importation of rock (as required), D50 > 250mm preferred - Placement of rock
Exclusions	Scope excludes: Removal of debris or bulk excavation of embankments or subgrade material. Refer ST14 if required Table drain works, refer ST17 if required Gabion baskets Purchase of new culvert components, refer ST23 or ST24 if required
Limitations	Limitations: - The length, width, depth and size of place rock is dependant on the volume and velocity of water conveyed through the culvert, as well as the width of the discharging headwall structure. Generally, rock should have a mean diameter of no less than 250mm and extend 3m to 4m past the edge of the outlet, flairing out an angle of 1 in 5 from the edges of the headwall base if possible. Refer to local design authorities for region specific guidelines.
Resilience Improvements	Targeted outcomes: - Maintaining integrity of drainage infrastructure and road embankment from undermining and erosion caused by concentrated high velocity flow

2.7 BT7 Drainage Enhancements

Longitudinal table drains can potentially have insufficient capacity to fully convey all captured overland flow during an intense rainfall event. To reduce the capacitive demand and alleviate the need for increased drain sizes (particularly for lengthy table drains or those on a flat grade), mitre drains can be shaped to divert excess flow out of the longitudinal table drain and away from the pavement. This reduces both the time the pavement spends saturated and the likelihood of concentrated flows scouring the embankment material away. This treatment is typically used on the downstream longitudinal drain where there is ample opportunity to discharge conveyed water at any point.

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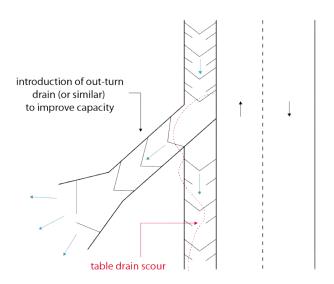


Figure 7 BT7 Drainage Enhancements

Table 8 BT7 Drainage Enhancements

Applicable asset types	Pre-disaster asset classification: - Formed, gravel or sealed roads - Footpaths
Unit of measure	Quantity measurement: - m
Damage description	Event-induced damage: - Asset has suffered scour of formation, table drains or pavement material due to exceedance of longitudinal drainage capacity
Inclusions	EPAR scope includes reinstatement of scoured areas as well as repair of road formation and pavement to pre-disaster standard: Reclamation of eroded material for use as general bulk fill where appropriate (I.e. reshape of table drains) Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) Carry out Priority Betterment scope of works Import of bulk fill as required to repair localised scour / erosion of embankments and table drains Preparation of underlying pavement subgrade material Import pavement gravel to localised scours to reinstate the road to the: Top of formation (for formed roads) Top of road pavement (for gravel and sealed roads) Compaction and trimming of material to reinstate pavement running surface to the pre-damaged profile Supply, spraying and compaction of a two coat seal or asphalt (if previously sealed) Brooming of adjacent sealed surface Line marking if and as required Clean and reshape existing single longitudinal surface drain adjacent to road

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	formation
Betterment inclusions	Priority Betterment scope includes inclusion of additional mitre drains: - Excavate and shape mitre drains to divert overland flow out of the existing table drains / road verge and away from the pavement - Drains are to extend into established vegetation or other energy dissipating measure (E.g. rock) if possible. If not, the mitre drains should extend no less than 4m away from the table drain or pavement
Exclusions	Scope excludes: - Removal of debris or bulk excavation of embankments or subgrade material. Refer ST14 if required
Limitations	Limitations (guidance only): - Mitre drains are required to drain away from the pavement, at a grade no less than 1 in 200 and no greater than 1 in 25. If minimum recommended grade cannot be achieved, alternative treatments should be explored. If the topography creates difficulty in achieving the maximum recommended grade, additional treatments such as rock protection should be considered - Mitre drains are to have a trapezoidal shaped channel (as opposed to a 'V' drain) with a bed width of narrower than 0.5m where possible - The spacing of mitre drains is dependant on the longitudinal grade of the adjoining table drain or road, but should generally be in the order of one every 40 metres for a 10% grade slope, through to one every 100 metres for a 1% grade slope - Treatment only applies to downstream side of road if table drains are present on both sides
Resilience Improvements	Targeted outcomes: - Improved performance of existing road drainage through a reduction in the volume of overland flow

2.8 BT8 Addition of Concrete Margins and / or Concrete Barrier with Cut-off Walls

Significant volumes of water overtopping a pavement can result in the erosion and scour of embankment and pavement material, particularly on the downstream side of the road as the flow increases in velocity. Over time, the effects can add up and cause considerable damage to an asset. Constructing a concrete barrier along the side of steeper embankments is an effective solution to retain in-situ embankment and pavement material. Protection at the base of the barrier is required to prevent undermining of the concrete.

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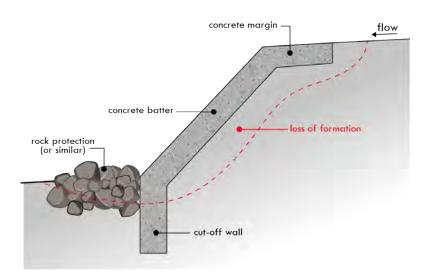


Figure 8 BT8 Addition of Concrete Margins and / or Concrete Barrier with Cut-off Walls

Table 9 BT8 Addition of Concrete Margins and / or Concrete Barrier with Cut-off Walls

Applicable asset types	Pre-disaster asset classification: - Formed, gravel or sealed roads - Footpaths
Unit of measure	Quantity measurement: - m³
Damage description	Event-induced damage: - Asset has suffered loss of formation and / or pavement material (typically on downstream side) through over-topping and scour
Inclusions	EPAR scope includes repair of damaged formation, pavement and associated road furniture: Reclamation of eroded material for use as general bulk fill where appropriate Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) Import of bulk fill as required to repair localised scour / erosion of embankments Carry out Priority Betterment scope of works Preparation of underlying pavement subgrade material Import pavement gravel to localised scours to reinstate the road to the: Top of formation (for formed roads) Top of road pavement (for gravel and sealed roads) Compaction and trimming of material to reinstate pavement running surface to the pre-damaged profile Supply, spraying and compaction of a two coat seal or asphalt (if previously sealed) Brooming of adjacent sealed surface Line marking if and as required

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Betterment inclusions	Priority Betterment scope includes addition of concrete margins and / or concrete batters with cut-off walls, plus scour protection at natural surface of concrete batter toe: - Preparation of work area including establishment of access tracks - Prepare base, formwork and position reinforcement - Supply, pour concrete, cure (where required) and finish surface - Backfill adjoining surface to tie in smoothly with concrete - Placement of geotextiles (as specified) - Import and placement of rock (as required), D50 > 250mm preferred				
Exclusions	Scope excludes: - Removal of debris or bulk excavation of embankments or subgrade material. Refer ST14 if required - Table drain works, refer ST17 if required				
Limitations	Limitations: - Only applies to one (downstream) side of road asset. If both sides require concrete works, consider Betterment Treatment BT9 Addition of Concrete Floodway - Treatment length should not exceed 40m in length per site. Where there are multiple sites per asset, the total treatment length should cumulatively be less than 5% of the total asset length				
Resilience Improvements	Targeted outcomes: - Protection of road formation and adjacent embankment and natural surface from undermining through scour and erosion				

2.9 BT9 Addition of Concrete Floodway

Significant volumes of water overtopping and ponding on pavements in low lying areas can result in the erosion pavement material and failure of pavement base layers. Over time, the effects can add up and cause considerable damage to an asset. Constructing a concrete floodway over the top of such assets is an effective solution to retain in-situ pavement material. Cut-off walls are required to prevent undermining of the concrete and pavement gravels.



Figure 9 BT9 Addition of Concrete Floodway

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Table 10 BT9 Addition of Concrete Floodway

	Pre-disaster asset classification:				
Applicable asset types	- Formed, gravel or sealed roads				
Unit of measure	Quantity measurement: - m³				
Damage description	Event-induced damage: - Asset has suffered loss of material and damage to formation of unsealed or sealed floodway or road-dip				
Inclusions	EPAR scope includes repair of unsealed or sealed floodway or to pre-disaster standard Reclamation of eroded material for use as general bulk fill where appropriate Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) Import of bulk fill as required to repair localised scour / erosion of embankments Preparation of underlying pavement subgrade material Import pavement gravel to localised scours to reinstate the road to the: Natural surface level (for unformed roads) Top of formation (for formed roads) Top of road pavement (for gravel and sealed roads) Carry out Priority Betterment scope of works				
Betterment inclusions	Priority Betterment scope includes construction of concrete floodway, bed level or otherwise (elevated sections should incorporate suitable edge protection): - Preparation of work area including establishment of access tracks - Prepare base, formwork and position reinforcement - Supply, pour concrete, cure (where required) and finish surface - Backfill adjoining surface to tie in smoothly with concrete				
Exclusions	Scope excludes: - Concrete width extended to cover adjacent pedestrian footpaths				
Limitations	Limitations: - Treatment length should not exceed 40m in length per site. Where there are multiple sites per asset, the total treatment length should cumulatively be less than 5% of the total asset length.				
Resilience Improvements	Targeted outcomes: - Strengthening of road running surface to protect from major gravel scour and washouts				

2.10 BT10 Addition of Head Walls

Many small rural culverts are installed without a headwall. Over time, the end segment of a culvert can become dislodged, accelerating undermining and undue water ingress into the pavement material, which can in turn result in pumping effects that cause subsequent culvert units to dislodge and pavement failure to occur. Installation of a formalised headwall should prevent this from occurring.

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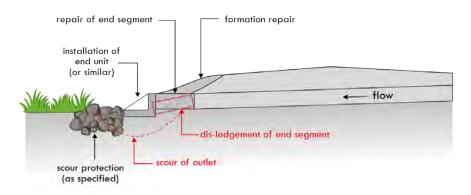


Figure 10 BT10 Addition of Head Walls

Table 11 BT10 Addition of Head Walls

Applicable asset types	Pre-disaster asset classification: - Drainage structures				
Unit of measure	Quantity measurement: - each				
Damage description	Event-induced damage:				
Inclusions	EPAR scope includes top-up of scoured embankment, plus repair of road formation pavement to pre-disaster standard: Reclamation of eroded material for use as general bulk fill where appropriat Removal and dumping of contaminated or unsuitable material off-site (debrexcluded, refer ST14) Excavate, repair (if minor damage exists) and reinstate culvert unit Carry out Priority Betterment scope of works Backfill with suitable material Import pavement gravel to fill localised deformations Preparation of underlying pavement subgrade material Placement, compaction and trimming of material to reinstate pavement running surface to the pre-damaged profile Supply, spraying and compaction of a two coat seal or asphalt (if previously sealed) Line marking if and as required Import of bulk fill as required to repair localised scour / erosion of embankment				
Betterment inclusions	Priority Betterment scope includes addition of precast or cast in-situ concrete headwall unit: - Preparation of work area including establishment of access tracks - Prepare base, formwork and position reinforcement (for cast in-situ headwalls) - Supply, pour concrete, cure and finish surface (for cast in-situ headwalls) - Supply and install headwall unit (for precast headwalls) - Backfill adjoining surface to tie in smoothly with headwall				

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	 Placement of geotextiles (as specified) Import and placement of rock (as required), D50 > 250mm preferred
Exclusions	Scope excludes: - Cleaning of blocked culverts - Replacement of culvert units (refer ST24) - Upgrade of culvert sizes
Limitations	Limitations: - Only applies to displacement of single end unit of culvert. If additional sections are damaged, refer ST24
Resilience Improvements	Targeted outcomes: - Improved resilience and future stability of pavement through reduced moisture infiltration into pavement layers

2.11 BT11 Increase Pipe / RCBC Size

As upstream urban and commercial developments occur, downstream drainage structures can become undersized for the overland flow requirements. This treatment is intended to cater for catchments that are or have become limitation of the capacity of existing culvert infrastructure by allowing such infrastructure to be replaced with larger units.

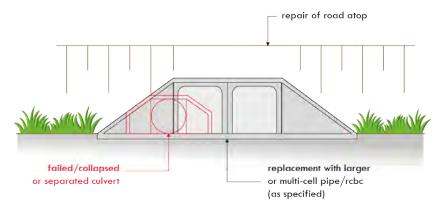


Figure 11 BT11 Increase Pipe / RCBC Size

Table 12 BT11 Increase Pipe / RCBC Size

Applicable asset types	Pre-disaster asset classification: - Drainage structures			
Unit of measure	Quantity measurement: - m			
Damage description	Event-induced damage: - Asset has suffered loss, damage or separation of pipes / box culverts or no longer has adequate capacity to convey the quantity of overland flow converging at the site			

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Inclusions	EPAR scope includes repair or replacement of damaged drainage infrastructure, reinstatement of end-structures and repair of impacted road formation and pavement: - Excavate all drainage infrastructure and pavement / embankment material above culverts - Dispose of pipe / RCBC culverts and end structures if damaged beyond repair or carrying out upsizing betterment treatment - Repair culvert infrastructure (if possible) - Prepare base course for culverts - Reinstall repaired culvert infrastructure (if repair treatment is being used) or; - * install new upsized drainage infrastructure as per Priority Betterment scope - Construct or install pipe culvert end structures - Importation of unbound granular material for pavement replacement - Preparation, placement, compaction and trimming of unbound granular base course materials in keyed layers to match adjoining pavement, possessing properties consistent with the material in-place pre-disaster, or material the asset owner typically uses for maintenance in the local area to reinstate the running surface to the pre-damaged profile - If pavement is sealed: - Supply, spraying and compaction of bitumen seal or asphalt - Line marking if and as required - Brooming of adjacent sealed surface - Backfill with suitable material to tie in smoothly with headwalls				
Betterment inclusions	Priority Betterment scope includes replacing the existing culverts and associated end units with an increased size: - Supply and install of upsized culvert units - Construct or install associated upsized culvert end structures				
Exclusions	Scope excludes: - Inlet / outlet protection works - Pavement improvements or upgrades. Reinstated pavement is to match the design and parameters of the pre-damaged pavement				
Limitations	Limitations: - Culvert units must be proprietary precast products (as specified) - Increased culvert sizes must be able to be installed with adequate cover to the top of pavement as per manufacturer specifications without raising the design surface level of the top of pavement above that which existed prior to the disaster event.				
Resilience Improvements	Targeted outcomes: Increased drainage capacity, reducing velocity of downstream flows and associated scouring as well as upstream ponding overtopping pavement running surface Improved resilience and future stability of pavement through reduced moisture infiltration into pavement layers				

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2.12 BT12 Addition of Cross Drainage

Longitudinal table drains can potentially have insufficient capacity to fully convey all captured overland flow during an intense rainfall event. To reduce the capacitive demand and alleviate the need for increased drain sizes (particularly for lengthy table drains or those on a flat grade), underground drainage infrastructure can be installed to divert excess flow out of the longitudinal table drain and away from the pavement. This reduces both the time the pavement spends saturated and the likelihood of concentrated flows scouring the embankment material away. This treatment is typically used where the upstream longitudinal drain has limited opportunity to outlet its water prior to overtopping.

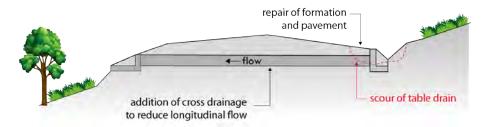


Figure 12 BT12 Addition of Cross Drainage

Table 13 BT12 Addition of Cross Drainage

Applicable asset types	Pre-disaster asset classification: - Formed, gravel or sealed roads - Footpaths				
Unit of measure	Quantity measurement: - m				
Damage description	Event-induced damage: - Asset has suffered scour of table drains, embankment, formation or pavement material due to exceedance of longitudinal drainage capacity				
Inclusions	EPAR scope includes repair of damaged formation, pavement and associated road furniture. Repair to drainage to pre-disaster standard: Reclamation of eroded material for use as general bulk fill where appropriate (I.e. reshape of embankment) Removal and dumping of contaminated or unsuitable material off-site (debris excluded, refer ST14) Carry out Priority Betterment scope of works Import of bulk fill as required to repair localised scour / erosion of embankments Preparation of underlying pavement subgrade material Importation of unbound granular material for pavement replacement to reinstate the road to the: Top of formation (for formed roads) Top of road subgrade (for gravel and sealed roads or table drains) Placement, compaction and trimming of unbound granular base course materials in keyed layers to match adjoining pavement, possessing properties consistent with the material in-place pre-disaster, or material the asset owner typically uses for maintenance in the local area to reinstate the running surface to the pre-damaged profile				

Appendix E: Priority Betterment Standard Treatments Victoria Disaster Recovery Funding Arrangements Guideline 2

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	 If pavement is sealed: Supply, spraying and compaction of bitumen seal or asphalt Line marking if and as required Brooming of adjacent sealed surface 			
Betterment inclusions	Priority Betterment scope includes introduction of additional cross-drainage units or locations: - Excavate and dispose of material removed to allow for installation of culverts - Prepare base course for culverts - Supply and install pipe culverts - Supply and install headwall unit (for precast headwalls) - Backfill with suitable material to tie design surface in smoothly with headwalls - Outlet protection works			
Exclusions	Scope excludes: - Bulk excavation of embankments or subgrade material - Pavement improvements or upgrades. Reinstated pavement is to match the design and parameters of the pre-damaged pavement			
Limitations	Limitations: - Culvert units must be proprietary precast products			
Resilience Improvements	Targeted outcomes: Increased drainage capacity, reducing velocity of downstream flows and associated scouring as well as upstream ponding overtopping pavement running surface Improved resilience and future stability of pavement through reduced moisture infiltration into pavement layers			

Appendix E: Priority Betterment Standard Treatments Victoria Disaster Recovery Funding Arrangements Guideline 2

8.7.4 Echuca Moama Torrumbarry Flood Study Community Consultation

Directorate: Infrastructure

Responsible Officer: Project Manager

Manager: Director Infrastructure

Attachments: Draft Echuca Moama Flood Study Report (separate attachment)

1. PURPOSE

To seek Council's approval to exhibit the draft Echuca Moama Flood Study Report inviting community comment and submissions to enable final review.

2. RECOMMENDATION

That Council approve exhibition of the draft Echuca Moama Flood Study Report for a minimum four-week period seeking community comment prior to final review and resubmission for Council to consider its adoption.

3. DISCUSSION

Echuca and Moama are undergoing continual and significant urban growth. Being located on the Murray River and adjacent to the junctions with the Goulburn and Campaspe Rivers, contemporary flooding information is important to enable appropriate and proper land use planning to guide their growth. The October 2022 event recorded the highest level at the Echuca Wharf since the 1867 and 1870 events. It resulted in serious flooding around and within Echuca - Moama and stress and hardship for many residents. Whilst a significant event it was still 0.55m below the statistically derived 1% Annual Exceedance Probability (100 Year ARI) event employed for development regulation. As recently experienced at Rochester and Lismore NSW and Echuca in 1870, flood levels can and do exceed the 1% AEP event although it is rare and very infrequent.

Campaspe Shire and Murray River Councils were allocated funding by their respective State Governments to conduct flood studies to update flood information for Echuca and Moama respectively focussing on the urban and growth areas affected by riverine flooding. The North Central Catchment Management Authority (NCCMA) was also allocated funding for a flood study of the Torrumbarry section of the Murray River to establish the value of levee banks in that area. In November 2017 both councils and the NCCMA resolved to undertake a joint flood study involving the Murray River from Barmah to downstream of Torrumbarry together with the lower reaches of the Goulburn and Campaspe Rivers.

Whilst the focus of the study is Echuca, Moama and the Torrumbarry levees, the hydraulic model underpinning the study stretches from Barmah, Shepparton and Rochester down the Murray River to approximately Murrabit to ensure all the relevant inflows and egress paths are adequately considered. The flood plains upstream of Echuca Moama and downstream of Torrumbarry are less accurately modelled as fine tuning of behaviour in these areas has an insignificant effect on modelled flooding in the study's focus area.

The Project comprises two components:

1. The Flood Study which models behaviour of the flood plain in its current state of development under the standard 'design' events (i.e. 20%, 10%, 5%, 2%, 1% and 0.5% Annual Exceedance Probability events and Probable Maximum Flood event) in terms of extents, depths and risks posed by those events, and

2. The Flood Plain Risk Management Plan which will investigate various mitigation options including physical works, development controls and flood warning systems and provide important intelligence for responding agencies.

The Draft Flood Study Report for the Echuca-Moama area is now complete. This study involved:

- Extensive community consultation to gather all available historical flood records including flood levels and river flows with a particular focus on the 1993, 2011 and 2016 events and 1975 Torrumbarry event,
- Development of a hydrological model to reproduce the inflows to the sections of the rivers under investigation,
- Development of an extensive computerised hydraulic model of the flood plain using state of the art technology to model flood flows over the flood plain of the section of the river system under investigation,
- Calibration of those models to reproduce the 1993, 2011, 2016 events as recorded in the
 historic information sourced during the project, (Note features in the hydraulic model were
 adjusted to reflect the state of development of the flood plain during those events. Design event
 modelling was delayed to enable detailed survey and State aerial photography information
 located in late 2021 relating to the 1993 event to be incorporated to refine calibration of the
 hydraulic model),
- Review and calibration of the hydrology and hydraulic model based on extensive new data to model the recent October 2022 event, an event the community is very familiar with,
- Statistical analysis of approximately 150 years of historical river heights at the Echuca Wharf gauge to determine levels at the wharf for the design events,
- Running a range of design flows determined by the hydrological modelling through the
 hydraulic model to reproduce each known design river height at the Echuca Wharf. Through
 this process the hydraulic model provides aggregated mapping of the extents of inundation,
 associated depths and flow velocities for each design event for the overall flood plain in its
 current state of development.

The Draft Flood Study Report summarises those investigations, provides detail of the model calibration and includes mapping associated with the calibration and design events and flood categorisation. It is intended to widely publicise and make available copies of this draft report inviting community comment and submissions to ensure there are no errors or omissions and that it accurately reflects the modelled events. Once finalised, this work will form the basis of the second component of this project – the Flood Plain Risk Management Study.

It is concluded Council and the community will be best served by publicising the Draft Echuca Moama Flood Study Report and inviting comments and submissions from the community over a four-week period. This will ensure all potentially affected members of the community have the opportunity to consider and comment prior to Council considering its adoption and that the report addresses all relevant issues and available information as far as practically as possible.

4. CONSULTATION

Internal consultation:

- Planning and Building Department
- Assets Department
- Drainage Engineering Department
- Emergency Management Department
- Communications Department
- 20 September 2023 Executive Leadership Team.

External consultation:

- State Emergency Service (Vic & NSW State and local), Goulburn Murray Water, Bureau of Meteorology, DELWP (Flood Plain Unit, Forestry & Parks), NCCMA, GBCMA, Yorta Yorta Nations, Moama Land Council, Rural Roads Victoria, Transport for NSW, NSW Department of Planning and Environment (Flood Plain Management Unit), NSW Forestry.
- Murray River and Gannawarra Shire Councils.
- Torrumbarry and Moama East stakeholders, EMTFS Reference Committee including Vic and NSW councillor, urban and rural community, and authority representatives.
- A detailed consultation program is being developed for the exhibition period. It will include
 production and distribution of 'flyers' providing a condensed overview of the study, press
 releases, advertisements, on-line presentation of the mapping and report together with 'have
 your say' pages, several one-on-one drop-in sessions and availability of hard copies including
 summaries and response boxes at strategic accessible locations. The consultation phase is
 also an important community education opportunity to explain the flood risks associated with
 the Murray, Campaspe, and Goulburn River systems.

Councillors:

- 5 October 2022 Council Briefing Session.
- 29 August 2023 Council Briefing Session
- 3 October 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Flourishing local economy

A resilient long term economy attractive to local and external investors

Resilient protected and healthy natural environment

Well managed resources for a sustainable future

Well planned places

Attractive and useable sites of importance Land and underlying infrastructure suitable for growing populations Quality, attractive recreational spaces Ability to travel safely and easily by road and rail

Growing quality of life

Children, young people and families healthy and well Inclusive, connected, culturally diverse and safe

6. POLICIES AND RELATED COUNCIL DOCUMENTS

The study has been conducted in accordance with and complies with the victorian flood plain management strategy, nsw floodplain management program and associated state guidelines. A community reference committee was established specifically for this study and wider community input has been openly sought throughout the project. This next stage of consultation is intended to further engage the broader community seeking comment on the work completed to date.

7. LEGAL AND STATUTORY OBLIGATIONS

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

The Echuca Moama Torrumbarry Flood Study Project is being undertaken in accordance with the overarching governance principles embodied in Section 9 of the Local Government Act 2020 including:

- Compliance with relevant laws,
- Giving priority to achieving the best outcomes for the community and future generations,
- Considering economic, social, and environmental sustainability and climate change risks,
- Engaging in strategic planning,
- Collaboration with neighbouring councils,
- Taking regional and State plans into account, and
- Ensuring transparency of Council's decisions in relation to flood plain management.

8. FINANCIAL IMPLICATIONS

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

There are no financial implications in undertaking the recommended community consultation beyond the approved budget for undertaking the study.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

The requirements of Section 9(2)(c) of Local Government Act 2020 have been considered.

There are very significant economic sustainability and ongoing financial implications associated with flooding from the Murray, Goulburn, and Campaspe River system.

Proper management of the floodplain is essential to the long-term economic sustainability and ongoing financial viability of the municipality to which this Study is integral.

Flooding can result in severe social impacts especially where the community and authorities are not well informed of the potential severity and associated risks. A key purpose of this study is to provide up to date information of those risks to enable the community and authorities to be better prepared for when they occur.

Further stages of this project will review flood mitigation options which may further reduce the risks associated with flooding and associated social impacts of flooding on the community.

Climate change is predicted to increase climatic extremes including the severity of floods and droughts. Modelling was conducted in accordance with the updated climate change guidelines set out in the latest version of Australian Rainfall and Runoff; the bible for flood and drainage modelling.

10. ISSUES AND RISK MANAGEMENT

Issues:

Issue 1:

The Flood Study Report clearly identifies large areas east of Echuca and Moama that form part of the Kanyapella Basin, a geomorphological feature created via the Cadel Fault uplift that are subject to periodic flooding. This area is a natural retarding basin in large flood events. Many property owners in that area may not be fully aware of their risk exposure as the October 2022 event was a significantly smaller event (approx. 0.5m lower) than the standard 'design' 1% AEP event applied to development controls.

There is limited community understanding of two events that occurred during that flood that significantly reduced flooding of properties in the Echuca Village area. A major breach of the north side lower Goulburn levee system occurred near Lock Garry when levees on both sides of the

Goulburn were very close to overtopping. Emergency repairs to the Warrugal Ck regulator that blew out were also successfully affected. Both events reduced outflows that otherwise would have occurred on the south side of the Goulburn into the Echuca Village area of the Kanyapella Basin potentially isolating and / or inundating many more properties. Consequently, the community may not understand the risk it faced in 2022 and is likely to be concerned at the facts presented by this Study.

Issue 2:

The riverine floodplain does not respect State boundaries and the local community is ill-served by inconsistencies across State borders. It is therefore important that a coordinated and consistent approach exists on both sides of the river to best serve the needs of the Echuca – Moama community.

Risk:

This project's underlying objective is to identify, explain and quantify the risks associated with flooding from the river system. Stage 2 of this project will examine how best to manage and where possible mitigate the associated risks to life and property.

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

11. CONFLICT OF INTEREST

In accordance with section 130 of the *Local Government Act 2020*, the officer preparing this report declares an interest in property within the Study area.

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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

8.7.5 Tender C23039 for Truck and Dog trailers

Directorate: Infrastructure

Responsible Officer: Plant and Fleet Officer

Manager: Manager Assets

Attachments: Confidential Attachment – Evaluation Panel Recommendation Report

1. PURPOSE

To provide the necessary information to Council to enable it to consider an award of tender C23039 on terms as set out in Contract NPN04.13 between the preferred tenderer and the Municipal Association of Victoria (MAV, as agent for Campaspe Shire Council), for the supply of trucks.

2. RECOMMENDATION

That Council approve:

- 1. The award of tender C23039 to the preferred tenderer as proposed in the confidential attachment to this report.
- 2. The signing by the Chief Executive Officer of any such documents which may be required to give effect to this resolution by Council;
- 3. The allocation of sufficient additional funds from the total budget for the 2023/24 plant and fleet replacement program (being \$26,171.40 ex GST);
- 4. The approval of a purchase order to the amount proposed by the preferred tenderer in the confidential attachment to this report by the Chief Executive Officer pursuant to this resolution by Council; and
- 5. The Chief Executive Officer to authorise any variations not greater than a cumulative total of 10% to the Purchase Order which may be required.
- 6. The publishing of the successful Tenderer name and Contract Sum on Council's website.

3. BACKGROUND

Council identified a need for two truck and dog trailers as additional assets, after evaluation of the significant annual cost of cartage. One will operate full time servicing the grading crews and the other from the Quarry catering to Council works and private sales.

A request for tender was issued via the Municipal Association of Victoria (MAV) current prequalified supplier lists.

The result of the tender process including the nomination of the preferred tenderer and contract price are provided in the confidential attachment to this report.

4. CONSULTATION

Internal consultation:

- Workshop Supervisor
- Quarry Manager

Councillors:

• September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Resilient protected and healthy natural environment

Well managed resources for a sustainable future

Enablers

Plant and fleet management

6. POLICIES AND RELATED COUNCIL DOCUMENTS

Procurement Policy 126

7. LEGAL AND STATUTORY OBLIGATIONS

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

Section 109 of the *Local Government Act 2020* (Vic) provides that Council must adhere to its Procurement Policy before entering into a contract for the supply of goods and services.

8. FINANCIAL IMPLICATIONS

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

The suitability of suppliers was tested via the Municipal Association of Victoria's original tender process, resulting in a panel of suppliers. Council has requested quotations from the panel to ensure the successful supplier's price is competitive in all the circumstances.

9. ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPLICATIONS

This purchase is over budget, due to an optional extra offered by the preferred supplier which will maximise the functionality of this equipment.

The Plant Committee have recently met to discuss the remaining 2023/24 budget for the planned plant and fleet purchasing program and have revised and re-prioritised other items for the year in light of spend which has exceeded budget on plant and fleet purchases to date.

10. ISSUES AND RISK MANAGEMENT

Risk:

Risk	Likelihood	Consequence	Rating	Mitigation action
Late delivery	Possible	Moderate	Moderate	Acting quickly upon confirmation of award so as not to further delay delivery date.
Vehicles do not meet specifications	Unlikely	Moderate	Moderate	A detailed specification sheet was completed by

				the supplier to ensure we are ordering plant which meets our needs. Any elements not meeting same upon delivery will constitute a breach of contract/warranty given by tenderer. The warranty period will cover faults.
Unsatisfactory after-sales service	Possible	Moderate	Moderate	Reference checks ensure any issues are identified. Feedback will be given via MAV in the event the supplier's service is sub-standard.
Financial Variation	Unlikely	Moderate	Moderate	The specification captures all required elements. It is considered highly unlikely that there will be any 'add-on' of which Council was unaware. Any variation to price will likely be attributed to delay.

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

11. CONFLICT OF INTEREST

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

The officer preparing this report has declared no conflict of interest with this matter.

12. CHARTER OF HUMAN RIGHTS

This report has considered and complies with the human rights and responsibilities contained in the Victorian Charter of Human Rights and Responsibilities act 2006.

13. INSTRUMENT OF DELEGATION

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

8.7.6 Road Management Plan Update

Directorate: Infrastructure

Responsible Officer: Director Infrastructure

Manager: Chief Executive Officer

Attachments: Nil

1. PURPOSE

For Council to note that the Chief Executive Officer has suspended all response times in the Campaspe Shire Council Road Management Plan (RMP), related to programmed inspections of roads and other road related infrastructure, and maintenance grading for the period Monday 18 September 2023 – Sunday 31 March 2024. After this time, the response times within the RMP will resume unless a further extension is authorised.

2. RECOMMENDATION

That Council:

- Note Council's Chief Executive Officer has suspended all response times in the Campaspe Shire Council Road Management Plan (RMP), related to programmed inspections for roads and other road related infrastructure and maintenance grading for the period Monday 18 September 2023 – Sunday 31 March 2024, with resumption of the RMP unless a further extension is authorised.
- 2. Note that a suspension still exists for maintenance grading on flood damaged roads with the time frame of 30 April 2023 to 31 October 2023 for gravel and earthen roads (defined in attachment A) and to 31 March 2024 for sealed roads (defined in Attachment A).

3. DISCUSSION

The Road Management Act (2004) ("the Act") was introduced to improve the management and coordination of road infrastructure. The purpose of the Act is to establish a coordinated management system that will promote safe and efficient road networks at state and local levels and the responsible use of road reserves for other legitimate purposes. The Road Management Plan (RMP) is prepared in accordance with Part 4, Division 5 of the Act and Code of Practice No. S201.

In accordance with Section 50 of the Act, the purpose of a Road Management Plan is to -

- establish a management system for the road management functions of the Council (as the relevant road authority) which is based on policy and operational objectives and available resources; and
- set the relevant standards or policy decisions in relation to the discharge of duties in the performance of those road management functions.

The provisions of the Plan apply to the roads listed on Council's Register of Public Roads and to the road-related assets within those roads. Council has a network of approximately 1,100 km of sealed roads; 2,051 km of gravel surfaced roads and 867 km of earth roads.

The Plan does not apply to roads which are coordinated by the Department of Transport and Planning (DoTP), or roads managed by other road authorities such as the Department of Energy, Environment and Climate Action (DEECA).

There may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the inspection, intervention, and repair levels of the Plan. These include, but are

not limited to, natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage due to a need to commit or redeploy Council resources elsewhere.

If the Chief Executive Officer (CEO) of Council has considered the impact of such an event, and determined that the Plan cannot be met, then in the spirit of Section 83 and 84 of the Victorian Wrongs Act, the CEO will advise that some, or all the time frames and responses in Council's Plan are to be suspended.

Maintenance grading activities, and other inspections will continue during the suspension period. At the end of the suspension period response times within the RMP will resume and Council's performance against these times will be measured again.

4. CONSULTATION

Internal consultation:

- Manager Operations
- Works Manager
- Works Supervisor
- Chief Executive Officer

External consultation:

Nil

Councillors:

5 September 2023 Council Briefing Session.

5. STRATEGIC ALIGNMENT

Council Plan 2021-2025

Not applicable

6. POLICIES AND RELATED COUNCIL DOCUMENTS

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

7. LEGAL AND STATUTORY OBLIGATIONS

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

8. FINANCIAL IMPLICATIONS

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

9. ECONOMIC, SOCIAL, AND ENVIRONMENTAL IMPLICATIONS

The suspension of the RMP for programmed inspections for roads and other road related infrastructure and maintenance grading has limited implications on the economic, social, and environmental sectors. The suspension relates only to response times as adopted in the RMP; Council will continue to carry out all regular works during the suspension period.

10. ISSUES AND RISK MANAGEMENT

Issues:

<u>Issue 1: Suspension of the Road Management Plan – response times for programmed inspections</u> for roads and other road related infrastructure and maintenance grading response times

Council is unable to meet the maintenance grading response times within the plan due to the buildup as a flow on affect from the Flood event in October 2022 and periods of inclement weather during the Autumn and Winter of 2023. It is therefore prudent to suspend the response times until 31 March 2024.

Risk:

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

11. CONFLICT OF INTEREST

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

The officer preparing this report has no conflict of interest to declare.

12. CHARTER OF HUMAN RIGHTS

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

13. INSTRUMENT OF DELEGATION

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

8.8 Council Information

8.8.1 Notes of Appreciation

Directorate: Communities

Responsible Officer: Community Executive Assistant

Manager: Manager Communities

1. PURPOSE

To present the notes of appreciation that Council has received since its last meeting.

2. RECOMMENDATION

That Council acknowledge the notes of appreciation as listed and convey this appreciation to the relevant parties.

1. Neil Clark, Tongala

"Thank you to the people who fixed up Sinclair Road, Tongala. They did a blood terrific job!"

2. Wayne & Julie McInnes, Echuca

"Thank you once again to the wonderful Team who continue to look after our reserve in Wisteria St Echuca West, by mowing and cutting back long grass. Your efforts are very much appreciated."

3. Rochester Secondary College

"What a year Rochester has had!"

"It has been a long hard road since the floods hit us in October last year but we are finally back in all of our buildings."

"We wish to thank you sincerely for the support you gave us during our challenging time."

"It meant a lot to the school community knowing there are people and businesses out there willing to be so generous."

4. Megan Fox, Bendigo Health

"Just wanted to touch base and say thank you for being so prompt with delivering new bins to my patient which I only put a request in on Friday afternoon."

5. Campaspe Cohuna LLEN

Thank you to the Echuca Library for their support at the Kyabram Youth Expo on 14 September.

"Over 600 students from Kyabram P-12 College, St Augustine's College, Rushworth P-12 College and Rochester Secondary College attended the expo and discovered that there are many individuals, groups and organisations who can assist them to become responsible and healthy citizens.

"This would not have been possible without your attendance, and we thank you most sincerely for your time."

6. Gabbie Stroud

"Thank you to Jenny (Echuca Library) and Cindy (Collins Books) for launching my book "The Things That Matter Most" last month at the Library in Echuca."

"It was a great event - I was delighted to see all the readers in the room and I knew I could have stayed and chatted with those audience members all night long!"

"It's such a privilege to meet readers and teachers and booksellers and librarians who will read my story and share it with others. I'm sometimes overwhelmed to think about the experience - that an idea I dreamed up might become a tangible thing that people then gather to talk about and consider. What a joy and an honour."

"So with much gratitude I thank you again for your time, organisation, effort and hospitality."

7. Kyabram Country Music Festival

"The Kyabram RV Country Music Festival Committee would like to say special thank you for the \$4000 that has been given to us towards our event. This has been greatly appreciated and allows our event to provide extra facilities for the festival."

"As the prices continue to increase this service is very valuable in helping to keep costs within our reach."

"Once again, we thank you for your assistance."

8. Narelle Kiely

"A big thank you for the beautification works done by your parks and open space team."

"For years we have been pushing for work to be done in the walkway that joins James Street and Sunset Avenue in Westside Echuca."

"Over the last couple of days they have trimmed and pruned the trees along side of the walkway and laid chip bark beside the path."

"It looks amazing. Thank you."

9. Wayne McInnes

"Thank you very much to the excellent Parks & Gardens Team for mowing our reserve in Wisteria Street. As always your efforts are greatly appreciated."

10. James Walshe

Thank you for the lightning-fast service with the removal of a dangerous tree.

11. Kyabram Deakin Residents Ratepayers & Development Group Inc. (KDRRADG)

"The KDRRADG members would like to acknowledge the Community Support Officer, Jim Gow and advise he will be greatly missed in his role at the Campaspe Shire. Jim has at all times been most approachable and assisted whenever he was able. It is most disappointing to know that he has left his position with the Shire and we hope his successor will be able to fulfil this role with the same enthusiasm and knowledge."

12. Kyabram District Men's Shed Inc

"On behalf of the members and Committee of the Kyabram Men's Shed I would like to thank Bobbi Aitken and the Shire of Campaspe very much for your grant towards purchasing a new vehicle for use by members of the Shed.

The vehicle will enable our members to continue supporting the wider community in many ways such as woodwork classes at local schools, and small projects within the Kyabram area for both individuals and organizations.

Your help is greatly appreciated."

9 Notices of Motion

10 Urgent Business

11 Confidential Business

12 Close Meeting

Pauline Gordon

Chief Executive Officer