



Notice is given that an Ordinary Meeting of Council will be held on:

Date: Tuesday, 26 November 2019
Time: 3pm
Location: Council Chambers, Serpentine

AGENDA

Ordinary Council Meeting

26 November 2019

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1 OPENING PRAYER

“Almighty God, we humbly ask you to bless this Council, direct and prosper its deliberations towards the true welfare of your people of the Shire of Loddon.”

2 ACKNOWLEDGEMENT OF COUNTRY

“The Loddon Shire Council acknowledges the Traditional Custodians of the land on which we are gathered and pays its respects to their Elders both past and present.”

3 APOLOGIES

4 DECLARATIONS OF CONFLICT OF INTEREST

5 PREVIOUS MINUTES**5.1 CONFIRMATION OF MINUTES**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council confirm:

1. The minutes of the Council Briefing of 22 October 2019
2. The minutes of the Ordinary Council Meeting of 22 October 2019
3. The minutes of the Special Council Meeting of 7 November 2019
4. The minutes of the Council Forum of 12 November 2019

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

6 REVIEW OF ACTION SHEET

6.1 REVIEW OF ACTIONS

File Number: 02/01/002
Author: Lynne Habner, Manager Executive and Commercial Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Action sheet

RECOMMENDATION

That Council receive and note the action sheet.

REPORT

Refer attachment.

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Tuesday, 12 November 2019 10:19:13 AM

Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Jackson, Janine Morrison, Sharon	Decision Reports	NEIGHBOURHOOD SAFER PLACES (PLACES OF LAST RESORT)
RESOLUTION 2019/234			
Moved: Cr Geoff Curnow Seconded: Cr Colleen Condliffe			
That Council adopt the attached Loddon Shire Council Neighbourhood Safer Places Plan - September 2019, which includes and confirms designated Neighbourhood Safer Places within the municipality in the townships of Boort, Bridgewater, Inglewood, Pyramid Hill, Serpentine and Wedderburn.			
CARRIED			
<i>8/11/2019 3:57:58 PM - Janine Jackson</i>			
Action completed by: Jackson, Janine Document as adopted has been sent for finalisation and uploading to Council's website			

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 30 September 2019
RESOLUTION 2019/235			
Moved: Cr Gavan Holt Seconded: Cr Neil Beattie			
That Council:			
<ol style="list-style-type: none"> 1. receives and notes the 'Finance report for the period ending 30 September 2019' 2. approves budget revisions included in the report for internal reporting purposes only. 			
CARRIED			
<i>28/10/2019 1:17:48 PM - Deanne Caserta</i>			
Action completed by: Caserta, Deanne For information only.			

Finalised	Division: Committee: Officer:	Council	Date From: Date To: Printed: Tuesday, 12 November 2019 10:19:13 AM
Action Sheets Report			

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Southcombe, David Phillips, Steven	Decision Reports	Building Asset Management Plan
RESOLUTION 2019/236			
Moved: Cr Gavan Holt			
Seconded: Cr Colleen Condliffe			
That Council adopt the Building Asset Management Plan			
CARRIED			
<i>8/11/2019 3:34:18 PM - David Southcombe</i>			
Action completed by: Southcombe, David			
Document as adopted sent for finalisation and loading onto Council's website.			

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Southcombe, David Phillips, Steven	Decision Reports	Section 173 Agreement with Airedale Powlett Pty Ltd
RESOLUTION 2019/237			
Moved: Cr Colleen Condliffe			
Seconded: Cr Geoff Curnow			
That the following document be executed under the Common Seal of the Council:			
<ul style="list-style-type: none"> agreement pursuant to section 173 of the Planning and Environmental Act 1987 (Vic) between Loddon Shire Council and Airedale Powlett Pty Ltd ACN 116 776 571 			
CARRIED			
<i>8/11/2019 4:12:21 PM - David Southcombe</i>			
Action completed by: Southcombe, David			
The agreement has been executed under the Common Seal of Council and returned to Beck Legal for filing against the property parcel.			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Tuesday, 12 November 2019 10:19:13 AM

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Southcombe, David Phillips, Steven	Decision Reports	Section 173 Agreement with Orana Agriculture Pty Ltd
RESOLUTION 2019/238			
Moved: Cr Neil Beattie Seconded: Cr Geoff Curnow			
That the following document be executed under the Common Seal of the Council:			
<ul style="list-style-type: none"> Agreement pursuant to section 173 of the Planning and Environment Act 1987 (Vic) between Loddon Shire Council and Orana Agriculture Pty Ltd ACN 614 128 800 			
CARRIED			
<i>8/11/2019 4:12:26 PM - David Southcombe</i>			
Action completed by: Southcombe, David			
The agreement has been executed under the Common Seal of Council and returned to Beck Legal for filing against the property parcel.			

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Coombes, Christine Pinyon, Phil	Decision Reports	Statutory Meeting and Election of Mayor
RESOLUTION 2019/240			
Moved: Cr Neil Beattie Seconded: Cr Gavan Holt			
That Council:			
<ol style="list-style-type: none"> nominate Councillor Cheryl McKinnon to be Mayor Elect of the Loddon Shire 2019/20 confirm the date, time and venue for the Statutory Meeting 2019 be held on Thursday 7 November at the Pyramid Hill Bowling Club review its representation on Council Committees and advise of any changes. 			
CARRIED			
<i>28/10/2019 12:58:42 PM - Christine Coombes</i>			
Action completed by: Coombes, Christine			
The venue has been booked for the Special Council Meeting and details advertised.			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Tuesday, 12 November 2019 10:19:13 AM

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Morrison, Sharon Morrison, Sharon	Compliance Reports	Adoption of the Annual Report for the period ending 30 June 2019
RESOLUTION 2019/242			
Moved: Cr Colleen Condliffe			
Seconded: Cr Geoff Curnow			
That Council approves the Loddon Shire Council Annual Report for the period ending 30 June 2019.			
CARRIED			
29/10/2019 12:08:30 PM - Sharon Morrison			
Action completed by: Morrison, Sharon			
Annual Report has been circulated to key stakeholders.			

Meeting	Officer/Director	Section	Subject
Council 22/10/2019	Gladman, Wendy Gladman, Wendy	New Item	Letter of Support for Tarnagulla Resilience Project
RESOLUTION 2019/254			
Moved: Cr Geoff Curnow			
Seconded: Cr Colleen Condliffe			
That Council write a letter of support for the Tarnagulla Resilience Project group for an application to the Bushfire and Natural Hazards Cooperative Research Centre for continued funding and implementation of research findings.			
CARRIED			
28/10/2019 1:24:26 PM - Wendy Gladman			
Action completed by: Gladman, Wendy			
Letter of support completed and forwarded to requesting member of Tarnagulla Resilience Project			

7 MAYORAL REPORT

7.1 MAYORAL REPORT

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Mayoral Report

REPORT

The Mayor will present a report at the meeting.

8 COUNCILLORS' REPORT

8.1 COUNCILLORS' REPORTS

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Councillors' reports

REPORT

Each Councillor will present a report at the meeting.

9 DECISION REPORTS**9.1 PROPOSED PROCUREMENT STRATEGY 2019-2021**

File Number: 06/02/008
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Draft Procurement Strategy 2019-2021 v1

RECOMMENDATION

That Council adopts the Procurement Strategy 2019-2021 v1.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council has discussed the proposed Procurement Strategy 2019-2021 (the strategy) at the November 2019 Council Forum.

BACKGROUND

This is the first time a procurement strategy (or procurement framework) has been developed for Council. It will be used as a key resource document to identify, track and report on the actions highlighted through various audits, reviews and inquiries. Overall these actions will assist Council to become more compliant with its procurement practices.

ISSUES/DISCUSSION

The strategy outlines Loddon Shire Council's (Council's) strategic approach to procurement over the next two financial years – 2019/20 and 2020/21. This timeframe was selected to align with the current Council Plan which spans 2017-2021.

The strategy was informed by two key documents:

1. Strategic Procurement Review 2017 - a review undertaken in 2017 by the Director of Corporate Services, Sharon Morrison and approved by Council on March 2018; and
2. MAV LEAP Program Review 2018 - Council joined the LEAP Program run by ArcBlue in 2018 and an initial assessment of Council's procurement maturity level was undertaken.

These documents included 66 recommendations and actions for Council to build and enhance its procurement capabilities. To date just less than half have been completed.

The strategy and associated action plan incorporate further actions and recommendations from these and other documents. Consideration is given to what a realistic level of achievement would be over a two year period. The remaining actions and recommendations are intended to be included in the next Procurement Strategy 2021-2025.

The strategy outlines:

- the cost and benefits to Council of the strategy
- risks of implementing and not implementing the strategy
- alignment with Council Plan objectives
- the strategic framework, components and dimensions

- objectives of the proposed strategy.

It also outlines an action plan with 23 actions and proposed timelines in which they are to be completed.

COST/BENEFITS

The majority of the actions required to achieve the strategy objectives will be undertaken by the existing procurement team. Input and time will also be required from different Council department staff, consistent with a centre led approach to procurement.

Costs to Council are expected to be primarily in the area of technology and the implementation of new systems.

Achievement of the strategy objectives will result in the following significant benefits to Council:

- increased efficiency in procurement processes
- greater transparency of transactions
- improved governance of the procurement process
- reduced opportunity for fraud and corruption
- better contract management to ensure delivery of ordered goods and/or services
- improved internal audit outcomes
- reduced risk of compliance issues
- reduced risk of reputational damage resulting from external investigation
- a centre-led procurement approach
- streamlined processes which result in time saving for staff who can redeploy to other value add tasks
- increased management and procurement reporting capabilities to enhance management of departmental budgets and Council spend.

RISK ANALYSIS

The risks associated with implementing or not implementing this strategy is outlined in the attachment. Overall potential risks of not implementing the strategy far out-weigh the risks of implementing the strategy.

CONSULTATION AND ENGAGEMENT

The document has been subject to the normal approval process of Policy Review Group, Management Executive Group and Council Forum prior to presentation in the Council Meeting Agenda.

LODDON SHIRE COUNCIL

PROCUREMENT STRATEGY 2019- 2021



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director of Corporate Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Procurement Policy Best Practice Procurement Guidelines Council Plan 2017-21 Strategic Procurement Service Delivery Review 2017 MAV LEAP Program Review 2018 ArcBlue Improving Aboriginal procurement in local government Report
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document2

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

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1 PURPOSE

The Procurement Strategy (Strategy) outlines Loddon Shire Council's (Council's) strategic approach to procurement over the next two financial years – 2019/20 and 2020/21. This timeframe was selected to align with the current Council Plan which spans 2017-2021.

The Strategy was informed by two key documents:

1. Strategic Procurement Review ('SPR') - a review undertaken in 2017 by the Director of Corporate Services, Sharon Morrison and approved by Council on March 2018; and
2. MAV LEAP Program Review ('MLP') 2018 – Council joined the LEAP Program run by ArcBlue in 2018 and an initial assessment of Council's procurement maturity level was undertaken.

These documents included 66 recommendations and actions for Council to build and enhance its procurement capabilities. To date 28 have been completed (refer to Appendix 1).

The Strategy and associated action plan incorporate 22 further actions and recommendations from these and other documents. Consideration is given to what a realistic level of achievement would be over a two year period. The remaining actions and recommendations are intended to be included in the next Procurement Strategy for 2021-2025.

2 BUDGET IMPLICATIONS

2.1 Cost to Council

The majority of the actions required to achieve the strategy objectives will be undertaken by the existing procurement team. Input and time will also be required from different Council department staff, consistent with a centre led approach to procurement.

Costs to Council are expected to be primarily in the area of technology and the implementation of new systems. These costs are detailed below in Section 8 – Costing and funding of actions.

2.2 Benefits for Council

Achievement of the Strategy objectives will result in the following significant benefits to Council:

- increased efficiency in procurement processes
- greater transparency of transactions
- improved governance of the procurement process
- reduced opportunity for fraud and corruption
- better contract management to ensure delivery of ordered goods and/or services
- improved internal audit outcomes
- reduced risk of compliance issues
- reduced risk of reputational damage resulting from external investigation
- a centre-led procurement approach
- streamlined processes which result in time saving for staff who can redeploy to other value add tasks
- increased management and procurement reporting capabilities to enhance management of departmental budgets and Council spend.

Actual savings in goods, services, works and assets procured are difficult to quantify, but a savings target of \$100,000 per annum across Council procurement is considered achievable in the first year after full implementation of the Strategy i.e. the year ended 30 June 2022. This amount offsets the full cost of employment of the Procurement Coordinator.

A register of soft savings (savings expected to be delivered by a contract through efficiencies) and hard savings (estimated or actual dollar savings expected to be delivered by a contract) will be developed and maintained to enable regular reporting on savings achieved by centre led procurement.

3 RISK ANALYSIS

The risks have been divided into two categories – the potential risks of implementing the strategy and the potential risks of not implementing the strategy.

3.1 Potential risks of implementing the strategy

Risk	Likelihood	Consequence	Overall Rating
Cost to implement action items may exceed estimates.	Possible (C)	Minor (2)	Medium (8)
Existing software and technology is unable to support strategy initiatives such as Key Performance Indicator (KPI) reporting.	Possible (C)	Minor (2)	Medium (8)
Low stakeholder buy-in to enable achievement of the strategy.	Possible (C)	Minor (2)	Medium (8)
Unrealistic timeframes set for objective actions.	Possible (C)	Minor (2)	Medium (8)

3.2 Potential risks of not implementing the strategy

Risk	Likelihood	Consequence	Overall Rating
Procurement policies and procedures are not robust enough to adequately mitigate compliance risk.	Possible (C)	Moderate (3)	Medium (13)
Procurement policies, procedures and internal controls are not robust enough to adequately mitigate the risk of fraud and corruption.	Possible (C)	Major (4)	High (18)
Council does not have sufficient information on procurement performance indicators, including visibility across spend categories to ensure that best value is being obtained.	Possible (C)	Minor (2)	Medium (8)
Non-conforming tender and contract management practices.	Possible (C)	Moderate (3)	Medium (13)
Council will not progress from the 'developing' stage to the 'advanced' stage.	Possible (C)	Moderate (3)	Medium (13)
Key reportable actions set by external bodies are not completed in a timely manner.	Possible (C)	Major (4)	High (18)

Potential risks of not implementing the strategy far out-weigh the risks of implementing the strategy. Mitigation of the risks in section 3.1 are included in the action plan.

4 PROCUREMENT STRATEGY 2019-2021

4.1 Context

In March 2018 a procurement maturity level assessment was conducted and established that Council was at the 'emergent' stage of the procurement maturity model.

At this time, procurement activities were largely decentralised and several compliance gaps had been identified.

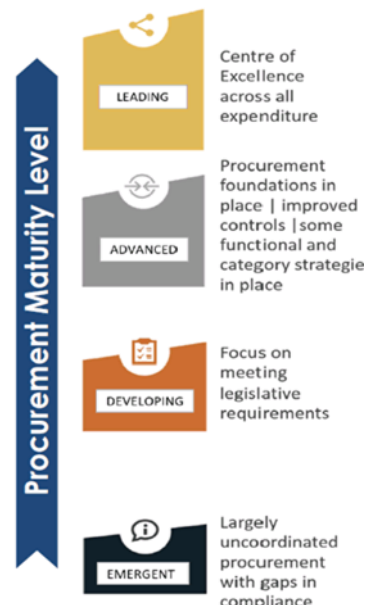
In September 2019, a reassessment of Council's procurement maturity level was undertaken and identified that Council has moved from 'emergent' to 'developing'. (See adjacent diagram for explanation of stages.)

The Strategy aims to progress Council from 'developing' to 'advanced' stage.

The Procurement Strategy for 2021-2025 would then seek to bring Council into the 'leading' stage.

4.2 Alignment with Council Plan Strategic Objectives

The objectives in this Strategy and associated action plan have been developed to ensure that they align with and support the achievement of Council Plan objectives. Consideration was given to how the procurement function can contribute to achieving Council's strategic objectives.



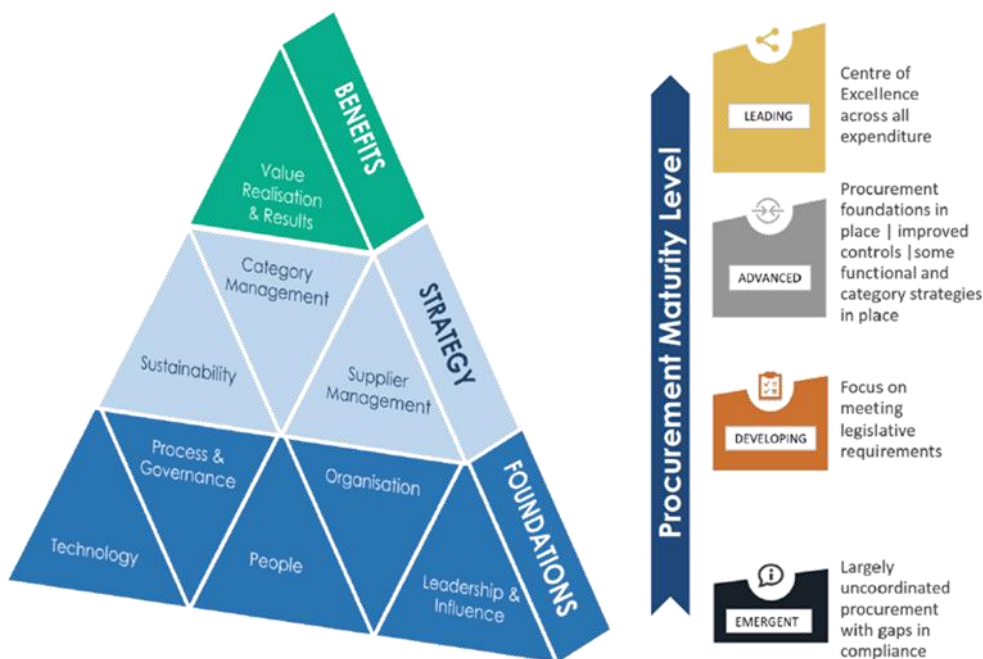
Strategic theme	How will procurement contribute to business success
Population - Grow and invigorate Loddon's population	Procurement activities support Council to ensure best value is achieved in providing high standard infrastructure, facilities, services and programs to the community.
Economic prosperity - Support development of a prosperous and diverse economy	<p>Procurement supports and promotes the use of local suppliers as a priority for procurement of goods, services, works and assets.</p> <p>Local suppliers are encouraged to participate in Council's Vendor Panels.</p> <p>Procurement supports local suppliers to register on Council's e-procure system and provides training to support their understanding of Council's compliant supplier requirements.</p>

Strategic theme	How will procurement contribute to business success
Liveability - Develop attractive, vibrant and well serviced communities	Procurement activities ensure best value is obtained for Council and community in the creation and delivery of attractive, vibrant and well serviced communities.
Sustainability - Provide leadership which contributes to the sustainability of our region	Procurement activities and decisions include consideration of environmental, economic and social impact.
High performance organisation - Implement frameworks which enable sound decision making and support a high performing and customer focused organisation	Procurement processes and procedures are efficient and compliant. Council employs a best practice approach to procurement activities wherever possible.

4.3 Strategic framework

The strategic framework is based on the ArcBlue Procurement Excellence Dimensions Model (the Model). Procurement maturity increases as an organisation develops its capabilities in each of the nine dimensions of the Model.

There are three components to the Model: Foundation, Strategy and Benefits. This Strategy aligns predominantly with the Foundation components and some Strategy and Benefits components. The Benefits component will have an increased focus in the 2021-2025 Strategy.



4.4 Foundation components

4.4.1 Leadership and influence

This dimension assesses the influence and leadership of procurement across the Council. A mature and well developed capability will be evident by procurement being led by the Management Executive Group ('MEG') and as a strategically significant function across all areas of Council.

4.4.2 Organisation

A mature and well-developed organisation should display a clear, concise and MEG endorsed organisational structure outlining how procurement will operate.

Procurement should have wide influence across the organisation and be aligned with the strategic goals of the organisation. The resource plan should recognise the skills and number of staff required to achieve this.

This dimension analyses if Council has the most appropriate structure to achieve the business goals.

4.4.3 People and skills

This dimension assesses the level of skills held by the people conducting procurement and the appropriateness of resourcing. This includes those in procurement as well as those conducting procurement processes throughout the Council.

A mature system will have skills assessment and training in place in a structured and monitored manner. Training will be designed to deliver the skills needed to all staff to conduct their particular processes and supported by ongoing professional development.

4.4.4 Process and governance

This dimension focuses on the systematic compliance auditing and accountability frameworks of Council.

This dimension assesses those frameworks effectiveness to drive the right process and behaviours to achieve strategic outcomes for Council.

A mature organisation will have efficient systems that guide and control processing aspects of compliance and risk management frameworks.

4.4.5 Technology

This dimension assesses the utilisation of systems to manage and extract data to inform and drive strategic procurement decisions.

A mature organisation would have the ability, via its technology platform, to view and analyse data enabling the establishment of a comprehensive framework for strategic development and improvement in organisational performance. Systems will also exist to automate and improve the efficiency of "procure to pay" and contract management processes.

Superior systems will link procurement data to other relevant data (such as asset management data) to drive strategic outcomes.

4.5 Strategy dimensions

4.5.1 Supplier management

This dimension assesses the maturity of supplier relationship management and the ability of Council to achieve mutually beneficial outcomes with suppliers.

A mature organisation will understand the 360 degree relationship with all suppliers. Appropriate supplier management strategies will be in place particularly for strategically critical areas of spend. Contracts will be managed through service level agreements, KPIs and other appropriate reporting frameworks.

4.5.2 Category management

This dimension assesses Council's maturity in categorising spend and procurement activity in order to manage spend in an efficient and effective manner.

This dimension assesses the extent and quality of category strategies and how well Council is influencing supply markets to deliver value for money outcomes.

A mature organisation will have a category structure that allows suppliers to be grouped by category and sub-category. Data mapping and the ability to view, sort and interrogate information will be available to provide insights and inform strategic decisions.

Category strategies must be built on more than accumulated spend, they should include market analysis, risk, influence, innovation, alignment and other factors as appropriate to the organisation, category and the market.

4.5.3 Sustainability

This dimension assesses Council's maturity and recognition of the triple bottom line (TBL) - economic, environmental and social, including local spend and Aboriginal procurement. Organisations that consider these aspects recognise there are procurement drivers beyond price alone to deliver business objectives. A mature organisation will understand the areas it can influence and will have policies, objectives and measures to monitor and assess sustainability.

Council invests in local economic, social, environmental or other corporate social responsible areas and links procurement to these as a means of achieving outcomes.

Economic sustainability refers to procurement practices that support local businesses and economic diversity in the municipality.

Environmental sustainability refers to procurement practices that contribute to positive environmental outcomes, maximising long-term benefits for the community (including reducing resources, consumption and minimising waste during the procurement life cycle).

Social sustainability refers to procurement practices that promote positive social outcomes in the municipality. Council may strategically use an appropriate procurement opportunity to generate targeted employment for a specific population group. Examples include Aboriginal and Torres Strait Islanders, people with a disability, the long-term unemployed, culturally and linguistically diverse groups and youth.

This Strategy focuses primarily on economic sustainability. Whilst Council has commenced work in building its capabilities in the area of social sustainability through participation in a regional Aboriginal procurement project, it is expected that this will be developed further in the next Procurement Strategy.

4.6 Benefits dimension

4.6.1 Value Realisation & Results

This dimension assesses how well KPIs, savings, process improvements, good governance and other benefits are identified, measured and tracked.

5 VISION

To provide a high quality, fit-for-purpose procurement service which will provide best value for the Council and will support Council in the delivery of its strategic objectives.

6 OBJECTIVES

In this section, each dimension is given a Loddon focus – strategic objective; past and current performance and future goal.

6.1 Leadership and influence

Procurement is high on the MEG agenda and is a strategically significant function across all areas of Council.

Performance		Target
2018	2019	2020
7	33	47

6.2 Organisation

The procurement function is centre led and its activities support the strategic objectives in the Council Plan.

Performance		Target
2018	2019	2020
10	52	62

6.3 People and skills

Staff involved in the procurement process have the appropriate capabilities and skills to effectively perform the procurement activities required by Council.

Performance		Target
2018	2019	2020
4	31	39

6.4 Process and governance

Procurement activities are efficient, compliant with all applicable legislation and regulations and reflect the highest levels of probity.

Performance		Target
2018	2019	2020
30	36	48

6.5 Technology

Technology is used wherever possible to automate key procurement activities and increase efficiency and compliance.

Performance		Target
2018	2019	2020
21	57	63

6.6 Supplier management

Relationships are developed with suppliers to help them understand legislative requirements and to help achieve best results on supply of all goods and services for the community.

Performance		Target
2018	2019	2020
7	10	20

6.7 Category management

Council spend is categorised and reported on to enhance management of spend in an efficient and effective manner.

Performance		Target
2018	2019	2020
7	15	35

6.8 Sustainability

Council promote sustainable procurement practices through associated policies and procedures.

Performance		Target
2018	2019	2020
17	26	42

6.9 Value Realisation &Results

Council identifies, measures and tracks KPIs, savings, process improvements, good governance and other benefits.

Performance		Target
2018	2019	2020
0	8	63

7 ACTION PLAN

Objective 1 - Procurement is high on the MEG agenda and is a strategically significant function across all areas of Council.

Actions	By when?
1.1 – Develop a simple set of KPIs to measure procurement performance covering areas such as spend, compliance and sustainability elements. Performance against KPIs will be reported to MEG regularly to ensure visibility at Executive level.	30 June 2020
1.2 - Build a procurement plan that schedules all budgeted projects, new contracts and contracts due for renewal. All procurement should be planned and timed against available resources. Reactive procurement should be rare.	30 June 2021

Objective 2 - The procurement function is centre led and its activities support the strategic objectives in the Council Plan

Actions	By when?
2.1 - Implement a centre led approach to managing procurement to minimise risk to the organisation.	Ongoing
2.2 - Provide the procurement team with an opportunity to have involvement with request for tenders (RFT) to ensure that good procurement practices are considered.	30 June 2020
2.3 - Create a documented request for quote (RFQ) procedure to ensure procurement has oversight of RFQ compliance.	30 June 2020
2.4 - Investigate current collaborative procurement practices and actively encourage internal procurement collaboration and spend aggregation.	30 June 2020
2.5 - Identify key internal procurement stakeholders and establish an informal network and communications program focused on key aspects of procurement strategy, framework and practices. Establish a Terms of Reference for an Internal Procurement Network.	31 January 2019

Objective 3 - Council staff involved in the procurement process have the appropriate capabilities and skills to effectively perform the procurement activities required by Council.

Actions	By when?
3.1 Establish a consolidated procurement training calendar that can be accessed by all staff and management. The calendar should be a 'live' calendar that continues to be monitored and updated by management with the assistance of the Learning and Development Officer.	30 November 2019

Objective 4 - Procurement activities are efficient, compliant with all applicable legislation and regulations and can withstand the closest possible audit scrutiny.

Actions	By when?
4.1 - Review and strengthen Procurement Policy and Procedures.	Annually
4.2 - Develop standard contractual documentation to suit a range of projects.	30 June 2020
4.3 - Establish vendor panels to improve organisational efficiency.	30 June 2020
4.4 - Finalise Contract Management Framework.	30 November 2019
4.5 - Develop a basic guide for undertaking procurement activities within the organisation and provide to all relevant new employees as part of their induction process. Consider the use of e-learning to deliver this induction.	30 June 2020

Objective 5 –Technology is used wherever possible to automate key procurement activities and increase efficiency and compliance.

Actions	By when?
5.1 - Develop and implement new chart of accounts.	31 December 2019
5.2 - Implement an electronic purchase order system.	31 December 2019
5.3 - Purchase and implement new finance software to allow for increased efficiency and transparency.	Subject to RCTP* timelines
5.4 - Engage and gain input from procurement into the feasibility, planning and implementation phases of projects that involve new or updated procurement technologies.	Ongoing
5.5 - Identify procurement technology skills gaps for procurement staff and undertake an upskilling program targeted at increasing capability across all these staff.	Annually

* Rural Councils Transformation Program

Objective 6 – Relationships are developed with suppliers to help them understand legislative requirements and to help achieve best results on supply of all goods and services for the community.

Actions	By when?
6.1 Review all key contracts and agreements to ensure that basic service level agreements (SLAs), meeting and reporting framework is in place. SLAs or meeting requirements should be stated at the Request For (various documents) (RFx) stage.	30 June 2020

Objective 7 – Council spend is categorised and reported on to enhance management of spend in an efficient and effective manner.

Actions	By when?
7.1 - Review data sources and establish regular access to expenditure and contract information and other key data sets.	30 June 2021
7.2 - Implement the standard category coding structure within the organisations finance system.	30 June 2020

Objective 8 - Increase Council's percentage of spend and number of suppliers purchased from in the Loddon region.

Actions	By when?
8.1 - Review Council's tender and quotation templates and systems and update to incorporate sustainable procurement expectations.	30 June 2020

Objective 9 - Council identifies, measures and tracks KPIs, savings, process improvements, good governance and other benefits.

Actions	By when?
9.1 – Implement actions in this Strategy.	30 June 2021

8 COSTING AND FUNDING OF ACTIONS

Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
5.1 Develop and implement new chart of accounts (software upgrade).	\$25,000	\$0	\$25,000	Council	31 December 2019
5.2 Implement an electronic purchase order system (additional software).	\$45,000	\$0	\$45,000	Council	31 December 2019
5.3 Purchase and implement new finance software to allow for increased efficiency and transparency (software replacement).	N/A RCTP	N/A RCTP	\$0	RCTP	30 June 2020
5.4 Provide ongoing procurement training to staff with procurement responsibilities.	\$20,000	\$0	\$20,000	Council	Annually

APPENDIX 1: COMPLETED ACTIONS/RECOMMENDATIONS TO DATE

Actions	Dimension
Develop a Procurement Framework.	Organisation
Engage a procurement specialist to support people, policies, procedures and systems.	Organisation
Purchase and implement contract management system.	Technology
Establish an online tendering process.	Technology
Deliver training on procurement including tender evaluation, conflict of interest, signing documentation, the importance of filing all contract documentation on the organisation's Electronic Document and Records Management System (EDRMS), contract management, signing and sealing of contracts, secondary employment.	People and Skills
Review the Staff, Volunteer and Contractor Code of Conduct in relation to secondary employment/business and conflicts of interest.	Process and Governance
Review the Corporate Credit Card Policy and procedure to ensure it meets reasonable and practical standards and ensure staff are aware of the standards.	Process and Governance
Participate in MAV LEAP Program.	Leadership and Influence
Develop a reporting program to raise awareness and understanding of procurement issues, using techniques such as: benchmarking, compliance reporting, savings reporting, internal marketing and communications.	Leadership and Influence
Develop an internal communications program to promote Procurement as the lead for all procurement and advice requirements via use of intranet, newsletters and social media.	Leadership and Influence
A basic training strategy should be developed to ensure a range of systems and training that may include e-learning, face to face or distant learning options. This training should be scheduled as part of an annual training calendar.	Leadership and Influence
Create a documented Purchase Order Procedure to ensure procurement have oversight of purchase order compliance.	Organisation
Undertake a review of procurement to highlight key risks and opportunities in relation to savings, value for money, opportunity for fraud, governance, probity, legislation, contract management, supplier management, etc. to build a business case for a procurement unit.	Organisation
Undertake a review of procurement resources to highlight key	Organisation

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Actions	Dimension
risks in relation to savings, value for money, opportunity for fraud, governance, probity, legislation, contract management, supplier management, etc. to build a business case for appropriate procurement resources.	
Review what specific qualifications are best suited to the position and build a business case to demonstrate the return on investment of having a suitably qualified senior procurement position.	Organisation
Review the requirements of the role to meet the procurement needs of the organisation into the future. Job descriptions should list the preferred amount of experience required for future recruitment of the role.	Organisation
Create regular (annual) performance appraisals and ensure specific reference is made to professional development that will identify the gaps and record how those gaps will be addressed.	People and Skills
Review e-learning features and benefits and consider business case for procurement specific training and potentially staff inductions. E-learning should be considered part of a blended learning experience for staff.	People and Skills
Consult with Chartered Institute of Procurement and Supply or other industry associations to gain an understanding of face to face training modules and options available. Create a business case for the introduction of training and ensure a budget is made available to provide opportunities for all relevant staff. Consider regional training with other organisations to assist cost minimisation.	People and Skills
A review of professional development paths should be undertaken in consultation with staff. A business case and professional development plan should be developed to ensure staff are receiving ongoing development that will benefit the organisation.	People and Skills
Establish clear roles and responsibilities for the procurement and contract management staff at each stage of the procurement and contract process. Consider the use of RACI (Responsible, Accountable, Consulted, Informed) matrix to assist all shareholders.	Process and Governance
Communicate and provide guidance to senior and line management across the organisation on the requirement for them to ensure all their staff have been briefed on procurement related internal policies, procedures and systems relevant to their position.	Process and Governance
Upload current procurement policy and procedural documentation, templates and guidance to the intranet.	Process and Governance

Actions	Dimension
Investigate e-tendering options and implement an e-tendering system that best suits the organisation's needs.	Technology
Incorporate a system based monitoring and review program into the Corporate Credit Card Program. Stakeholder engagement with banks, card providers, card users and other organisations should be considered to ensure leading practice administration and management of cards is being utilised.	Technology
Include Local Business Support into Procurement Policy and associated procedure. Procurement should be responsible for or included in its development.	Sustainability
Include social procurement (local, social inclusion, employment and training) activities into the Procurement Policy and associated procedure. Procedure should be responsible for or included in its development.	Sustainability

REFERENCES

1. Strategic Procurement Review - a review undertaken by the Director of Corporate Services, Sharon Morrison and approved by Council on March 2018.
2. MAV LEAP Program Review 2018 – Council joined the LEAP Program run by ArcBlue in 2018 and an initial assessment of Council's procurement capabilities was undertaken.
3. Draft ArcBlue Procurement Strategy and High Level Implementation Roadmap – Tony Kerr, ArcBlue.

9.2 DISPOSAL OF COUNCIL ASSETS POLICY

File Number: 08/01/005
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Disposal of Council Assets Policy v1

RECOMMENDATION

That Council adopts the Disposal of Council Assets Policy v1.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first version of the Disposal of Council Assets Policy (Policy). This Policy was discussed at the Council Forum on 12 November 2019.

BACKGROUND

During a recent internal audit review it was highlighted that Council did not have a policy document that provides guidance for the disposal of council assets. This Policy has been drafted using samples from other Council and relevant asset documents.

ISSUES/DISCUSSION

The Policy applies to any person or persons responsible for the identification of assets that are no longer 'fit for purpose' and require disposal or rationalisation. Effective application of this policy will ensure that any disposal of Council's assets is carried out in a transparent, fair, independent and open manner. All asset sale actions must adhere to the Levels of Authority Delegations.

Before any request to dispose of or rationalise an asset is submitted from the relevant department, the relevant officer must ensure that the request is appropriate and must consider a number of defined items as described in the Policy.

The Policy also provides options for the method of disposal, requirements for land and property sales under the Local Government Act 1989, consultation required and the risk the buyer takes for assets.

COST/BENEFITS

There are no direct costs associated with adoption of the Policy; however there may be additional income earned with a variety of options now available for the disposal of assets.

RISK ANALYSIS

A statement has been included in the Policy to outline that all prospective buyers must be advised in writing that the asset is disposed of, with any faults, at the buyer's risk ('as is where is'). Buyers are to rely on their own investigations regarding the condition and function of the asset and Council will not be responsible for any repairs to or maintenance of the asset.

CONSULTATION AND ENGAGEMENT

The document has been drafted by the Finance Department and was reviewed by relevant asset stakeholders and the Loddon Leaders during the drafting stage. The Policy Review Group and

Management Executive Group have also reviewed the Policy and Council discussed the proposed policy at a Council Forum in November.



DISPOSAL OF COUNCIL ASSETS POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Asset Management Policy
RELATED LEGISLATION:	Local Government Act 1989 Goods and Services Tax Act 1999
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\Policies\Ready for approval\POL Disposal of Council assets with PRG comments v1.docx

Policy documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the policies on the Loddon Shire website (Council Policies) or Intranet (Organisational Policies) to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.



DISPOSAL OF COUNCIL ASSETS POLICY

1 PURPOSE

The purpose of this policy is to provide direction to Council staff when disposing of Council assets.

2 SCOPE

This policy applies to any person or persons responsible for the identification of assets that are no longer 'fit for purpose' and require disposal or rationalisation. Effective application of this policy will ensure that any disposal of Council's assets is carried out in a transparent, fair, independent and open manner. All asset sale actions must adhere to the Levels of Authority Delegations.

3 POLICY

3.1 Considerations prior to request to dispose of an asset

Before any request to dispose of or rationalise an asset is submitted from the relevant department, the relevant officer must ensure that the request is appropriate and must consider (where applicable) the following:

- utilisation of the asset
- usability of the asset
- current market value of the asset
- ongoing cost to maintain the asset to a reasonable standard
- appropriate timing of disposal to maximise return for Council
- duplication of the asset or the service provided by the asset
- if the asset is surplus to the needs of Council
- potential risk of ownership, e.g. contains environmentally sensitive or hazardous material
- impact the disposal of the asset may have on the community
- any cultural or historical significance of the asset
- the remaining useful life of the asset
- compliance with Council's Procurement Policy
- donating or gifting of assets when the asset is no longer fit for Council purposes, or when the financial realisation of the asset is minimal
- risk analysis of the proposed asset disposal or rationalisation
- the asset does not contain confidential documents, software, licencing implications or associated material (e.g. on items such as computers and tablets)
- conflict of interest (that the officers involved in the disposal process have no conflict of interest e.g. membership of relevant committees, receive financial benefits from the use or disposal of the asset)
- internal financial controls and transparent asset management and disposal practices.

3.2 Methods of disposal

Council officers will manage, where appropriate, the disposal or rationalisation of the asset in the most cost effective manner, through one of the following methods:

Disposal method	Rationale	Asset type
Trade-in	Trading in equipment as part of another purchase or plant rationalisation process	Plant, furniture and minor equipment
Expression of interest	Seeking expressions of interest from buyers	Land (vacant or including buildings as



DISPOSAL OF COUNCIL ASSETS POLICY

Disposal method	Rationale	Asset type
		referred to in section 3.3), plant, furniture and minor equipment
Open tender	Openly seeking bids through a tender process	Land (vacant or including buildings), plant, furniture and minor equipment
Sale or public auction	Upon obtaining a current valuation, procure the services of a real estate agent or auctioneer and advertising for sale or auction through the local paper and where appropriate, a paper circulating in Victoria, ensuring open and effective competition that maximises returns for Council (following compliance with Council's Procurement Policy and relevant requirements of the Local Government Act 1989)	Land (vacant or including buildings), plant and furniture
Demolish/recycle	Depending on the condition and potential future usability of the asset, the value of the asset may be written off and the asset disposed of if the asset is beyond economical repair	Minor equipment
Charity/gifting	Donation of Council owned assets to a non-profit organisation	Minor equipment

Selection of a suitable disposal method will include consideration of:

- the public demand and interest in the asset
- the method most likely to return the highest revenue to Council
- the value of the asset
- whether it is light vehicle or heavy plant and equipment
- the costs of the disposal method compared to the expected returns and
- compliance with statutory and other obligations.

Councillors and Council officers will not be permitted to purchase assets being disposed of by Council unless the purchase is via an open tender or public auction process.

Donations of surplus or redundant assets may only be made with the authority of the CEO (fleet and major plant and other items valued over \$10,000) or relevant delegated officer in accordance with the Levels of Authority Delegations (other items valued under \$10,000) and only after exploring all avenues for recouping a fair value for Council or any alternate use within Council. Council officers should only consider donations in response to a formal written request. In considering any request, officers should keep in mind the following:

- community groups should receive equitable treatment to avoid possible claims of bias
- the asset manager will investigate to ensure the group is non-profit and that the intended use of the asset is non-commercial (i.e. non-profit)
- where the donation is seen as appropriate but there is a potential claim of bias, the matter should be referred to the director of the department where the asset sits, who will adjudicate the claim or refer the matter to the CEO and
- the charity/community group should facilitate the removal of the asset themselves.



DISPOSAL OF COUNCIL ASSETS POLICY

3.3 Sale of Council land and property

To commence the process of selling land and property (including structures), a report to Council seeking a resolution under Section 189 of the Local Government Act 1989 and outlining Council's obligations must be developed. Council officers must record and provide justification for utilising a specific disposal method (e.g. sale, expression of interest, auction) where it uses a disposal method other than a tendering process.

A check must be carried out to ensure assets do not contain:

- additional items not intended for sale
- confidential documents (records, files, papers)
- documents on Council letterhead which may be used for fraudulent purposes
- hard drives with Council specific software still installed (which could lead to a breach of licences or contain confidential data)
- hazardous materials
- any identifying Council logos or marks that must be removed prior to sale and
- all spare parts relating to the asset for sale must be included in the advertised 'asset for sale' package.

Upon the sale of an asset, it is the responsibility of the manager of the relevant department where the asset sits to inform the Financial Services Department of the sale to ensure that all financial and asset registers are updated to reflect the sale.

3.4 Consultation

Council must undertake public consultation in respect of its proposed disposals or rationalisation of land in accordance with Section 189 the Local Government Act 1989.

3.5 Delegations

Authority to dispose of Council owned assets is outlined in Council's Levels of Authority Delegations.

3.6 Buyer's risk

Irrespective of the disposal method applied, all prospective buyers must be advised in writing that the asset is disposed of, with any faults, at the buyer's risk ('as is where is'). Buyers are to rely on their own investigations regarding the condition and function of the asset and Council will not be responsible for any repairs to or maintenance of the asset.

4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Asset	A resource with economic value that Council owns or controls with the expectation that it will provide a future benefit. Council assets typically include roads, bridges, footpaths, drains, libraries, town halls and recreational centres, and minor items such as plant, furniture, IT devices and equipment.



DISPOSAL OF COUNCIL ASSETS POLICY

5 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act. Loddon Shire Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee Health and Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

6 REVIEW

The Manager Financial Services will review this policy for any necessary amendments no later than 2 years after adoption of this current version.

9.3 PROPOSED PRIVACY POLICY VERSION 2

File Number: 18/01/002
Author: Sharon Morrison, Director Corporate Services
Authoriser: Wendy Gladman, A/Chief Executive Officer
Attachments: 1. Privacy Policy version 2 draft

RECOMMENDATION

That Council adopt the Privacy Policy version 2.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Version 1 of the Privacy Policy was adopted 22 May 2018.

BACKGROUND

In February 2017 HLB Mann Judd conducted an internal audit to review the management of privacy responsibilities (the privacy audit). As a result of the privacy audit, Council undertook to complete a number of actions including the development of a privacy policy.

ISSUES/DISCUSSION

In February 2019 the Office of the Victorian Information Commissioner (OVIC) contacted councils to advise that it was conducting an examination of local government privacy policies. Council provide OVIC with the latest copy of its Privacy Policy. In May 2019 OVIC provided Council with the outcome of its review of local government privacy policies. The attached draft policy has been produced based upon feedback from OVIC.

COST/BENEFITS

The costs associated with the adoption of the recommendation relate to the administrative costs associated with review and implementation of the policy. Council staff are also required to complete privacy training on a regular basis and as part of their induction to ensure they are aware of their obligations.

RISK ANALYSIS

The risk associated with adopting the recommendation is minimal.

CONSULTATION AND ENGAGEMENT

This draft policy has been benchmarked against those of other Councils, subject to consultation with staff and reviewed by both the Policy Review Group and the Management Executive Group.



PRIVACY POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Approved
POLICY OWNER POSITION:	Director Corporate Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	.
VERSION NUMBER:	12
REVIEW DATE:	.
DATE RESCINDED:	.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Cloud Computing Policy (draft) Records Management Policy Website Privacy Statement Complaint Handling Framework Freedom of Information webpage
RELATED LEGISLATION:	Privacy and Data Protection Act 2014 (Vic) Health Records Act 2001 (Vic) Local Government Act 1989 (Vic) Freedom of Information Act 1982 (Vic) Public Records Act 1973 (Vic) Privacy Act 1988 (Cth) Victorian Protective Data Security Framework European Union General Data Protection Regulation Charter of Aged Care Rights
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIVE\Strategies policies and procedures\Policies - adopted PDF and Word\POL Privacy Policy v1.docx

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PRIVACY POLICY

1 PURPOSE

This policy explains how the Loddon Shire Council (Council) will collect, hold, use and disclose personal and health information of individuals, how individuals can gain access to their information and correct inaccuracies, and how an individual may complain about possible breaches of privacy.

The purpose of this policy is to:

- respond to the findings of an internal audit conducted in February 2017 on the management of privacy responsibilities
- [respond to the findings in the Examination of Local Government Privacy Policies finalised by the Office of the Victorian Information Commissioner in May 2019](#)
- meet the requirements of the Privacy Act 1988, the Information Privacy Principles (IPP), Health Privacy Principles (HPP) set out in the Privacy and Data Protection Act 2014 (Vic) (PDPA) and the Health Records Act 2001 (Vic) (HRA) in relation to the management and handling of personal and/or health information within the public sector.

The main purposes of the above Acts are to:

- establish a system for the responsible collection, storage, handling and sharing of personal information
- inform individuals about how to access, correct, amend or transfer information held by Council about themselves
- protect the privacy of an individual's health record that is held by Council.

2 SCOPE

2.1 Application

This policy applies to all employees, Councillors, contractors, volunteers of Council and those on work experience.

This policy covers all personal and/or health information held by Council.

This includes information that Council has collected:

- from an individual, as well as information sourced from third parties
- about an individual in any format including correspondence, in person, over the phone, over the internet, or from third parties.

3 POLICY

Council is committed to protecting individuals' right to privacy and to the responsible and fair handling of personal and/or health information, consistent with PDPA, the HRA and the Privacy Act 1988 (Cth).

Accordingly, Council will adhere to the IPP and HPP when undertaking its statutory functions and activities, so that the privacy of individuals can be protected. Attachment 1 contains a list of the IPPs. Attachment 2 contains a list of the HPPs.



PRIVACY POLICY

3.1 Why have a policy?

Ten IPPs underpin the PDPA and ten [HPPs underpin the HRA](#). [Under IPP5 and HPP5, it is a requirement for a local government organisation to have a written policy about its management of personal and/or health information and to make this available to anyone who asks for it.](#)

3.2 What are privacy rights?

It is important that individuals are aware of their privacy rights under the PDPA and the HRA and the Privacy Act 1988 (Cth) and know what to do if there is a problem.

Individuals have the right to:

- know why an organisation is asking for their information and what they are going to do with it
- ask to see their own information and request corrections if necessary, and
- make a complaint if they believe their personal information has been mishandled.

3.3 What is personal information?

Personal information is dealt with under the PDPA administered by the Victorian Information Commissioner and is information or opinion held about an identified individual or an individual who is reasonably identifiable.

Personal information may include:

- name, age, height, weight
- income, purchases and spending habits
- bank account details and credit card information
- photographs
- blood type
- fingerprints
- marital status
- religious belief
- education
- home address and phone number
- employee details
- information about an individual opinion and what an individual likes
- Medicare number
- Motor vehicle registration number

3.4 What is health information?

Health information is dealt with under the HRA, administered by the Health Services Commissioner.

Health information means:

- 1) information or an opinion about
 - a) the physical, mental or psychological health of an individual or
 - b) a disability (at any time) of an individual
 - c) an individual's expressed wishes about the future provision of health services to him/her or
 - d) a health service provided, or to be provided, to an individual that is also personal (identifying or potentially identifying, recorded) information, or
- 2) other personal information collected to provide, or in providing a health service, or
- 3) the dispensing on prescription of a drug or medicinal preparation by a pharmacist.



PRIVACY POLICY

3.5 What is sensitive information?

Sensitive information is a subset of personal information. It is defined in the PDPA as information or an opinion about an individual's racial or ethnic origin, political opinions, membership of a political association, religious beliefs or affiliations, philosophical beliefs, membership of a professional or trade association, membership of a trade union, sexual orientation or practices, criminal record.

3.6 What are public registers?

Public registers are documents that councils are required to make publicly available pursuant to Victorian Government legislation. These registers:

- are open to inspection by members of the public or made available on Council's website
- are contain information required or permitted by legislation
- may contain personal information.

3.7 How does Council manage information?

3.4.43.7.1 _____ Collection (IPP1/HPP1)

Council will collect personal and/or health information lawfully and fairly that is necessary for carrying out its functions and activities.

In some circumstances Council by law is required to collect personal and/or health information and will do this:

- directly from the individual via an application form or correspondence or in response to a request from Council
- from third parties, such as contracted service providers, health service providers or the individual's authorised representatives or legal advisers
- from publicly available sources of information
- when legally required to do so.

As far as it is practicable to do so, Council will collect personal and/or health information about an individual directly from that individual. It will also inform the individual of the purposes for which the information is collected, whom it will be disclosed to and how he/she is able to gain access to the information. Prior to commencing collection, a Privacy Impact Assessment may be undertaken by staff.

Council will not collect sensitive or health related information unless one of the following applies:

- the individual has consented
- it is necessary for the delivery of services as required
- it is required by law
- it is necessary to prevent or lessen a serious and imminent threat to the life, health or safety of an individual or the public
- it is necessary for the establishment, exercise or defence of a legal claim
- it is necessary for research, compilation and analysis of statistics relevant to government funded programs.

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

Upon collection, Council will inform the individual:

- why the information is being collected



PRIVACY POLICY

- to whom the information may be disclosed and why
- any law that requires Council to collect the information
- the consequences for the individual if all or part of the information is not collected
- the fact that he/she is able to gain access to the information.

If Council collects personal and/or health information about an individual from someone else, it will take reasonable steps (such as calling the individual to confirm personal information) to ensure that the individual is made aware of it.

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

Council may collect personal and/or health information for purposes including, but not limited to, the following:

- to contact an individual where it is necessary in order to provide services requested by them, such as obtaining a permit
- as part of our commitment to customer service, we may periodically invite individuals to provide feedback about their experience via a survey. Any survey is voluntary and you do not have to participate
- for Council or our contracted service providers to contact you where it is necessary to resolve issues relating to Council services or functions which the individual has brought to our attention. For instance, contacting an individual in response to their report of a fallen tree branch
- to contact an individual prior to a Council or Committee meeting to confirm attendance and/or advise of any changes to the meeting details where the individual has made a submission for consideration
- to supply material concerning Council initiatives and programs where you have supplied personal information to Council for this purpose. For instance, where an individual has opted to be included on a mailing list for a Council publication via our public interfaces
- to facilitate the collection of Council fees and charges. For instance, we will use name and address details to forward rate notices
- to enable payment for Council provided goods and services
- to enable Council to undertake its law enforcement functions
- to aid community safety
- to record/receive ideas, questions, complaints, and compliments from members of the public.

3.4.23.7.2 Use and disclosure (IPP2/HPP2)

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

Council will only use personal and/or health information within Council, or disclose it outside Council for the primary purpose for which it was collected and in accordance with legislation (e.g. where the individual has consented or where the individual would reasonably expect this to occur).

What is use? This includes:

- searching records for any reason
- using personal and/or health information in a record to make a decision
- inserting personal and/or health information into a database.



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What is disclosure? This includes:

- providing personal and/or health information to a third party (such as a contractor)
- providing a record containing personal and/or health information to a member of the public
- providing access to public registers Council is required to maintain.

External organisations to which personal information is disclosed include Council's contracted service providers who perform various services for an on behalf of Council. These contractors have agreed to be bound by the provisions of the Privacy and Data Protection Act 2014 (Vic). Information provided to these contractors is limited to contact details provided by you whilst contacting us.

Council will not disclose personal information to a third party without consent, unless Council is required or authorised to do so by law or other regulation. In the event of an investigation into suspected unlawful or improper activity, a law enforcement agency or government agency may exercise its legal authority to inspect the web server's records (e.g. in relation to illegal intrusion, hacking or abusive messages).

Agencies and business that we may need to forward contact details to include but are not limited to:

- Powercor
- Coliban Water
- Goulburn Murray Water
- GWM Water
- Department of Economic Development, Jobs, Transport and Resources
- Department of Environment, Land, Water and Planning
- Buloke Shire Council
- Campaspe Shire Council
- Central Goldfields Shire Council
- Gannawarra Shire Council
- Greater Bendigo City Council
- Mount Alexander Shire Council
- Northern Grampians Shire Council
- Public Records Office Victoria
- Victoria Police
- VicRoads

All above mentioned agencies and Councils are subject to privacy legislation.

3.4.3.3.3 _____ Quality (IPP3/HPP3) and security (IPP4/HPP4)

Prior to the use and disclosure of personal and/or health information, reasonable steps will be taken to ensure that the information is relevant and to the extent necessary, accurate, complete and up-to-date for the purpose for which it is to be used.

Council will endeavour to maintain a secure system for storing personal and/or health information and will utilise appropriate technologies, security methods, operational policies and procedures to protect the information from:

- unauthorised access
- improper use
- alteration
- unlawful or accidental destruction
- accidental loss.



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All personal and/or health information will be removed from Council systems if it is no longer needed, except where it needs to be retained in accordance with the HRA and the Public Records Act 1973.

The Victorian Protective Data Security Framework applies to Council in relation to its management of Crown land. Council is working towards the requirements of the framework.

Council is also aware of the European Union (EU) General Data Protection Regulation (GDPR). Council does not have an establishment in the European Union, and does not offer goods or services in the EU, or monitor the behaviours of individuals in the EU so therefore if not required to comply with the GDPR. Should this change, Council will take steps to implement any necessary changes to ensure compliance.

3.4.43.7.4 Access and correction (IPP6/HPP6)

Requests for access to documents containing personal information and held by Council are handled under the Freedom of Information Act 1982. For further details, refer to our Freedom of Information page.

If the Freedom of Information Act is not applicable, Council will examine whether access can be given under IPP6, the access principle under the Information Privacy Act 2000.

~~Council will provide individuals with access to their personal and/or health information on written request to the Privacy Officer, except in specific circumstances as outlined within relevant Acts and the Freedom of Information Act.~~

~~Council may charge an access fee to cover the costs of retrieving the required personal and/or health information.~~

~~If an individual is able to establish that the personal information is inaccurate, incomplete or out-of-date, Council will take reasonable steps to correct the information.~~

~~If access or correction of the personal and/or health information needs to be denied, as required by law or where it relates to legal proceedings, or the release would potentially pose a serious threat to the life or health of any person, or is classified as confidential information, Council will give the individual the reasons for that decision as soon as practicable.~~

~~In the event that Council and an individual disagree about the truth of the personal and/or health information held by Council, Council will take reasonable steps to record a statement relating to the disputed information, if requested by the individual.~~

3.4.53.7.5 Identifiers (IPP7/HPP7) and anonymity (IPP8/HPP8)

Council will only assign identifiers to records if it is necessary to enable Council to carry out a function efficiently.

Council will not adopt as its own identifier for an individual any unique identifier that has been assigned by another government agency. Refer to part 4 for a definition of 'identifier'.

Council will not use or disclose the identifier assigned to an individual by another government agency, unless the consent of the individual has been obtained or it is required by law to do so.



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Whenever it is lawful and practicable, individuals may exercise the option of not identifying themselves when supplying information or entering into transactions with the Council.

3.4.63.7.6 Trans border data flow (IPP9/HPP9)

Council may transfer personal and/or health information about an individual to someone (other than the organisation or individual) who is outside Victoria when the data transfer conforms with the Act.

Council may use cloud computing services based outside Victoria. Council will take all reasonable steps to ensure that the information which it transfers will not be held, used or disclosed by the host of the information inconsistently with the Victorian privacy legislation.

3.4.73.7.7 Sensitive Information (IPP10)

Council will not collect sensitive information about you except in circumstances prescribed in the PDPA.

3.53.8 Training

All new Councillors, staff and volunteers will be:

- provided with training on privacy, will be provided with
- provided with a copy of the Privacy Policy and
- asked to sign a declaration of having read and understood the requirements.

All Councillors, staff and volunteers will be required to update their training every two years to ensure current knowledge of privacy obligations.

The Organisation Development Department at Council will manage the provision of privacy training.

Contractors upon being engaged as part of the external procurement process will be provided with Loddon Shire Council Privacy Policy and sign a declaration of having read and understood the requirements as part of their contractual obligations.

The Financial Services Department in conjunction with the Organisation Development Department at Council will manage the provision of Privacy training and/or information to contractors.

3.9 Public Registers

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

- Details of current allowances fixed for the Mayor and Councillors under section 74 or 74A of the LGA.
- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost of the overseas or interstate travel.
- Submissions received from the public in accordance with s223 of the LGA during the previous 12 months.
- A register maintained under section 224(1A) of the LGA of authorised officers appointed under that section.



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- 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 list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.
- A list of the names of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by the Council.
- A register of registered dogs and cats (including ownership details) in the municipality must be maintained by Council pursuant to the *Domestic Animals Act 1994*.
- Campaign Donation Returns received from candidates in the 2016 Council elections.
- Council's Development and Compliance Department keep the following registers:
 - A register of building permits kept pursuant to s31 of the *Building Act 1993*.
 - A register of occupancy permits and temporary approvals received by Council kept pursuant to s74 of the *Building Act 1993*.
 - A register of emergency orders, building notices and binding orders given to Council under part 8 of the *Building Act 1993*, as required under s126 of the *Building Act 1993*.
 - A register of all applications for planning permits and all decisions and determinations relating to permits.

3.63.10 Provision of Privacy Statements

All consumers will be provided with a Privacy Statement when they enter any of the services within the Loddon Shire Council. Upon the renewal and or update of the Privacy Policy, all consumers within the Loddon Shire will receive an update of the Privacy Statement.

The Loddon Shire Council website includes a Privacy Statement for the users of the Loddon Shire Council website (Website Privacy Statement). The Website Privacy Statement will be reviewed annually and state the following:

Website privacy statement

This privacy statement applies to the Loddon Shire Council (Council) website.

Council is committed to protecting individuals' right to privacy and to the responsible and fair handling of personal and/or health information, consistent with Privacy and Data Protection Act 2014 (Vic), the Health Records Act 2001 (Vic) and the Privacy Act 1988 (Cth).

The consideration of privacy matters has two distinct components:

- the use of personal information by Council
- application to the website (which follows).



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For information about the broader collection and use of personal information by Council, please refer to our [Privacy webpage](#) and [Privacy Policy](#).

What do we do?

Loddon Shire Council governs the municipality of Loddon. Our elected Council consists of five councillors. The administration is made up of a Chief Executive Officer, three directors and more than 150 staff.

What is personal information?

Personal information information or opinion held about an identified individual or an individual who is reasonably identifiable.

What information do we collect?

Council will collect personal information lawfully and fairly that is necessary for carrying out its functions and activities.

You provide personal information to us in a number of ways, such as when you subscribe to a mailing list or contact us with an enquiry via the website.



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Information regarding your social networking services (SNS)

If you use your Facebook, Twitter, or other SNS account information to log in and/or authenticate with a Council website, Council will collect and store a unique user ID provided by your SNS.

As a Council website user, you can choose to log in and/or authenticate with a SNS, such as Facebook. To do so, you must use your account credentials (typically username and password) for your SNS. Your SNS will provide Council with a unique user ID which Council can use to identify you on Council websites. Council will retain this user ID, keep it private and use it to identify you and enable your access to features on Council websites.

Our use of SNS sometimes involves monitoring social trends and issues that relate to Council services and events. We use various tools to view public social media and website commentary in which Council's accounts may not necessarily be tagged – and engage directly with you to provide information or a better level of customer service. In doing so, we may temporarily collect and store your personal information.

To protect your own privacy and the privacy of others, we suggest that personal information including phone numbers and email addresses are not shared on SNS.

Please note that each SNS will also handle your personal information for its own purposes. We encourage you to read the privacy policies and other statements of the SNS you use.

How will we use the information?

Council staff use personal information provided in service requests, emails, surveys and feedback requests only to respond to individuals and discuss their particular enquiries.

As part of our commitment to customer service, we may periodically invite you to provide feedback about your experience via a survey. Any survey is voluntary and you do not have to participate.

Where possible, you have the option of not identifying yourself when entering into a transaction with Council. However, there may be instances where this is not feasible. For example, there is no requirement for an individual to identify themselves if they want to report a toilet facility maintained by Council which requires cleaning. However, if an individual contacts Council because they want a new rubbish bin, we are unable to provide the new bin without knowing the person's name and address.

Council staff use personal information collected from social media sites, email and survey sources to respond to individuals and discuss their particular enquiries. Feedback and survey results may also be shared with actioning areas within the organisation to evaluate and improve the customer service experience.

Email addresses and any other contact details you provide will not be added to mailing lists without your consent.

How and when will information be disclosed?

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



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External organisations to which personal information is disclosed include Council's contracted service providers who perform various services for an on behalf of Council. These contractors have agreed to be bound by the provisions of the Privacy and Data Protection Act 2014 (Vic). Information provided to these contractors is limited to contact details provided by you whilst contacting us.

Council will not disclose your personal information to a third party without your consent, unless Council is required or authorised to do so by law or other regulation. In the event of an investigation into suspected unlawful or improper activity, a law enforcement agency or government agency may exercise its legal authority to inspect the web server's records (e.g. in relation to illegal intrusion, hacking or abusive messages).

Agencies and business that we may need to forward your contact details to include but are not limited to:

- Powercor
- Coliban Water
- Goulburn Murray Water
- GWM Water
- Department of Economic Development, Jobs, Transport and Resources
- Department of Environment, Land, Water and Planning
- Buloke Shire Council
- Campaspe Shire Council
- Central Goldfields Shire Council
- Gannawarra Shire Council
- Greater Bendigo City Council
- Mount Alexander Shire Council
- Northern Grampians Shire Council
- Public Records Office Victoria
- Victoria Police
- VicRoads

All above mentioned agencies and Councils are subject to privacy legislation.

How is personal information stored and protected?

Prior to the use and disclosure of personal and/or health information, reasonable steps will be taken to ensure that the information is relevant and to the extent necessary, accurate, complete and up-to-date for the purpose for which it is to be used.

Council will endeavour to maintain a secure system for storing personal and/or health information and will utilise appropriate technologies, security methods, operational policies and procedures to protect the information from:

- unauthorised access,
- improper use,
- alteration,
- unlawful or accidental destruction,
- accidental loss.

All personal and/or health information will be removed from Council systems if it is no longer needed, except where it needs to be retained in accordance with the HRA and the Public Records Act 1973.



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How can I request access to or correction of my personal information?

Requests for access to documents containing personal information and held by Council are handled under the Freedom of Information Act 1982. For further details, refer to our [Freedom of Information page](#).

If the Freedom of Information Act is not applicable, Council will examine whether access can be given under IPP6, the access principle under the Information Privacy Act 2000.

Can I use the site anonymously?

You can access the Council home page and browse Council's web site anonymously, without disclosing your personal information.

Can I be identified uniquely?

Cookies are used on our site, but they do not collect any personal information. For the most part they are sessional and just contain system-generated values to identify the user's session for statistical and system administration purposes only.

You can find more information about cookies on sites such as Cookie Central.

Clickstream data refers to visitor logs and statistics that provide useful information about users' online experience without identifying individuals. The following non-personal information (i.e. clickstream data) is automatically recorded by this site's web server for statistical and system administration purposes only:

- your server (or IP) address
- your top level domain name (e.g. .com, .au, .gov)
- the date and the time of your visit to the site
- the pages you accessed and downloaded
- the address of the last page you visited
- your operating system you are using
- broad geographic location (town)
- internet service provider (e.g. Telstra)
- the type of browser you are using.

To the extent that this data could make you identifiable, Council will not attempt to identify individuals from the clickstream data unless that is necessary to investigate a breach of law or regulation or improper activity in relation to this website.

Security of your personal data

This web site uses secure transmission facilities when appropriate (e.g. financial transactions).

You should be aware that there are risks in transmitting information across the internet. Council does not guarantee secure transmission of information over the internet from this site.

Links

Note that the website privacy statement does not apply to linked web sites however, Council does not link knowingly to sites that are privacy-invasive. When you link to another



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site, Council recommends you read the privacy statement of that site to familiarise yourself with its privacy policy.

Complaints

If you are concerned about conveying personal or sensitive material to Council over the internet, you might prefer to contact us by telephone or mail.

Contact us

Sharon Morrison
 Director Corporate Services and Privacy Officer
 Loddon Shire Council
 PO Box 21, Wedderburn Vic 3518
 (03) 5494 1207
smorrison@loddon.vic.gov.au

Departments of Council may operate websites independently of Council's website. A tailored website privacy statement will be based upon Council's website privacy statement.

3.73.11 Complaints

An individual may lodge a complaint with Council's Privacy Officer regarding the handling of personal and/or health information. Council will investigate and deal with the complaint in accordance with Council's Complaint Handling Framework.

Council's Privacy Officer is:

Sharon Morrison
 Director Corporate Services and Privacy Officer
 Loddon Shire Council
 PO Box 21, Wedderburn Vic 3518

Telephone: (03) 5494 1207

Email: smorrison@loddon.vic.gov.au

Alternatively an individual can make a complaint to an independent regulator of privacy which may conciliate privacy complaints between aggrieved parties:

Office of the Victorian Information Commissioner
 PO Box 24274
 Melbourne Vic 3001

Telephone: 1300 006 842
 Email: enquiries@ovic.vic.gov.au
 Website: www.ovic.vic.gov.au

or

Health Complaints Commissioner
 Level 26, 570 Bourke Street
 Melbourne Vic 3000

Telephone: 1300 582 113
 Website: www.hcc.vic.gov.au

Email: hcc@hcc.vic.gov.au

The Commissioners may decline to action the complaint, if the complainant has not first complained to the Council.



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3.83.12 Further information

Copies of this policy will be readily available from all Council offices and the website.

Further information with respect to the Loddon Shire Council's Privacy Policy and its handling of personal and/or health information can be obtained from Council's Privacy Officer.

4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Health information	As defined in Section 6 in the Health Records Act 2001, "health information" means— (a) information or an opinion about— (i) the physical, mental or psychological health (at any time) of an individual; or (ii) a disability (at any time) of an individual; or (iii) an individual's expressed wishes about the future provision of health services to him or her; or (iv) a health service provided, or to be provided, to an individual— that is also personal information; or (b) other personal information collected to provide, or in providing, a health service; or (c) other personal information about an individual collected in connection with the donation, or intended donation, by the individual of his or her body parts, organs or body substances; or (d) other personal information that is genetic information about an individual in a form which is or could be predictive of the health (at any time) of the individual or of any of his or her descendants— but does not include health information, or a class of health information or health information contained in a class of documents, that is prescribed as exempt health information for the purposes of this Act generally or for the purposes of specified provisions of this Act;
HPPs	Health Privacy Principles, found in the <i>Health Records Act 2001</i>
Identifier	a number, letter or symbol or a combination of any or all of those things, that may be used to identify an individual or to verify the identity of an individual.
IPPs	Information Privacy Principles found in the <i>Privacy and Data Protection Act 2014 (Vic)</i>
PDPA	<i>Privacy and Data Protection Act 2014 (Vic)</i>
Personal information	as defined in Section 3 of the Privacy and Data Protection Act 2014 "personal information" means information or an opinion (including information or an opinion forming part of a database), that is recorded in any form and whether true or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, but does not include information of a kind to which the <i>Health Records Act 2001</i> applies;
Public registers	are documents that Councils are required to make publically available pursuant to State Government legislation
Sensitive information	information or opinion about an individual's



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Term	Definition
	<ul style="list-style-type: none"> • racial or ethnic origins • religious beliefs or affiliations • political opinions or association • philosophical beliefs • membership of professional association or trade union • sexual preferences or practices • criminal record
Unique identifier	means an identifier (usually a number) assigned by an organisation to an individual uniquely to identify that individual for the purposes of the operations of the organisation but does not include an identifier that consists only of the individual's name but does not include an identifier within the meaning of the Health Records Act 2001 .
Victorian Information Commissioner, Privacy and Data Protection	an independent statutory office responsible for the oversight of Victorian privacy and data security regimes. The office replaces the Office of the Victorian Privacy Commission (Privacy Victoria) and the Office of the Commissioner for Privacy and Data Collection

5 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act. Loddon Shire Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee Health and Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

6 REVIEW

The Director Corporate Services will review this policy for any necessary amendments no later than 2 years after adoption of this current version.

7 APPENDICES

1) Information Privacy Principles

2) Health Privacy Principles



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8 APPENDIX 1 THE INFORMATION PRIVACY PRINCIPLES (IPP)

In these Principles—

"sensitive information" means information or an opinion about an individual's—

- (a) racial or ethnic origin; or
- (b) political opinions; or
- (c) membership of a political association; or
- (d) religious beliefs or affiliations; or
- (e) philosophical beliefs; or
- (f) membership of a professional or trade association; or
- (g) membership of a trade union; or
- (h) sexual preferences or practices; or
- (i) criminal record—

that is also personal information;

"unique identifier" means an identifier (usually a number) assigned by an organisation to an individual uniquely to identify that individual for the purposes of the operations of the organisation but does not include an identifier that consists only of the individual's name but does not include an identifier within the meaning of the Health Records Act 2001 .

8.1 Principle 1—Collection

- 8.1.1 An organisation must not collect personal information unless the information is necessary for one or more of its functions or activities.
- 8.1.2 An organisation must collect personal information only by lawful and fair means and not in an unreasonably intrusive way.
- 8.1.3 At or before the time (or, if that is not practicable, as soon as practicable after) an organisation collects personal information about an individual from the individual, the organisation must take reasonable steps to ensure that the individual is aware of—
 - (a) the identity of the organisation and how to contact it; and
 - (b) the fact that the individual is able to gain access to the information; and
 - (c) the purposes for which the information is collected; and
 - (d) to whom (or the types of individuals or organisations to which) the organisation usually discloses information of that kind; and
 - (e) any law that requires the particular information to be collected; and
 - (f) the main consequences (if any) for the individual if all or part of the information is not provided.



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- 8.1.4 If it is reasonable and practicable to do so, an organisation must collect personal information about an individual only from that individual.
- 8.1.5 If an organisation collects personal information about an individual from someone else, it must take reasonable steps to ensure that the individual is or has been made aware of the matters listed in IPP 1.3 except to the extent that making the individual aware of the matters would pose a serious threat to the life or health of any individual.

8.2 Principle 2—Use and Disclosure

- 8.2.1 An organisation must not use or disclose personal information about an individual for a purpose (the secondary purpose) other than the primary purpose of collection unless
- (a) both of the following apply—
- (i) the secondary purpose is related to the primary purpose of collection and, if the personal information is sensitive information, directly related to the primary purpose of collection;
 - (ii) the individual would reasonably expect the organisation to use or disclose the information for the secondary purpose; or
- (b) the individual has consented to the use or disclosure; or
- (c) if the use or disclosure is necessary for research, or the compilation or analysis of statistics, in the public interest, other than for publication in a form that identifies any particular individual;
- (i) it is impracticable for the organisation to seek the individual's consent before the use or disclosure; and
 - (ii) in the case of disclosure—the organisation reasonably believes that the recipient of the information will not disclose the information; or
- (d) the organisation reasonably believes that the use or disclosure is necessary to lessen or prevent—
- (i) a serious and imminent threat to an individual's life, health, safety or welfare; or
 - (ii) a serious threat to public health, public safety or public welfare; or
- (e) the organisation has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the personal information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or
- (f) the use or disclosure is required or authorised by or under law; or
- (g) the organisation reasonably believes that the use or disclosure is reasonably necessary for one or more of the following by or on behalf of a law enforcement agency—
- (i) the prevention, detection, investigation, prosecution or punishment of criminal offences or breaches of a law imposing a penalty or sanction;
 - (ii) the enforcement of laws relating to the confiscation of the proceeds of crime;
 - (iii) the protection of the public revenue;
 - (iv) the prevention, detection, investigation or remedying of seriously improper conduct;
 - (v) the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of the orders of a court or tribunal; or
- (h) the Australian Security Intelligence Organisation (ASIO) or the Australian Secret Intelligence Service (ASIS), in connection with its functions, has requested the organisation to disclose the personal information and—
- (i) the disclosure is made to an officer or employee of ASIO or ASIS (as the case requires) authorised in writing by the Director-General of ASIO or ASIS (as the case requires) to receive the disclosure; and
 - (ii) an officer or employee of ASIO or ASIS (as the case requires) authorised in writing by the Director-General of ASIO or ASIS (as the case requires) for the



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purposes of this paragraph has certified that the disclosure would be connected with the performance by ASIO or ASIS (as the case requires) of its functions.

- 8.2.2 If an organisation uses or discloses personal information under IPP 2.1(g), it must make a written note of the use or disclosure.

8.3 Principle 3—Data Quality

- 8.3.1 An organisation must take reasonable steps to make sure that the personal information it collects, uses or discloses is accurate, complete and up to date.

8.4 Principle 4—Data Security

- 8.4.1 An organisation must take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure.
- 8.4.2 An organisation must take reasonable steps to destroy or permanently de-identify personal information if it is no longer needed for any purpose.

8.5 Principle 5—Openness

- 8.5.1 An organisation must set out in a document clearly expressed policies on its management of personal information. The organisation must make the document available to anyone who asks for it.
- 8.5.2 On request by a person, an organisation must take reasonable steps to let the person know, generally, what sort of personal information it holds, for what purposes, and how it collects, holds, uses and discloses that information.

8.6 Principle 6—Access and Correction

- 8.6.1 If an organisation holds personal information about an individual, it must provide the individual with access to the information on request by the individual, except to the extent that—
- (a) providing access would pose a serious and imminent threat to the life or health of any individual; or
 - (b) providing access would have an unreasonable impact on the privacy of other individuals; or
 - (c) the request for access is frivolous or vexatious; or
 - (d) the information relates to existing legal proceedings between the organisation and the individual, and the information would not be accessible by the process of discovery or subpoena in those proceedings; or
 - (e) providing access would reveal the intentions of the organisation in relation to negotiations with the individual in such a way as to prejudice those negotiations; or
 - (f) providing access would be unlawful; or
 - (g) denying access is required or authorised by or under law; or
 - (h) providing access would be likely to prejudice an investigation of possible unlawful activity; or
 - (i) providing access would be likely to prejudice—
 - (i) the prevention, detection, investigation, prosecution or punishment of criminal offences or breaches of a law imposing a penalty or sanction; or
 - (ii) the enforcement of laws relating to the confiscation of the proceeds of crime; or
 - (iii) the protection of public revenue; or



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- (iv) the prevention, detection, investigation or remedying of seriously improper conduct; or
 - (v) the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of its orders—
 - by or on behalf of a law enforcement agency; or
 - (j) ASIO, ASIS or a law enforcement agency performing a lawful security function asks the organisation not to provide access to the information on the basis that providing access would be likely to cause damage to the security of Australia.
- 8.6.2 However, where providing access would reveal evaluative information generated within the organisation in connection with a commercially sensitive decision-making process, the organisation may give the individual an explanation for the commercially sensitive decision rather than direct access to the information.
- 8.6.3 If the organisation is not required to provide the individual with access to the information because of one or more of IPP 6.1(a) to (j) (inclusive), the organisation must, if reasonable, consider whether the use of mutually agreed intermediaries would allow sufficient access to meet the needs of both parties.
- 8.6.4 If an organisation charges for providing access to personal information, the organisation—
- (a) must advise an individual who requests access to personal information that the organisation will provide access on the payment of the prescribed fee; and
 - (b) may refuse access to the personal information until the fee is paid.
- 8.6.5 If an organisation holds personal information about an individual and the individual is able to establish that the information is not accurate, complete and up to date, the organisation must take reasonable steps to correct the information so that it is accurate, complete and up to date.
- 8.6.6 If the individual and the organisation disagree about whether the information is accurate, complete and up to date, and the individual asks the organisation to associate with the information a statement claiming that the information is not accurate, complete or up to date, the organisation must take reasonable steps to do so.
- 8.6.7 An organisation must provide reasons for denial of access or a refusal to correct personal information.
- 8.6.8 If an individual requests access to, or the correction of, personal information held by an organisation, the organisation must—
- (a) provide access, or reasons for the denial of access; or
 - (b) correct the personal information, or provide reasons for the refusal to correct the personal information; or
 - (c) provide reasons for the delay in responding to the request for access to or for the correction of personal information—
- as soon as practicable, but no later than 45 days after receiving the request.



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8.7 Principle 7—Unique Identifiers

- 8.7.1 An organisation must not assign unique identifiers to individuals unless the assignment of unique identifiers is necessary to enable the organisation to carry out any of its functions efficiently.
- 8.7.2 An organisation must not adopt as its own unique identifier of an individual a unique identifier of the individual that has been assigned by another organisation unless—
- (a) it is necessary to enable the organisation to carry out any of its functions efficiently; or
 - (b) it has obtained the consent of the individual to the use of the unique identifier; or
 - (c) it is an outsourcing organisation adopting the unique identifier created by a contracted service provider in the performance of its obligations to the organisation under a State contract.
- 8.7.3 An organisation must not use or disclose a unique identifier assigned to an individual by another organisation unless—
- (a) the use or disclosure is necessary for the organisation to fulfil its obligations to the other organisation; or
 - (b) one or more of IPP 2.1(d) to (g) applies to the use or disclosure; or
 - (c) it has obtained the consent of the individual to the use or disclosure.
- 8.7.4 An organisation must not require an individual to provide a unique identifier in order to obtain a service unless the provision of the unique identifier is required or authorised by law or the provision is in connection with the purpose (or a directly related purpose) for which the unique identifier was assigned.

8.8 Principle 8—Anonymity

- 8.8.1 Wherever it is lawful and practicable, individuals must have the option of not identifying themselves when entering into transactions with an organisation.

8.9 Principle 9—Trans border Data Flows

- 8.9.1 An organisation may transfer personal information about an individual to someone (other than the organisation or the individual) who is outside Victoria only if—
- (a) the organisation reasonably believes that the recipient of the information is subject to a law, binding scheme or contract which effectively upholds principles for fair handling of the information that are substantially similar to the Information Privacy Principles; or
 - (b) the individual consents to the transfer; or
 - (c) the transfer is necessary for the performance of a contract between the individual and the organisation, or for the implementation of pre-contractual measures taken in response to the individual's request; or
 - (d) the transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between the organisation and a third party; or
 - (e) all of the following apply—
 - (i) the transfer is for the benefit of the individual;
 - (ii) it is impracticable to obtain the consent of the individual to that transfer;
 - (iii) if it were practicable to obtain that consent, the individual would be likely to give it; or
 - (f) the organisation has taken reasonable steps to ensure that the information which it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the Information Privacy Principles.



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8.10 Principle 10—Sensitive Information

8.10.1 An organisation must not collect sensitive information about an individual unless—

- (a) the individual has consented; or
- (b) the collection is required under law; or
- (c) the collection is necessary to prevent or lessen a serious and imminent threat to the life or health of any individual, where the individual whom the information concerns—
 - (i) is physically or legally incapable of giving consent to the collection; or
 - (ii) physically cannot communicate consent to the collection; or
- (d) the collection is necessary for the establishment, exercise or defence of a legal or equitable claim.

8.10.2 Despite IPP 10.1, an organisation may collect sensitive information about an individual if—

- (a) the collection—
 - (i) is necessary for research, or the compilation or analysis of statistics, relevant to government funded targeted welfare or educational services; or
 - (ii) is of information relating to an individual's racial or ethnic origin and is collected for the purpose of providing government funded targeted welfare or educational services; and
- (b) there is no reasonably practicable alternative to collecting the information for that purpose; and
- (c) it is impracticable for the organisation to seek the individual's consent to the collection.



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9 APPENDIX 2 THE HEALTH PRIVACY PRINCIPLES

9.1 Principle 1—Collection

When health information may be collected

9.1.1 1.1 An organisation must not collect health information about an individual unless the information is necessary for one or more of its functions or activities and at least one of the following applies—

- (a) the individual has consented;
- (b) the collection is required, authorised or permitted, whether expressly or impliedly, by or under law (other than a prescribed law);
- (c) the information is necessary to provide a health service to the individual and the individual is incapable of giving consent within the meaning of section 85(3) and—
 - (i) it is not reasonably practicable to obtain the consent of an authorised representative of the individual within the meaning of section 85; or
 - (ii) the individual does not have such an authorised representative;
- (d) the information is disclosed to the organisation in accordance with HPP 2.2(a), (f), (i) or (l) or HPP 2.5;
- (e) if the collection is necessary for research, or the compilation or analysis of statistics, in the public interest—
 - (i) that purpose cannot be served by the collection of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained; and
 - (ii) it is impracticable for the organisation to seek the individual's consent to the collection; and
 - (iii) the information is collected in accordance with guidelines issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this subparagraph;
- (f) the collection is necessary to prevent or lessen—
 - (i) a serious and imminent threat to the life, health, safety or welfare of any individual; or (ii) a serious threat to public health, public safety or public welfare—

and the information is collected in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph;

- (g) the collection is by or on behalf of a law enforcement agency and the organisation reasonably believes that the collection is necessary for a law enforcement function;
- (h) the collection is necessary for the establishment, exercise or defence of a legal or equitable claim;
- (i) the collection is in the prescribed circumstances.

How health information is to be collected

9.1.2 An organisation must collect health information only by lawful and fair means and not in an unreasonably intrusive way.

9.1.3 If it is reasonable and practicable to do so, an organisation must collect health information about an individual only from that individual.

9.1.4 At or before the time (or, if that is not practicable, as soon as practicable thereafter) an organisation collects health information about an individual from the individual, the



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organisation must take steps that are reasonable in the circumstances to ensure that the individual is generally aware of—

- (a) the identity of the organisation and how to contact it; and
- (b) the fact that he or she is able to gain access to the information; and
- (c) the purposes for which the information is collected; and
- (d) to whom (or the types of individuals or organisations to which) the organisation usually discloses information of that kind; and
- (e) any law that requires the particular information to be collected; and
- (f) the main consequences (if any) for the individual if all or part of the information is not provided.

9.1.5 If an organisation collects health information about an individual from someone else, it must take any steps that are reasonable in the circumstances to ensure that the individual is or has been made aware of the matters listed in HPP 1.4 except to the extent that making the individual aware of the matters would pose a serious threat to the life or health of any individual or would involve the disclosure of information given in confidence

9.1.6 An organisation is not required to notify the individual of the identity of persons, or classes of persons, to whom health information may be disclosed in accordance with HPP 2.2(f).
Information given in confidence

9.1.7 If personal information is given in confidence to a health service provider about an individual by a person other than—

- (a) the individual; or
- (b) a health service provider in the course of, or otherwise in relation to, the provision of health services to the individual—

with a request that the information not be communicated to the individual to whom it relates, the provider must—

- (c) confirm with the person that the information is to remain confidential; and
- (d) if the information remains confidential—
 - (i) record the information only if it is relevant to the provision of health services to, or the care of, the individual; and
 - (ii) take reasonable steps to ensure that the information is accurate and not misleading; and
- (e) take reasonable steps to record that the information is given in confidence and is to remain confidential.

9.2 Principle 2—Use and Disclosure

9.2.1 An organisation may use or disclose health information about an individual for the primary purpose for which the information was collected in accordance with HPP 1.1.

9.2.2 An organisation must not use or disclose health information about an individual for a purpose (the secondary purpose) other than the primary purpose for which the information was collected unless at least one of the following paragraphs ~~applies~~ applies

- (a) both of the following apply—
 - (i) the secondary purpose is directly related to the primary purpose; and
 - (ii) the individual would reasonably expect the organisation to use or disclose the information for the secondary purpose; or
- (b) the individual has consented to the use or disclosure; or



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- (c) the use or disclosure is required, authorised or permitted, whether expressly or impliedly, by or under law (other than a prescribed law); or
- (d) all of the following apply—
 - (i) the organisation is a health service provider providing a health service to the individual; and
 - (ii) the use or disclosure for the secondary purpose is reasonably necessary for the provision of the health service; and
 - (iii) the individual is incapable of giving consent within the meaning of section 85(3) and—
 - (A) it is not reasonably practicable to obtain the consent of an authorised representative of the individual within the meaning of section 85; or
 - (B) the individual does not have such an authorised representative; or
- (e) all of the following apply—
 - (i) the organisation is a health service provider providing a health service to the individual; and
 - (ii) the use is for the purpose of the provision of further health services to the individual by the organisation; and
 - (iii) the organisation reasonably believes that the use is necessary to ensure that the further health services are provided safely and effectively; and
 - (iv) the information is used in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph; or
- (f) the use or disclosure is for the purpose of—
 - (i) funding, management, planning, monitoring, improvement or evaluation of health services; or
 - (ii) training provided by a health service provider to employees or persons working with the organisation and—
 - (iii) that purpose cannot be served by the use or disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the individual's consent to the use or disclosure; or
 - (iv) reasonable steps are taken to de-identify the information and—
 - (v) if the information is in a form that could reasonably be expected to identify individuals, the information is not published in a generally available publication; and
 - (vi) the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this subparagraph; or
- (g) if the use or disclosure is necessary for research, or the compilation or analysis of statistics, in the public interest—
 - (i) it is impracticable for the organisation to seek the individual's consent before the use or disclosure; and
 - (ii) that purpose cannot be served by the use or disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained; and
 - (iii) the use or disclosure is in accordance with guidelines issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this subparagraph; and
 - (iv) in the case of disclosure—
 - (A) the organisation reasonably believes that the recipient of the health information will not disclose the health information; and
 - (B) the disclosure will not be published in a form that identifies particular individuals or from which an individual's identity can reasonably be ascertained; or
- (h) the organisation reasonably believes that the use or disclosure is necessary to lessen or prevent—



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- (i) a serious and imminent threat to an individual's life, health, safety or welfare; or
 - (ii) a serious threat to public health, public safety or public welfare—
- and the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph; or
- (i) the organisation has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the health information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities and, if the organisation is a registered health practitioner, the use or disclosure would not be a breach of confidence; or
 - (j) the organisation reasonably believes that the use or disclosure is reasonably necessary for a law enforcement function by or on behalf of a law enforcement agency and, if the organisation is a registered health practitioner, the use or disclosure would not be a breach of confidence; or
 - (k) the use or disclosure is necessary for the establishment, exercise or defence of a legal or equitable claim; or
 - (l) the use or disclosure is in the prescribed circumstances.

Note: Nothing in HPP 2 requires an organisation to disclose health information about an individual. An organisation is always entitled not to disclose health information in the absence of a legal obligation to disclose it.

- 9.2.3 If an organisation discloses health information under paragraph (i) or (j) of HPP 2.2, it must make a written note of the disclosure.
- 9.2.4 Despite HPP 2.2, a health service provider may disclose health information about an individual to an immediate family member of the individual if—
- (a) either—
 - (i) the disclosure is necessary to provide appropriate health services to or care of the individual; or (ii) the disclosure is made for compassionate reasons; and
 - (b) the disclosure is limited to the extent reasonable and necessary for the purposes mentioned in paragraph (a); and
 - (c) the individual is incapable of giving consent to the disclosure within the meaning of section 85(3); and
 - (d) the disclosure is not contrary to any wish—
 - (i) expressed by the individual before the individual became incapable of giving consent and not changed or withdrawn by the individual before then; and
 - (ii) of which the organisation is aware or could be made aware by taking reasonable steps; and
 - (e) in the case of an immediate family member who is under the age of 18 years, considering the circumstances of the disclosure, the immediate family member has sufficient maturity to receive the information.
- 9.2.5 Despite HPP 2.2, an organisation may use or disclose health information about an individual where—
- (a) it is known or suspected that the individual is dead; or
 - (b) it is known or suspected that the individual is missing; or
 - (c) the individual has been involved in an accident or other misadventure and is incapable of consenting to the use or disclosure—
- and the use or disclosure is to the extent reasonably necessary—
- (d) to identify the individual; or
 - (e) to ascertain the identity and location of an immediate family member or other relative of the individual for the purpose of—



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- (i) enabling a police officer, a coroner or other prescribed organisation to contact the immediate family member or other relative for compassionate reasons; or
- (ii) to assist in the identification of the individual—
and, in the circumstances referred to in paragraph (b) or (c)—
- (f) the use or disclosure is not contrary to any wish—
 - (i) expressed by the individual before he or she went missing or became incapable of consenting and not withdrawn by the individual; and
 - (ii) of which the organisation is aware or could have become aware by taking reasonable steps; and
- (g) the information is used or disclosed in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph.

9.3 Principle 3—Data Quality

- 9.3.1 An organisation must take steps that are reasonable in the circumstances to make sure that, having regard to the purpose for which the information is to be used, the health information it collects, uses, holds or discloses is accurate, complete, up to date and relevant to its functions or activities.

9.4 Principle 4—Data Security and Data Retention

- 9.4.1 An organisation must take reasonable steps to protect the health information it holds from misuse and loss and from unauthorised access, modification or disclosure.
- 9.4.2 A health service provider must not delete health information relating to an individual, even if it is later found or claimed to be inaccurate, unless—
- (a) the deletion is permitted, authorised or required by the regulations or any other law; or
 - (b) the deletion is not contrary to the regulations or any other law and occurs—
 - (i) in the case of health information collected while the individual was a child, after the individual attains the age of 25 years; or
 - (ii) in any case, more than 7 years after the last occasion on which a health service was provided to the individual by the provider—
whichever is the later.
- 9.4.3 A health service provider who deletes health information in accordance with HPP 4.2 must make a written note of the name of the individual to whom the health information related, the period covered by it and the date on which it was deleted.
- 9.4.4 A health service provider who transfers health information to another individual or organisation and does not continue to hold a record of that information must make a written note of the name and address of the individual or organisation to whom it was transferred.
- 9.4.5 An organisation other than a health service provider must take reasonable steps to destroy or permanently de-identify health information if it is no longer needed for the purpose for which it was collected or any other purpose authorised by this Act, the regulations made under this Act or any other law.

9.5 Principle 5—Openness

- 9.5.1 An organisation must set out in a document—
- (a) clearly expressed policies on its management of health information; and



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(b) the steps that an individual must take in order to obtain access to their health information.

The organisation must make the document available to anyone who asks for it.

9.5.2 On request by an individual, an organisation must take reasonable steps—

- (a) to let the individual know—
 - (i) whether the organisation holds health information relating to the individual; and
 - (ii) the steps that the individual should take if the individual wishes to obtain access to the information; and
- (b) if the organisation holds health information relating to the individual, to let the individual know in general terms—
 - (i) the nature of the information; and
 - (ii) the purposes for which the information is used; and
 - (iii) how the organisation collects, holds, uses and discloses the information.

9.6 Principle 6—Access and Correction

Access

9.6.1 If an organisation holds health information about an individual, it must provide the individual with access to the information on request by the individual in accordance with Part 5, unless—

- (a) providing access would pose a serious threat to the life or health of any person under section 26 and refusing access is in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph; or
- (b) providing access would have an unreasonable impact on the privacy of other individuals and refusing access is in accordance with guidelines, if any, issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph; or
- (c) the information relates to existing legal proceedings between the organisation and the individual and the information would not be accessible by the process of discovery in those proceedings or is subject to legal professional privilege or client legal privilege; or
- (d) providing access would reveal the intentions of the organisation in relation to negotiations, other than about the provision of a health service, with the individual in such a way as to expose the organisation unreasonably to disadvantage; or
- (e) the information is subject to confidentiality under section 27; or
- (f) providing access would be unlawful; or
- (g) denying access is required or authorised by or under law; or
- (h) providing access would be likely to prejudice an investigation of possible unlawful activity; or
- (i) providing access would be likely to prejudice a law enforcement function by or on behalf of a law enforcement agency; or
- (j) a law enforcement agency performing a lawful security function asks the organisation not to provide access to the information on the basis that providing access would be likely to cause damage to the security of Australia; or
- (k) the request for access is of a kind that has been made unsuccessfully on at least one previous occasion and there are no reasonable grounds for making the request again; or
- (l) the individual has been provided with access to the health information in accordance with Part 5 and is making an unreasonable, repeated request for access to the same information in the same way.



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- 9.6.2 However, where providing access would reveal evaluative information generated within the organisation in connection with a commercially sensitive decision-making process, the organisation may give the individual an explanation for the commercially sensitive decision rather than access to the information.

Note: An organisation breaches HPP 6.1 if it relies on HPP 6.2 to give an individual an explanation for a commercially sensitive decision in circumstances where HPP 6.2 does not apply.

- 9.6.3 If access is refused on the ground that it would pose a serious threat to the life or health of the individual, the procedure in Division 3 of Part 5 applies.
- 9.6.4 Without limiting sections 26 and 27, nothing in this Principle compels an organisation to refuse to provide an individual with access to his or her health information.
- 9.6.5 If an organisation holds health information about an individual and the individual is able to establish that the information is inaccurate, incomplete, misleading or not up to date, the organisation must take reasonable steps to correct the information so that it is accurate, complete and up to date but must not delete the information otherwise than in accordance with HPP 4.2.
- 9.6.6 If—
- (a) the organisation is not willing to correct the health information in accordance with a request by the individual; and
 - (b) no decision or recommendation to the effect that the information should be corrected wholly or partly in accordance with the request, is pending or has been made under this Act or any other law; and
 - (c) the individual gives to the organisation a written statement concerning the requested correction—
- the organisation must take reasonable steps to associate the statement with the information.
- 9.6.7 If the organisation accepts the need to correct the health information but—
- (a) the organisation considers it likely that leaving incorrect information, even if corrected, could cause harm to the individual or result in inappropriate health services or care being provided; or
 - (b) the form in which the health information is held makes correction impossible; or
 - (c) the corrections required are sufficiently complex or numerous for a real possibility of confusion or error to arise in relation to interpreting or reading the record if it were to be so corrected—
- the organisation must place the incorrect information on a record which is not generally available to anyone involved in providing health services to the individual, and to which access is restricted, and take reasonable steps to ensure that only the corrected information is generally available to anyone who may provide health services to the individual.
- 9.6.8 If an organisation corrects health information about an individual, it must—
- (a) if practicable, record with the correction the name of the person who made the correction and the date on which the correction is made; and
 - (b) take reasonable steps to notify any health service providers to whom the organisation disclosed the health information before its correction and who may reasonably be expected to rely on that information in the future.



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- 9.6.9 If an individual requests an organisation to correct health information about the individual, the organisation must take reasonable steps to notify the individual of a decision on the request as soon as practicable but in any case not later than 30 days after the request is received by the organisation.
- 9.6.10 An organisation must provide written reasons for refusal of access or a refusal to correct health information.
- 9.7 Principle 7—Identifiers**
- 9.7.1 An organisation may only assign identifiers to individuals if the assignment of identifiers is reasonably necessary to enable the organisation to carry out any of its functions efficiently.
- 9.7.2 Subject to HPP 7.4, a private sector organisation may only adopt as its own identifier of an individual an identifier of an individual that has been assigned by a public sector organisation (or by an agent of, or contractor to, a public sector organisation acting in its capacity as agent or contractor) if—
- (a) the individual has consented to the adoption of the same identifier; or
 - (b) the use or disclosure of the identifier is required or authorised by or under law.
- 9.7.3 Subject to HPP 7.4, a private sector organisation may only use or disclose an identifier assigned to an individual by a public sector organisation (or by an agent of, or contractor to, a public sector organisation acting in its capacity as agent or contractor) if—
- (a) the use or disclosure is required for the purpose for which it was assigned or for a secondary purpose referred to in one or more of paragraphs (c) to (l) of HPP 2.2; or
 - (b) the individual has consented to the use or disclosure; or
 - (c) the disclosure is to the public sector organisation which assigned the identifier to enable the public sector organisation to identify the individual for its own purposes.
- 9.7.4 If the use or disclosure of an identifier assigned to an individual by a public sector organisation is necessary for a private sector organisation to fulfil its obligations to, or requirements of, the public sector organisation, a private sector organisation may either—
- (a) adopt as its own identifier of an individual an identifier of the individual that has been assigned by the public sector organisation; or
 - (b) use or disclose an identifier of the individual that has been assigned by the public sector organisation.
- 9.8 Principle 8—Anonymity**
- 9.8.1 Wherever it is lawful and practicable, individuals must have the option of not identifying themselves when entering transactions with an organisation.
- 9.9 Principle 9—Trans border Data Flows**
- 9.9.1 An organisation may transfer health information about an individual to someone (other than the organisation or the individual) who is outside Victoria only if—
- (a) the organisation reasonably believes that the recipient of the information is subject to a law, binding scheme or contract which effectively upholds principles for fair handling of the information that are substantially similar to the Health Privacy Principles; or
 - (b) the individual consents to the transfer; or



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- (c) the transfer is necessary for the performance of a contract between the individual and the organisation, or for the implementation of pre-contractual measures taken in response to the individual's request; or
- (d) the transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between the organisation and a third party; or
- (e) all of the following apply—
 - (i) the transfer is for the benefit of the individual;
 - (ii) it is impracticable to obtain the consent of the individual to that transfer;
 - (iii) if it were practicable to obtain that consent, the individual would be likely to give it; or
- (f) the organisation has taken reasonable steps to ensure that the information which it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the Health Privacy Principles; or
- (g) the transfer is authorised or required by any other law.

9.10 Principle 10—Transfer or closure of the practice of a health service provider

- 9.10.1 This Principle applies if the practice or business of a health service provider (the provider) is to be—
- (a) sold or otherwise transferred and the provider will not be providing health services in the new practice or business; or
 - (b) closed down.
- 9.10.2 The provider or, if the provider is deceased, the legal representatives of the provider, must—
- (a) publish a notice in a newspaper circulating in the locality of the practice or business stating—
 - (i) that the practice or business has been, or is about to be, sold, transferred or closed down, as the case may be; and
 - (ii) the manner in which the provider proposes to deal with the health information held by the practice or business about individuals who have received health services from the provider, including whether the provider proposes to retain the information or make it available for transfer to those individuals or their health service providers; and
 - (b) take any other steps to notify individuals who have received a health service from the provider in accordance with guidelines issued or approved by the Health Complaints Commissioner under section 22 for the purposes of this paragraph.
- 9.10.3 Not earlier than 21 days after giving notice in accordance with HPP 10.2, the person giving the notice must, in relation to health information about an individual held by, or on behalf of, the practice or business, elect to retain that information or transfer it to—
- (a) the health service provider, if any, who takes over the practice or business; or
 - (b) the individual or a health service provider nominated by him or her.



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- 9.10.4 A person who elects to retain health information must continue to hold it or transfer it to a competent organisation for safe storage in Victoria, until the time, if any, when the health information is destroyed in accordance with HPP 4.
- 9.10.5 Subject to HPP 10.2, a person must comply with the requirements of this Principle as soon as practicable.
- 9.10.6 Despite any other provision of the Health Privacy Principles, a person who transfers health information in accordance with this Principle does not, by so doing, contravene the Health Privacy Principles.
- 9.10.7 If—
- (a) an individual, in response to a notice published under HPP 10.2, requests that health information be transferred to him or her or to a health service provider nominated by him or her; and
 - (b) the person who published the notice elects to retain the health information—the request must be taken to be—
 - (c) in the case of a request that the health information be transferred to him or her, a request for access to that health information in accordance with Part 5 or HPP 6; and
 - (d) in the case of a request that the health information be transferred to a health service provider nominated by him or her, a request for the transfer of that health information in accordance with HPP 11—
- and it must be dealt with in accordance with this Act.
- 9.10.8 This Principle operates subject to any other law, including the Public Records Act 1973 .
- 9.10.9 For the purposes of HPP 10.1(a), a business or practice of a provider is transferred if—
- (a) it is amalgamated with another organisation; and
 - (b) the successor organisation which is the result of the amalgamation is a private sector organisation.
- 9.11 Principle 11—Making information available to another health service provider**
- 9.11.1 If an individual—
- (a) requests a health service provider to make health information relating to the individual held by the provider available to another health service provider; or
 - (b) authorises another health service provider to request a health service provider to make health information relating to the individual held by that provider available to the requesting health service provider—
- a health service provider to whom the request is made and who holds health information about the individual must, on payment of a fee not exceeding the prescribed maximum fee and subject to the regulations, provide a copy or written summary of that health information to that other health service provider.
- 9.11.2 A health service provider must comply with the requirements of this Principle as soon as practicable.
- 9.11.3 Nothing in Part 5 or HPP 6 limits the operation of this Principle.
- 9.11.4 For the purposes of HPP 10.7, this Principle applies to a legal representative of a deceased health service provider in the same way that it applies to a health service provider.

9.4 FINANCE REPORT FOR THE PERIOD ENDING 31 OCTOBER 2019

File Number: 08/06/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Finance report for the period ending 31 October 2019

RECOMMENDATION

That Council:

1. receives and notes the 'Finance report for the period ending 31 October 2019'
2. approves budget revisions included in the report for internal reporting purposes only.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council is provided with Finance Reports on a monthly basis with the exception of when changes to the Council meeting timetable result in the Council meeting occurring before the completion of the end of month finance procedures.

BACKGROUND

The Finance Report for the period ended 31 October 2019 includes standard monthly information about budget variations, cash, investments, interest, debtors and creditors, and provides a comparison of year-to-date actual results to year-to-date budget (by dollars and percentage) and total revised budget (by percentage).

The information is in the format provided in the adopted 2019/20 Budget, and includes operating results, capital expenditure and funding sources.

This Finance Report also includes reporting on supplementary valuations. Each year Council makes a number of additions, subtractions and alterations to the valuations contained in the annual rate book. These changes arise from various sources including:

- splitting of parcels into new rateable assessments
- development of vacant or unproductive land (urban and rural)
- consolidation of separate rateable assessments into one assessment
- re-assessment of property valuations arising from objections to the initial valuation
- additions and cancellations of licences (grazing and water frontages)
- change of use
- covenant on Title
- area amendment
- change of Australian Valuation Property Classification Code (AVPCC)
- supplementary valuation corrections.

ISSUES/DISCUSSION

Budgeted Surplus - Council's budgeted cash surplus has decreased by \$44K to \$1.2M.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 96% of YTD budget. Revenue brought to account for October was \$597K (\$658K for September).

Income Statement (expenditure) - Council's operating expenditure is at 89% of YTD budget. Payments for this month totalled just over \$2.75M (\$2.1M for September).

Capital Works - The revised budget for capital works is \$20.9M and is 10% complete in financial terms for the current financial year (7% at the end of September).

Balance Sheet - Council has a cash total of \$22.1M with \$4.58M in general accounts. Debtors are \$11.8M which is a decrease of \$62K for the month. Sundry debtors total \$1.35M (\$1.42M in September) with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$301K.

There were no supplementary valuations updated during October. The total rateable CIV at the end of September remains at \$2.34B.

COST/BENEFITS

The benefit to Council and the community is that accurate and regular financial reporting is being disclosed, along with an accurate representation of property valuations being reflected in Council's rating system and the distribution of rate notices for the year 2019/20.

Provision of financial reports on at least a quarterly basis is a requirement of the Local Government Act.

RISK ANALYSIS

The provision of regular and accurate finance reports to Council minimises the risk of Council not delivering projects within the approved budget. Council's risk exposure is also increased if the rating system does not reflect the valuation changes associated with supplementary valuations as Council will not be aware of the changes, which can alter the rate revenue in the current year and in future rating years.

CONSULTATION AND ENGAGEMENT

There has been considerable consultation internally with respective managers in understanding their budget responsibilities and keeping within budgetary constraints.

Consultation with ratepayers and authorities that act on behalf of ratepayers occurs when a change to a property is required or occurs by virtue of a sale.

External engagement with the community was undertaken during the submission period of the budget, and regular reporting provides a mechanism of monitoring the financial outcomes of Council against that expectation.

LODDON SHIRE COUNCIL

FINANCE REPORT FOR PERIOD ENDING 31 OCTOBER 2019



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INTRODUCTION

During October 2019, staff within the Finance Department have continued working on the 2018/19 Victoria Grants Commission (VGC) return which is due to be submitted to VGC early November.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has decreased from \$1,279,838 to \$1,235,629.

These revisions are summarised below:

Item	September Finance Report	October Finance Report	Change \$
Operating revenue	\$29,111,240	\$29,145,558	\$34,318
Operating expenditure	(\$34,857,883)	(\$34,948,828)	(\$90,945)
Transfers from reserves	\$16,955,082	\$17,254,848	\$299,766
Transfers to reserves	(\$2,711,392)	(\$2,811,392)	(\$100,000)
Other funding decisions	\$383,617	\$383,617	\$0
Capital expenditure	(\$20,892,657)	(\$21,080,005)	(\$187,348)
Other non cash adjustments	\$9,431,014	\$9,431,014	(\$0)
Accumulated surplus carried forward	\$3,860,817	\$3,860,817	\$0
Closing surplus (deficit) as reported in Appendix 2	\$1,279,838	\$1,235,629	(\$44,209)

Major changes are highlighted below. Some items that are listed above may have a large overall adjustment but are in fact made up of numerous smaller changes.

1.2 Operating revenue

Operating revenue has increased by \$34K.

The main variance to budget is an increase in the funding to be received to provide maternal child health services to Loddon.

1.3 Operating expenditure

Operating expenditure has increased by \$91K.

The main variances to budget relate to an additional project for the development of a performance and development framework of \$36K and additional expenditure within the maternal child health services unit to offset the increased income.

1.4 Transfer from reserves

Transfer from reserves has increased by \$300K.

The main variation to budget relates to the plant replacement reserve of \$299K with additional funds required after the approval of the program for this year.

1.5 Transfer to reserves

Transfer to reserves has increased by \$100K.

The main variation to budget is due to Captain Melville trail with the project being placed into reserve as it is not expected to occur during 2019/20 financial year.

1.6 Capital expenditure

Capital expenditure has increased by \$187K.

The main variation to budget is the increase to the plant replacement program and reduction of the Captain Melville trail project.

2 STANDARD INCOME STATEMENT

In the analysis of the statements only those areas which have a variance greater than 10% and \$10,000 will be reported. Variances have been explained in further detail below.

2.1 Operating revenue

Total revenue brought to account for the month of October was \$597K.

Revenue YTD is at 96% compared to YTD budget or \$623K behind.

2.1.1 Capital grants

Capital grants are currently \$779K behind budget. The main variation is due Roads to Recovery funding which is expected to be submitted to the department during November 2019, and the Bridgewater Raywood Road with the project not yet commenced.

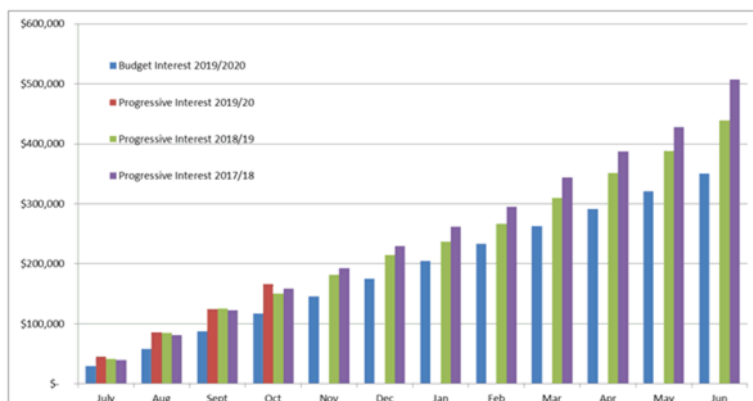
2.1.2 User fees

User fees are currently \$122K ahead of budget. The main variation is due to higher than expected planning permit activity and higher fee income as a result.

2.1.3 Interest income

The total investment interest received and accrued to date is \$166K. Noting that \$42K of the interest was for the month of October.

Progressive interest from investments for the years 2017/18 to 2019/20 is:



The below table shows all investments for the financial year to date.

LODDON SHIRE COUNCIL INVESTMENT SCHEDULE												
Bank	Establishment date	Status	Maturity date	Term (days)	Interest rate	Investment amount	Total interest receivable on TD	Interest accrual 2018/19	YTD accrued interest	Total interest accrual	YTD interest received	Total YTD interest earned
Bendigo & Adelaide Bank	31/12/2018	Open	N/A	N/A	1.00%	\$ 1,000,000		\$ -	\$ -	\$ -	\$ 2,275	\$ 2,275
Bendigo & Adelaide Bank	27/03/2019	Closed	25/07/2019	120	2.51%	\$ 2,000,000	\$ 16,436	\$ 13,014	\$ -	\$ -	\$ 16,991	\$ 3,977
Bendigo & Adelaide Bank	27/03/2019	Closed	25/07/2019				\$ 553					\$ 553
Members Equity Bank	25/02/2019	Closed	29/07/2019	154	2.65%	\$ 2,000,000	\$ 22,362	\$ 18,150	\$ -	\$ -	\$ 22,362	\$ 4,212
NAB	29/05/2019	Closed	26/08/2019	90	2.24%	\$ 2,000,000	\$ 11,047	\$ 4,208	\$ -	\$ -	\$ 11,047	\$ 6,751
AMP	28/05/2019	Closed	26/08/2019	90	2.30%	\$ 2,000,000	\$ 11,342	\$ 4,411	\$ -	\$ -	\$ 11,342	\$ 6,931
Members Equity Bank	17/06/2019	Closed	16/09/2019	91	2.10%	\$ 2,000,000	\$ 10,471	\$ 1,496	\$ -	\$ -	\$ 10,471	\$ 8,975
Auswide	19/06/2019	Closed	17/09/2019	90	2.15%	\$ 2,000,000	\$ 10,603	\$ 1,296	\$ -	\$ -	\$ 10,603	\$ 9,307
Bendigo & Adelaide Bank	30/07/2019	Open	28/10/2019	90	1.75%	\$ 2,000,000	\$ 8,630	\$ -	\$ -	\$ -	\$ 8,630	\$ 8,630
Members Equity Bank	29/07/2019	Closed	29/10/2019	92	1.85%	\$ 1,000,000	\$ 4,663	\$ -	\$ -	\$ -	\$ 4,663	\$ 4,663
AMP	30/04/2019	Closed	30/10/2019	183	2.50%	\$ 2,000,000	\$ 25,068	\$ 8,356	\$ -	\$ -	\$ 25,068	\$ 16,712
AMP	2/05/2019	Open	6/11/2019	188	2.50%	\$ 2,000,000	\$ 25,753	\$ 8,082	\$ 16,850	\$ 24,932	\$ -	\$ 16,849
Members Equity Bank	19/06/2019	Open	19/11/2019	153	2.10%	\$ 2,000,000	\$ 17,605	\$ 1,266	\$ 14,153	\$ 15,419	\$ -	\$ 14,153
Bendigo & Adelaide Bank	17/06/2019	Open	16/12/2019	182	2.10%	\$ 2,000,000	\$ 20,942	\$ 1,486	\$ 14,153	\$ 15,649	\$ -	\$ 14,153
MyState	17/06/2019	Open	16/12/2019	182	2.10%	\$ 2,000,000	\$ 20,942	\$ 1,486	\$ 14,153	\$ 15,649	\$ -	\$ 14,153
Bendigo & Adelaide Bank	27/08/2019	Open	24/01/2020	150	1.60%	\$ 2,000,000	\$ 13,151	\$ -	\$ 5,699	\$ 5,699	\$ -	\$ 5,699
AMP	26/08/2019	Open	24/02/2020	182	2.00%	\$ 2,000,000	\$ 19,945	\$ -	\$ 7,233	\$ 7,233	\$ -	\$ 7,233
Bendigo & Adelaide Bank	17/09/2019	Open	17/03/2020	182	1.88%	\$ 2,000,000	\$ 16,754	\$ -	\$ 4,050	\$ 4,050	\$ -	\$ 4,050
NAB	19/09/2019	Open	17/03/2020	180	1.72%	\$ 1,500,000	\$ 12,723	\$ -	\$ 2,969	\$ 2,969	\$ -	\$ 2,969
AMP	30/10/2019	Open	5/05/2020	186	1.75%	\$ 2,000,000	\$ 18,027	\$ -	\$ 96	\$ 96	\$ -	\$ 96
Total Interest on Investments								\$ 63,359	\$ 79,356	\$ 91,696	\$ 123,452	\$ 152,342
Interest on General Accounts												\$ 7,854
Interest transferred to/from externally funded projects												\$ -
Net interest on investments												\$ 160,196.79

All investments are term deposits and are currently with Members Equity Bank, NAB, MyState, AMP and Bendigo and Adelaide Bank.

Current investments:		
Members Equity Bank		\$ 2,000,000 11.4%
NAB		\$ 1,500,000 8.6%
MyState		\$ 2,000,000 11.4%
AMP		\$ 4,000,000 22.9%
Bendigo & Adelaide Bank		\$ 8,000,000 45.7%
Council Funds on Term Deposit		\$ 17,500,000 100%

Due to the short term nature of the term deposits, those deposits which have not reached maturity are included as cash in the Balance Sheet.

2.2 Operating expenditure

Total operating expenditure for October was \$2.75M.

Expenditure YTD is at 89% compared to YTD budget or \$1.28M behind.

2.2.1 Materials and services

Materials and services are behind YTD budget by \$0.1M or 31%.

The main variations behind budget due to works progressing or commencing later in the year than originally expected are:

- outdoor exercise equipment of \$133K
- plant operating costs of \$126K
- Laanecoorie boat ramp of \$90K
- landfills and transfer stations of \$86K
- urban drainage strategy of \$117K
- service delivery reviews of \$57K.

2.2.2 Utilities

Utilities are behind of YTD budget of \$30K, due to timing of payments with Coliban invoices being received quarterly.

2.2.3 Contract payments

Contract payments are behind YTD budget by \$210K or 44%.

The main variation to budget is kerbside collection service, due to a delay in receiving monthly invoices.

2.2.4 Payments

During the month the following payments were made:

Creditor payments - cheque	\$45,474.86
Creditor payments - electronic funds transfer	\$1,839,312.73
Payroll (2 pays)	<u>\$604,992.95</u>
TOTAL	<u>\$2,489,780.54</u>

2.3 **Operating surplus**

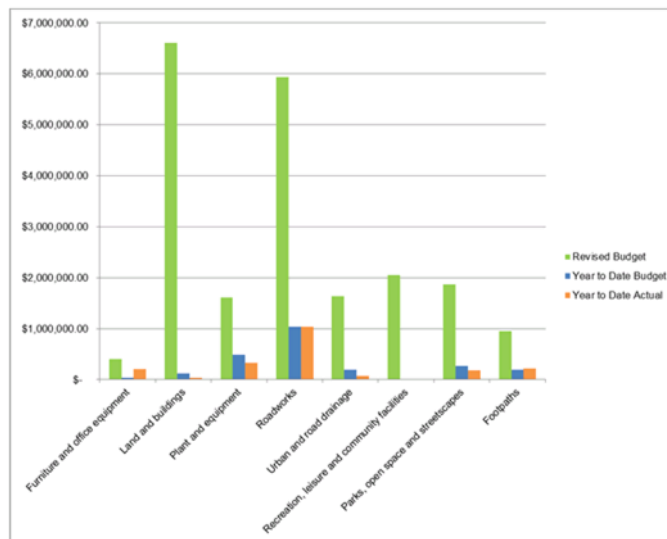
The operating deficit to date is \$4.1M.

2.4 **Capital expenditure**

Total capital works expenditure for October was \$528K.

The total revised budget for the 2019/20 capital works program is \$20.9M.

The total capital works expenditure is 10% complete in financial terms.



Within the asset types the major variations to YTD budget are:

2.4.1 Furniture and office equipment

Furniture and office equipment is ahead of YTD budget by \$169K, the main variance is IT Strategy implementation with works commencing ahead of time.

2.4.2 Land and buildings

Land and buildings is behind YTD budget by \$84K, the main variance the Loddon Shire energy efficient upgrades, with the project yet to commence.

2.4.3 Plant and equipment

Plant and equipment is behind of YTD budget by \$158K, due to a delay in delivery of some heavy equipment purchases.

2.4.4 Urban and road drainage

Urban and road drainage is behind YTD budget by \$117K, the main variance to budget is Verdon South Street Inglewood, where the project is progressing slower than expected.

2.4.5 Parks, open space and streetscapes

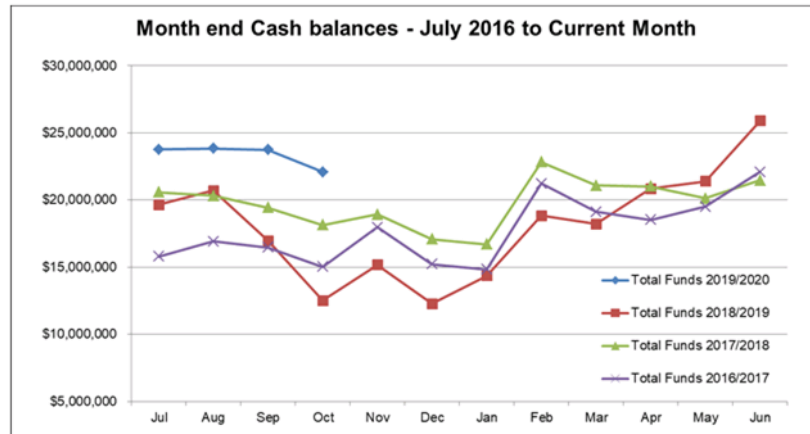
Parks, open space and streetscapes are behind of YTD budget by \$80K, the variation relates delay in commencement of many smaller projects.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council's overall cash total was \$22.3M which includes a balance of \$4.58M in general accounts.

Month end balances for Council's cash, from July 2016 until the current month, are reflected in the following graph:



3.2 Receivables

3.2.1 Debtors

Monthly balances of the various categories of debtors for the financial year are:

Debtor category	October 2018	August 2019	September 2019	October 2019
Rates	9,131,517	10,369,863	9,354,719	9332678
Fire Services Property Levy	968,552	1,203,045	1,056,700	1071720
Total Rates & Fire Services Property Levy	10,100,069	11,572,908	10,411,419	10,404,398
Sundry debtors	779,744	2,040,488	1,416,378	1,354,981
Community loans/advances	3,600	2,400	2,400	2,400
Long term loans/advances	80,000	-	-	-
Employee superannuation	5,884	3,147	-	6,738
Magistrates court fines	100,319	100,319	100,319	100,319
LESS provision for doubtful debts	(112,950)	(118,887)	(118,887)	(118,887)
Total	10,956,665	13,600,376	11,811,629	11,749,949

3.2.2 Rates debtors

Outstanding rates and Fire Services Property Levy at the end of selected months were:

	Oct 2018 (3/10/2018)	August 2019 (5/8/2019)	Sept 2019 (3/10/2019)	Oct 2019 (1/10/2019)
2006/07	\$ 272	\$ 298	\$ 298	\$ 300
2007/08	\$ 428	\$ 469	\$ 469	\$ 473
2008/09	\$ 447	\$ 489	\$ 489	\$ 494
2009/10	\$ 1,727	\$ 1,541	\$ 1,538	\$ 1,534
2010/11	\$ 3,168	\$ 2,766	\$ 2,762	\$ 2,783
2011/12	\$ 5,440	\$ 4,106	\$ 4,101	\$ 4,134
2012/13	\$ 6,029	\$ 3,382	\$ 3,377	\$ 3,403
2013/14	\$ 6,406	\$ 2,982	\$ 1,699	\$ 1,721
2013/14 Fire Services Property Levy	\$ 1,702	\$ 688	\$ 688	\$ 693
2014/15	\$ 16,310	\$ 5,474	\$ 3,695	\$ 3,685
2014/15 Fire Services Property Levy	\$ 2,797	\$ 1,335	\$ 1,321	\$ 1,325
2015/16	\$ 27,924	\$ 13,114	\$ 11,764	\$ 11,647
2015/16 Fire Services Property Levy	\$ 4,320	\$ 2,641	\$ 2,608	\$ 2,610
2016/17	\$ 57,593	\$ 26,081	\$ 25,635	\$ 25,630
2016/17 Fire Services Property Levy	\$ 8,035	\$ 4,499	\$ 4,436	\$ 4,448
2017/18	\$ 132,400	\$ 49,421	\$ 43,618	\$ 43,598
2017/18 Fire Services Property Levy	\$ 18,906	\$ 8,960	\$ 8,630	\$ 8,567
2018/19	\$ -	\$ 146,638	\$ 116,302	\$ 108,497
2018/19 Fire Services Property Levy	\$ -	\$ 21,784	\$ 19,835	\$ 18,640
2019/20	\$ -	\$ -	\$ -	\$ -
2019/20 Fire Services Property Levy	\$ -	\$ -	\$ -	\$ -
Sub-total: arrears	\$ 293,901	\$ 296,668	\$ 253,265	\$ 244,185
Current year (outstanding but not due)	\$ 8,320,077	\$ 10,369,863	\$ 9,354,719	\$ 9,131,763
Fire Services Property Levy	\$ 866,728	\$ 1,203,045	\$ 1,056,700	\$ 1,028,451
Total outstanding	\$ 9,480,707	\$ 11,572,908	\$ 10,411,419	\$ 10,404,398
<i>Summary</i>				
Rates in arrears	\$ 259,896	\$ 256,761	\$ 215,747	\$ 207,901
FSPL in arrears	\$ 34,005	\$ 39,907	\$ 37,518	\$ 36,284
Total arrears	\$ 293,901	\$ 296,668	\$ 253,265	\$ 244,185

The second rate instalment for 2019/20 is due in November 2019.

3.2.3 Sundry debtors

Outstanding sundry debtors at the end of the month consist of:

Current	\$54,134	13%
30 days	\$57,739	14%
60 days	\$21,782	5%
90 + days	\$279,650	68%
Sub total routine debtors	\$413,304	100%
Paid Parental Leave	\$1,481	
Government departments	\$824,795	
GST	\$115,400	
Total	\$1,354,981	
60 + days consists of:		
Community Wellbeing debtors	\$38,096	
Local community groups	\$913	
Others	\$262,422	
Total	\$301,431	

Total outstanding sundry debtors as at 31 October 2019 are \$1.35M.

The mainstream sundry debtors (\$413K) have been broken into the amount of time they have been outstanding. At the time of this report \$301K or 70% of that total has been outstanding for more than 60 days. All debtors are contacted as a matter of routine.

Government departments have approved a number of grants, and have requested invoices. The most significant of these grants is \$455K for works relating to the Inglewood Dam project.

3.2.4 Supplementary valuations

All rateable and non-rateable supplementary valuations are included in this report. No supplementary valuations were received in October 2019. Any variations will be processed after rates notices have been forwarded.

The current balances at end of October 2019 are:

Valuation type	Opening balance	Supplementary changes	Closing balance
Site Value	\$ 1,556,244,100	\$ -	\$ 1,556,244,100
Capital Improved Value	\$ 2,347,296,100	\$ -	\$ 2,347,296,100
NAV	\$ 120,427,785	\$ -	\$ 120,427,785

The total rateable CIV at the end of October 2019 remains at \$2.34B.

3.3 Water rights

Council-owned water rights were valued at \$2.70M at 30 June 2019.

The rights are revalued to market at the end of each financial year.

There has been no purchase to date this financial year, and no future purchases are budgeted for the remainder of 2019/20.

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APPENDIX 1: STANDARD INCOME STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$11,027,275	\$11,027,275	\$10,753,744	\$10,874,258	\$120,514	101%	99%
Revenue grants	\$6,222,978	\$6,352,696	\$2,024,367	\$1,913,286	(\$111,081)	95%	30%
Capital grants	\$5,916,828	\$8,380,514	\$1,096,315	\$317,202	(\$779,113)	29%	4%
Vic Roads	\$524,064	\$524,064	\$174,688	\$169,483	(\$5,205)	97%	32%
User fees	\$1,836,005	\$1,860,051	\$624,935	\$747,153	\$122,218	120%	40%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$330,000	\$20,000	\$0	(\$20,000)	0%	0%
Interest income	\$375,125	\$375,125	\$125,044	\$166,189	\$41,145	133%	44%
* Reversal of impairment losses	\$0	\$0	\$0	\$103	\$103	0%	0%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$295,833	\$295,833	\$93,811	\$101,862	\$8,051	109%	34%
Total revenue	\$26,508,108	\$29,145,558	\$14,912,904	\$14,289,535	(\$623,369)	96%	49%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,796,481	\$10,903,812	\$3,430,604	\$3,296,559	\$134,045	96%	30%
Materials & services	\$8,846,918	\$12,253,739	\$4,228,702	\$3,329,176	\$899,526	79%	27%
Depreciation	\$9,431,014	\$9,431,014	\$3,143,656	\$3,143,672	(\$16)	100%	33%
Utilities	\$507,274	\$507,274	\$181,612	\$151,298	\$30,314	83%	30%
Contract payments	\$1,638,038	\$1,750,359	\$471,963	\$262,352	\$209,611	56%	15%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,631	\$84,631	\$10,125	\$4,062	\$6,063	40%	5%
Councillor costs	\$18,000	\$18,000	\$6,000	\$6,000	\$0	100%	33%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
* Impairment losses	\$0	\$0	\$0	\$0	\$0	0%	0%
Bad debts expense	\$0	\$0	\$0	\$298	(\$298)	0%	0%
Total expenditure	\$31,322,355	\$34,948,828	\$11,472,662	\$10,193,416	\$1,279,246	89%	29%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,803,270)	\$3,440,242	\$4,096,119	(\$655,877)	119%	-71%
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
EXPENSES FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,449,827	\$1,767,657	\$513,022	\$469,129	\$43,893	91%	27%
Leadership	\$1,688,427	\$1,783,405	\$534,720	\$544,627	(\$9,907)	102%	31%
Works & infrastructure	\$14,542,506	\$14,730,343	\$4,784,702	\$4,496,084	\$288,618	94%	31%
Good management	\$4,353,730	\$4,834,227	\$1,793,314	\$1,516,672	\$276,642	85%	31%
Environment	\$2,287,172	\$2,313,250	\$722,942	\$586,427	\$136,515	81%	25%
Community services & recreation	\$7,000,694	\$9,519,947	\$3,123,962	\$2,580,478	\$543,484	83%	27%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$31,322,355	\$34,948,828	\$11,472,662	\$10,193,416	\$1,279,246	89%	29%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,803,270)	\$3,440,242	\$4,096,119	(\$655,877)	119%	-71%

*Income and expense items required by Australian Accounting Standards (AAS)

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
FUNDING DECISIONS							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,812,974	\$17,254,848	\$0	\$0	\$0	0%	0%
Less transfer to reserves	(\$2,618,186)	(\$2,811,392)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$429,537	\$383,617	\$0	\$62,251	(\$62,251)		16%
TOTAL FUNDING DECISIONS	\$5,624,325	\$14,827,073	\$0	\$62,251	(\$62,251)	#DIV/0!	0%
NET FUNDS AVAILABLE FOR CAPITAL	\$810,078	\$9,023,803	\$3,440,242	\$4,158,370	(\$718,128)	121%	46%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$405,500	\$405,500	\$33,052	\$201,881	(\$168,829)	611%	50%
Land and buildings	\$4,994,164	\$6,612,037	\$124,717	\$40,909	\$83,808	33%	1%
Plant and equipment	\$1,275,763	\$1,611,689	\$490,590	\$332,103	\$158,487	68%	21%
Roadworks	\$4,711,536	\$5,930,450	\$1,041,220	\$1,042,564	(\$1,344)	100%	18%
Urban and road drainage	\$350,000	\$1,641,240	\$194,517	\$77,080	\$117,437	40%	5%
Recreation, leisure and community facilities	\$885,822	\$2,051,912	\$7,870	\$120	\$7,750	2%	0%
Parks, open space and streetscapes	\$800,000	\$1,873,370	\$264,275	\$184,353	\$79,922	70%	10%
Footpaths	\$261,057	\$953,807	\$199,129	\$213,760	(\$14,631)	107%	22%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$13,683,842	\$21,080,005	\$2,355,370	\$2,092,769	\$262,601	89%	10%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,431,014	\$9,431,014	\$3,143,656	\$3,143,672	(\$16)	100%	33%
Add reversal of impairment losses	\$0	\$0	\$0	(\$103)	\$103	0%	0%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$298	(\$298)	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$9,431,014	\$9,431,014	\$3,143,656	\$3,143,868	(\$212)	100%	33%
Accumulated surplus brought forward	(\$3,591,683)	(\$3,860,817)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$148,932)	(\$1,235,629)	(\$4,228,528)	(\$5,209,468)	\$980,940	123%	422%

APPENDIX 3: STANDARD BALANCE SHEET

	October 2019 As per trial balance	June 2019 As per financial statements	October 2018 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$22,292,438	\$25,893,132	\$12,511,022
Trade and other receivables	\$11,747,552	\$2,498,935	\$10,876,665
Financial assets	\$9,314	\$801,952	\$16,501
Inventories	\$40,891	\$40,279	\$62,379
Non-current assets classified as held for sale	\$556,091	\$556,092	\$690,322
TOTAL CURRENT ASSETS	\$34,646,286	\$29,790,390	\$24,156,889
NON-CURRENT ASSETS			
Trade and other receivables	\$2,397	\$2,397	\$80,000
Financial assets	\$805,284	\$269,572	\$813,397
Intangible assets	\$2,702,545	\$2,702,545	\$1,979,130
Property, infrastructure, plant and equipment	\$352,620,762	\$353,733,913	\$336,569,570
TOTAL NON-CURRENT ASSETS	\$356,130,988	\$356,708,427	\$339,442,097
TOTAL ASSETS	\$390,777,274	\$386,498,817	\$363,598,986
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$311,892	\$1,174,480	\$214,432
Trust funds and deposits	\$1,368,884	\$340,748	\$1,287,316
Provisions	\$2,429,198	\$2,412,407	\$1,780,377
Interest bearing loans and borrowings	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$4,109,974	\$3,927,635	\$3,282,126
NON-CURRENT LIABILITIES			
Provisions	\$1,797,418	\$1,797,418	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,797,418	\$1,797,418	\$2,324,221
TOTAL LIABILITIES	\$5,907,392	\$5,725,053	\$5,606,347
NET ASSETS	\$384,869,883	\$380,773,764	\$357,992,639
EQUITY			
Accumulated Surplus	\$97,716,775	\$93,620,656	\$91,672,643
Asset Revaluation Reserve	\$265,442,673	\$287,153,108	\$247,387,367
Other Reserves	\$21,710,435	\$0	\$18,932,630
TOTAL EQUITY	\$384,869,883	\$380,773,764	\$357,992,639

APPENDIX 4: MAJOR PROJECTS AND CAPITAL EXPENDITURE

Account	Original Budget	Revised Budget	YTD Budgets	YTD Actuals	YTD variance actual to Budget	YTD variance actual to Budget	Actual to total Budget
CAPITAL EXPENDITURE - AS PER APPENDIX C IN 2019/20 BUDGET							
Economic development & tourism							
Caravan park improvements	\$0	\$1,223,618	\$0	\$0	\$0	0%	0%
Wedderburn Caravan Park entrance	\$0	\$15,000	\$0	\$0	\$0	0%	0%
Caravan Park trees	\$7,500	\$7,500	\$0	\$0	\$0	0%	0%
Council properties fencing	\$5,000	\$5,000	\$0	\$173	\$173	0%	3%
Purchase Caravan Parks	\$778,322	\$778,322	\$0	\$0	\$0	0%	0%
Works & Infrastructure							
Reseal program	\$1,095,897	\$1,095,897	\$17,793	\$15,157	(\$2,636)	85%	1%
Safety program	\$127,345	\$0	\$0	\$0	\$0	0%	#DIV/0!
Local road construction program	\$1,625,772	\$1,252,213	\$0	\$334,880	\$334,880	0%	27%
Local road gravel resheet program	\$327,914	\$385,091	\$385,091	\$282,618	(\$102,473)	73%	73%
Local road shoulder sheet program	\$371,421	\$329,283	\$164,131	\$74,206	(\$89,925)	45%	23%
Local bridges and culverts program	\$1,031,454	\$1,728,780	\$437,778	\$331,468	(\$106,310)	76%	19%
Local roads amenity program	\$116,733	\$0	\$0	\$0	\$0	0%	#DIV/0!
Safety Echuca Serpentine Road	\$0	\$701,000	\$0	\$4,096	\$4,096	0%	1%
Safety rails Laanecoorie Newbridge Road	\$0	\$110,000	\$31,427	\$0	(\$31,427)	0%	0%
Township street improvement program	\$261,057	\$953,807	\$199,129	\$213,760	\$14,631	107%	22%
Urban drainage works program	\$350,000	\$1,641,240	\$194,517	\$77,080	(\$117,437)	40%	5%
Works & Infrastructure programs have commenced and variances are due to timing of the budget.							
Roads to Recovery - unallocated	\$0	\$313,186	\$0	\$0	\$0	0%	0%
Reseal Wedderburn depot	\$0	\$40,000	\$0	\$0	\$0	0%	0%
Boundary entrance signage park and locality	\$15,000	\$15,000	\$5,000	\$139	(\$4,861)	3%	1%
Fleet replacement	\$195,840	\$232,000	\$144,000	\$114,110	(\$29,890)	79%	49%
Plant replacement	\$1,059,923	\$1,359,688	\$339,922	\$210,870	(\$129,052)	62%	16%
Plant purchases behind budget due to timing of budget.							
Minor plant and equipment - capital	\$20,000	\$20,000	\$6,666	\$7,124	\$456	107%	36%
Good management							
Building Asset Management Plan	\$326,800	\$114,432	\$0	\$0	\$0	0%	0%
Building safety audit stage 1	\$7,200	\$0	\$0	\$0	\$0	0%	#DIV/0!
Pyramid Hill Kinder airconditioner	\$0	\$875	\$292	\$0	(\$292)	0%	0%
Server replacement	\$50,000	\$50,000	\$8,767	\$8,767	\$0	100%	18%
Asset edge devices	\$5,000	\$5,000	\$5,000	\$6,505	\$1,505	130%	130%
Office furniture and equipment	\$4,000	\$4,000	\$1,143	\$0	(\$1,143)	0%	0%
Photocopier / scanner	\$10,000	\$10,000	\$2,857	\$0	(\$2,857)	0%	0%
PC replacement	\$53,500	\$53,500	\$15,285	\$14,604	(\$681)	96%	27%
IT strategy implementation	\$283,000	\$283,000	\$0	\$172,005	\$172,005	0%	61%
The project has commenced ahead of budget timing.							
Tips							
Waste facility fencing	\$50,000	\$50,000	\$0	\$0	\$0	0%	0%
Boort Ewaste Grant	\$18,380	\$3,462	\$3,462	\$3,462	\$0	100%	100%
Inglewood Ewaste Grant	\$11,552	\$5,448	\$5,448	\$3,462	(\$1,986)	64%	64%
Building Maintenance							
Pyramid Hill Memorial Hall works	\$0	\$49,500	\$14,142	\$0	(\$14,142)	0%	0%
Korong Vale toilet upgrade	\$0	\$9,900	\$2,828	\$0	(\$2,828)	0%	0%
Wedderburn Hall	\$0	\$4,767	\$4,767	\$1,521	(\$3,246)	32%	32%
Boort Memorial Hall pavers	\$0	\$13,222	\$3,772	\$0	(\$3,772)	0%	0%
Serpentine EPU 3 path	\$0	\$4,950	\$1,414	\$0	(\$1,414)	0%	0%
Pyramid Hill EPU 2 path	\$0	\$1,760	\$1,760	\$2,750	\$990	156%	156%
Pyramid Hill EPU 3 path	\$0	\$4,950	\$4,950	\$3,298	(\$1,652)	67%	67%
Pyramid Hill EPU 4 path	\$0	\$3,850	\$3,850	\$2,157	(\$1,693)	56%	56%
Dingee EPUs paint	\$0	\$0	\$0	\$5,443	\$5,443	0%	#DIV/0!
Bridgewater Caravan Park termite protection	\$0	\$4,400	\$1,257	\$0	(\$1,257)	0%	0%
Serpentine public toilets	\$0	\$8,800	\$0	\$0	\$0	0%	0%
Korong Vale Mechanics Institute window	\$0	\$5,500	\$0	\$0	\$0	0%	0%
Dingee Pre School lighting upgrade	\$0	\$4,400	\$0	\$1,032	\$1,032	0%	23%
Boort Courthouse steps	\$0	\$6,600	\$0	\$0	\$0	0%	0%
Wedderburn Senior Citizens downpipes	\$0	\$8,580	\$0	\$0	\$0	0%	0%
Jacka Park shelter	\$0	\$5,500	\$0	\$0	\$0	0%	0%
Tam Public Toilets Septic Repl	\$0	\$11,000	\$0	\$260	\$260	0%	2%
East Loddon School door replacement	\$0	\$3,300	\$0	\$1,872	\$1,872	0%	57%
Wedderburn Depot food replacement	\$0	\$2,200	\$0	\$0	\$0	0%	0%
Pre school safety glass installation	\$0	\$15,840	\$0	\$0	\$0	0%	0%
Wedderburn Bowling Club new cover	\$0	\$1,694	\$1,694	\$1,273	(\$421)	75%	75%
Bridgewater Recreation Reserve RPZ removal	\$0	\$18,150	\$0	\$2,547	\$2,547	0%	14%
Eddington Hall septic tank field	\$0	\$44,000	\$0	\$260	\$260	0%	1%
Loddon Shire energy efficiency upgrades	\$0	\$200,000	\$57,140	\$0	(\$57,140)	0%	0%
Wedderburn Office evacuation safety alert	\$0	\$3,300	\$0	\$0	\$0	0%	0%
Boort Courthouse	\$0	\$55,000	\$0	\$0	\$0	0%	0%
Emergency evacuation diagrams	\$0	\$11,000	\$0	\$0	\$0	0%	0%
Compliance audits and repairs	\$0	\$38,500	\$12,832	\$10,505	(\$2,327)	82%	27%
Build emergency works allocation	\$0	\$0	\$0	\$318	\$318	0%	#DIV/0!
Wedderburn Office refurbishment	\$130,000	\$130,000	\$0	\$0	\$0	0%	0%

Account	Original Budget	Revised Budget	YTD Budgets	YTD Actuals	YTD variance actual to Budget	YTD variance actual to Budget	Actual to total Budget
CAPITAL EXPENDITURE - AS PER APPENDX C IN 2019/20 BUDGET							
Environment							
Flood mitigation works Boort	\$0	\$340,465	\$0	\$0	\$0	0%	0%
Flood mitigation works Pyramid Hill	\$574,000	\$1,148,000	\$0	\$0	\$0	0%	0%
Community services & recreation							
Inglewood Town Hall landscape	\$0	\$6,950	\$1,986	\$0	(\$1,986)	0%	0%
Boort Lake View St BBQ	\$0	\$20,020	\$5,720	\$0	(\$5,720)	0%	0%
St Amaud Rd Calder Hwy Garden	\$0	\$210	\$68	\$0	(\$68)	0%	0%
Inglewood Botanical Garden works	\$0	\$232	\$96	\$120	\$24	125%	41%
Community planning strategic fund	\$500,000	\$500,000	\$0	\$0	\$0	0%	0%
BCP Lake Boort outdoor furniture	\$0	\$8,780	\$2,508	\$696	(\$1,812)	28%	8%
BCP Korong Vale playground shade sail	\$0	\$8,489	\$8,489	\$8,489	\$0	100%	100%
BCP Community plan capital	\$50,000	\$83,579	\$0	\$0	\$0	0%	0%
WCP Community plan capital	\$50,000	\$100,233	\$0	\$0	\$0	0%	0%
WCP Wedderburn Caravan Park redevelop	\$0	\$25,000	\$0	\$0	\$0	0%	0%
WCP Donaldson Park redevelopment	\$0	\$10,000	\$0	\$0	\$0	0%	0%
KCP Bridgewater streetscape	\$0	\$39,500	\$0	\$0	\$0	0%	0%
ICP Inglewood Sports Centre power upgrade	\$0	\$4,200	\$1,400	\$0	(\$1,400)	0%	0%
ICP Inglewood Eucy Museum annex	\$0	\$81,000	\$27,000	\$0	(\$27,000)	0%	0%
ICP Community plan capital	\$50,000	\$16,371	\$0	\$0	\$0	0%	0%
TaCP Pyramid Hill Hall power upgrade	\$0	\$4,196	\$4,196	\$1,923	(\$2,273)	46%	46%
TaCP Community plan capital	\$50,000	\$(437)	\$0	\$0	\$0	0%	0%
TaCP Pyramid Hill Lions Park redevelop	\$0	\$57,101	\$19,032	\$11,913	(\$7,119)	63%	21%
TaCPSF Newbridge Hall	\$0	\$40,000	\$11,428	\$13,636	\$2,208	119%	34%
TaCPSF Taraguilana Hall solar	\$0	\$21,174	\$7,056	\$0	(\$7,056)	0%	0%
TaCPSF Progress Park shelter and BBQ	\$0	\$10,509	\$3,504	\$0	(\$3,504)	0%	0%
TaCP Community plan capital	\$50,000	\$1,016	\$0	\$0	\$0	0%	0%
TaCP Newbridge Hall repairs	\$0	\$9,487	\$2,710	\$4,545	\$1,835	168%	48%
FRRR Bridgewater foreshore stage 2	\$0	\$123,383	\$123,383	\$108,628	(\$14,755)	88%	88%
Wedderburn streetscape bin surrounds	\$0	\$17,000	\$4,857	\$0	(\$4,857)	0%	0%
Pyramid Hill Community Centre	\$0	\$120,000	\$0	\$0	\$0	0%	0%
Donaldson Park pavilion upgrade	\$3,311,232	\$3,311,232	\$0	\$0	\$0	0%	0%
Newbridge public toilets septic replacement	\$0	\$17,883	\$5,109	\$0	(\$5,109)	0%	0%
Livestock and domestic pound	\$0	\$103,918	\$0	\$497	\$497	0%	0%
Trails signage	\$0	\$5,000	\$1,668	\$0	(\$1,668)	0%	0%
Inglewood Pool upgrade	\$0	\$46,672	\$46,672	\$34,521	(\$12,151)	74%	74%
Donaldson Park redevelopment	\$0	\$74,679	\$0	\$0	\$0	0%	0%
Pyramid Hill Kelly Street playground	\$0	\$1,117	\$372	\$0	(\$372)	0%	0%
Parks and gardens program	\$100,000	\$0	\$0	\$0	\$0	0%	#DIVIDE
Skinner's Flat master plan	\$50,000	\$50,000	\$0	\$0	\$0	0%	0%
Bridgewater Foreshore S2 OROR	\$300,000	\$300,000	\$0	\$0	\$0	0%	0%
Inglewood Sports Centre upgrade	\$60,000	\$60,000	\$0	\$0	\$0	0%	0%
Pyramid Hill streetscape	\$200,000	\$200,000	\$0	\$0	\$0	0%	0%
EPIs capital works	\$0	\$0	\$0	\$79	\$79	0%	#DIVIDE
Boort Park kitchen works	\$0	\$149,000	\$0	\$0	\$0	0%	0%
LGIP Pyramid Hill streetscape	\$0	\$610,000	\$0	\$0	\$0	0%	0%
Total capital expenditure	\$13,683,842	\$21,080,005	\$2,355,370	\$2,092,769	(\$262,601)	89%	10%

9.5 ENDORSEMENT OF COMMUNITY PLANNING FRAMEWORK AND PLAN TEMPLATE

File Number: 13/09/005

Author: Wendy Gladman, A/Chief Executive Officer

Authoriser: Wendy Gladman, A/Chief Executive Officer

Attachments: 1. COMMUNITY PLANNING FRAMEWORK AND PLAN TEMPLATE

RECOMMENDATION

That Council endorse the Community Planning Framework and Plan template as attached to this report.

CONFLICT OF INTEREST

There are no conflicts of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

The draft Community Planning Framework and Plan template were provided to Councillors for review at the November Council Forum.

BACKGROUND

Community planning is an important scheme for Loddon Shire Council. The program encourages people to consider and document the social inclusion, capacity building and community participation needs of their community. The information gleaned from the community and provided to Council through the community plan document is used to inform planning, funding, advocacy and community development activities of Council.

ISSUES/DISCUSSION

Council's primary role is to provide services, strategic and orderly planning, leadership and good governance. Council delivers services and facilities for the community and is responsible for implementing many diverse programs, policies and regulations set by the Victorian and Australian governments.

Many of the trends and issues that will affect the local community over the next decade are beyond the control or influence of Council. Responsibility is often shared between Council, the Victorian and the Australian government, for example with roads, environmental management and public health. In areas where Council has no delivery responsibility, it acts as an advocate on behalf of the community, for example with provision of telecommunications.

In responding to our future Council will, through the community planning process, seek to engage with the community to understand the aspirations and opportunities that exist. Council recognises that the community planning process provides communities with the platform to shape the future of their area and sees local residents take charge of their community's future.

Once developed and endorsed by Council, community plans are used to help Council determine what projects and activities to prioritise and what involvement Council will have (planning, delivery, funding, advocacy or community development) as communities work to deliver the actions identified in their community plans.

The development of this Community Planning Framework provides improved governance and guidelines to further strengthen the community plan program. Included with the framework is a plan template to support the development of future plans.

COST/BENEFITS

Council provides a total of \$250,000 annually in funding across the municipality for ward based community planning. This funding is delivered equally in \$50,000 annual allocations to the five council wards.

In addition to the above allocations, Council commits internal staffing resources to guide and facilitate community planning groups in developing and implementing their community plans.

A further \$500,000 is allocated annually to the Community Plan Strategic Fund, which notionally rotates between the wards, and provides funding or seed funding for a project of significance that has been identified as a priority by the community through the community planning process.

RISK ANALYSIS

Council is committed to the community planning process and demonstrates this through the allocation of resources and funding to the program. The funding has enabled communities to take ownership of important projects they have identified for their communities, and has helped implement infrastructure, social and economic improvements throughout the municipality. To meet its responsibilities under the Local Government Act (1989), Council must be satisfied that the processes surrounding the development of community plans are robust, consultative and inclusive.

CONSULTATION AND ENGAGEMENT

A review of community planning, including broad community consultation, was undertaken a number of years ago. A range of Community Planning models were provided, but no one model was endorsed by Council at that time. Taking this consultation and Council feedback into consideration, Council officers have provided Councillors with a range of options over the preceding 12 months with the outcome of the discussions used to form the basis of this framework.



COMMUNITY PLANNING FRAMEWORK



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Community Wellbeing
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Council Plan 2017-20 Community Support Policy
RELATED LEGISLATION:	<i>Local Government Act 1989</i>
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document1

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

ACKNOWLEDGEMENT OF COUNTRY

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

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1 PURPOSE

Community planning is an important scheme for Loddon Shire Council. The program encourages people to consider and document the social inclusion, capacity building and community participation needs of their community. The information gleaned from the community and provided to Council through the community plan document is used to inform planning, funding, advocacy and community development activities of Council.

The development of this Community Planning Framework provides improved governance and guidelines to further strengthen the community plan program.

2 BUDGET IMPLICATIONS

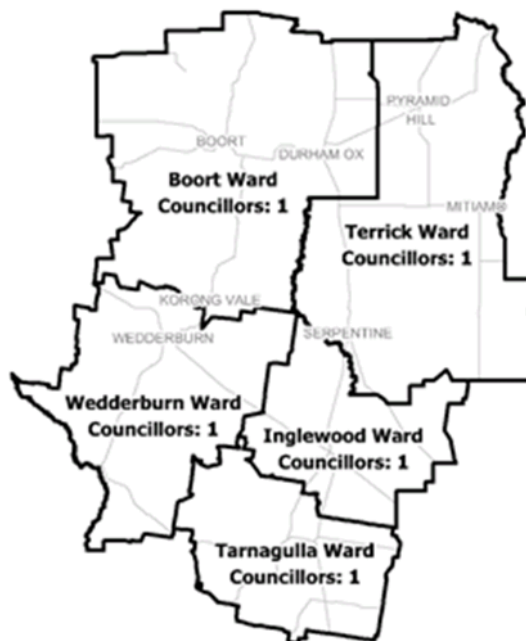
Loddon Shire Council provides a total of \$250,000 annually in funding across the municipality for ward based community planning.

This funding is delivered equally in \$50,000 annual allocations to the five council wards:

1. Boort Ward
2. Inglewood Ward
3. Tarnagulla Ward
4. Terrick Ward
5. Wedderburn Ward

In addition to the above allocations, Council commits internal staffing resources to guide and facilitate community planning groups in developing and implementing their community plans.

A further \$500,000 is allocated annually to the Community Plan Strategic Fund, which notionally rotates between the wards, and provides funding or seed funding for a project of significance that has been identified as a priority by the community through the community planning process.



3 RISK ANALYSIS

Loddon Shire Council is committed to the community planning process and demonstrates this through the allocation of resources and funding to the program. The funding has enabled communities to take ownership of important projects they have identified for their communities, and has helped implement infrastructure, social and economic improvements throughout the municipality.

To meet its responsibilities under the Local Government Act (1989), Council must be satisfied that the processes surrounding the development of community plans are robust, consultative and inclusive.

4 WHAT IS COMMUNITY PLANNING?

Community Plans are developed by the community for the community. Community planning is a forum that enables community members to identify what is important in their community.

Community planning encourages people in the community to have their say, encouraging them to be actively and genuinely involved in providing their thoughts and visions for the future of their community. Community planning assists in identifying the direction the community wants to take to move forward, as well as documenting some of the ideas and suggestions to make it happen.

Community planning encourages local people to get involved. It is designed to have a strong 'grass-roots' approach to shaping the future of communities, where needs are determined by the community, with local residents taking charge of their community's destinies. This "bottom-up" community engagement mechanism is centred on community-driven action and change, and has delivered positive outcomes to the municipality's communities over a number of years.

Community planning has a strong and proud history in the Loddon Shire, having delivered many important and significant projects which communities use and enjoy.

Once developed, Community Plans serve as frameworks for community members, Council and other organisations to identify and prioritise projects that are important to our communities.

The benefits of community planning can be seen across three inter-related areas:

1. Connecting with communities

- community members meet each other and/or develop their connections
- similar concerns / projects of interest are identified
- common values are identified and documented

2. Developing resilience

- generosity and helpfulness is developed amongst community members
- community successes are recognised together and shared together
- community members coordinate to help each other

3. Connecting with Council and other organisations

- communities work to achieve community outcomes with assistance from Council and other organisation
- council is informed and attuned to community needs and wants



5 WHAT IS COUNCIL'S ROLE?

Council's primary role is to provide services, strategic and orderly planning, leadership and good governance. Council delivers services and facilities for the community and is responsible for implementing many diverse programs, policies and regulations set by the Victorian and Australian governments.

Many of the trends and issues that will affect the local community over the next decade are beyond the control or influence of Council. Responsibility is often shared between Council, the Victorian and the Australian government, for example with roads, environmental management and public health. In areas where Council has no delivery responsibility, it acts as an advocate on behalf of the community, for example with provision of telecommunications.

In responding to our future Council will, through the community planning process, seek to engage with the community to understand the aspirations and opportunities that exist.

Council recognises that the community planning process provides communities with the platform to shape the future of their area and sees local residents take charge of their community's future.

Once developed and endorsed by Council, community plans are used to help Council determine what projects and activities to prioritise and what involvement Council will have (planning, delivery, funding, advocacy or community development) as communities work to deliver the actions identified in their community plans.

6 COMMUNITY PLAN FRAMEWORK



6.1 Who can be involved in community planning - Governance

It is important that community members participating in a Community Planning Committee are able to do so without the risk of undue personal liability. Operating within the systems currently available will ensure that members of Community Plan Committees are afforded the same protection and benefits. Council will recognise and engage with Community Planning committees who are incorporated bodies where community planning is identified as its purpose.

The Community Planning Committee can be a stand-alone committee with community planning as its specific purpose, or part of an existing development or progress association – where the membership is not limited to business or tourism operators only. Some of the existing Community Planning committees are already incorporated, and therefore will have the required structure to participate in the community planning process.

The requirement to incorporate provides many significant benefits and protections to communities, including:

- simplification and clarification of management structure
- providing significant legal and financial protection for the management committee of the association
- clarifying and formalising the objectives and aims of the association, with purposes being clearly stated and defined
- setting out rules and processes in which the association shall operate, including membership, decision-making, conflicts of interest and appointment of positions.

Some groups currently operate pursuant to Section 86 of the *Local Government Act 1989 (Vic)*, which precludes the requirements to incorporate. These groups will be 'grandfathered' until such time as this provision is no longer provided, at which time the need to adopt an incorporated structure will apply. Council officers will provide guidance and assistance as these groups transition to incorporated bodies.

6.2 Community engagement and consultation

Community engagement and consultation is the starting point and the foundation of community planning. Ensuring that the wider community connects and take ownership of the planning process is fundamental to the community planning process. Council places significant importance on, and will consider more favourably, Community plans that are developed based on broad community engagement.

To assist community planning committees to maximise levels of community engagement for their community plans, Council will provide groups with:

- guidance and support on community consultation methods (e.g. establishing community meetings, developing community surveys – guided by the community planning committee)
- support with meeting room hire, postage and printing of consultation documents to allow wide spread community engagement
- assistance with marketing and promotion through social media

6.3 Community Plan funding

Loddon Shire Council provides a total of \$250,000 annually in funding across the municipality for ward based community planning.

This funding is delivered equally in \$50,000 annual allocations to the five council wards:

1. Boort Ward
2. Inglewood Ward
3. Tarnagulla Ward
4. Terrick Ward
5. Wedderburn Ward

In addition to the above allocations, Council commits internal staffing resources to guide and facilitate community planning groups in developing and implementing their community plans.

Any unallocated or unspent funds are retained in reserve (by Council) on a ward basis for use in subsequent years.

Projects must be able to demonstrate a wider community benefit (not just an individual club use) to be eligible for community planning funding.

Projects identified in current community plans will be prioritised higher during the application assessment process.

Community Planning has more recently focused on capital works and infrastructure projects. In addition to capital works and infrastructure, Council encourages community planning committees to consider how the funding might support other community development opportunities (social and human capital). Examples of this may include providing start-up funds to support engaging fitness instructors for community groups, holding art or cultural activities for community members. Funds may also be used as 'seed funding' to attract further funding from other levels of government.

Funds can be accessed primarily through an annual application process, whereby communities submit their highest priority projects to Council for consideration.

Applications for projects can be submitted by anyone/group, with their validity being confirmed through endorsement from the local Community Planning Committee. Applicants are required to discuss the proposed project with the local ward Councillor prior to submission.

Applications that have not been endorsed by the local Community Planning Committee and discussed with the local ward Councillor will be deemed ineligible for funding.

The application process will be reviewed following the implementation of this framework to determine if the application process can be streamlined.

6.4 Developing and reviewing Community Plans

Council will provide a template with a range of categories to guide community planning committees and prompt broader community thinking when community plans are being developed or reviewed. Use of the template is optional. (appendix 1)

The community planning committee will be responsible for development of the document content, and can insert any unique branding/photographs that are representative of the local community plan area.

Community plans have been developed previously by the following communities:

Arnold	Boort	Bridgewater
Calivil	Campbells Forest/Yarraberb	Dingee
Eddington	Inglewood	Kingower
Korong Vale	Laanecoorie	Mitiamo
Newbridge	Pyramid Hill	Serpentine
Tarnagulla	Wedderburn	Yarrowalla

Where natural alliances occur, Council encourages communities to consider development of one plan across a number of communities or by neighbouring communities.

The recommended time frame for a community to forward plan is ten years. Whilst the span of the community plan may be 10 years, it is recommended that, to maintain currency, the committee conducts an internal review of the document annually, with a full review of the plan including community consultation/engagement every four years and undertaken in the two years prior to the Council plan development. (The Council plan is developed in the period immediately following a Council election). Projects identified in current community plans will be prioritised higher by Council.

Council will maintain and monitor a register of community plan lifecycles, to initiate the review process with the community planning committee.

Plans will be considered current (as referenced in section 6.3 and 6.5) when:

- a minor review of the community plan is undertaken annually by the community plan committee (internally) to identify:
 - projects that have been completed
 - projects that need modification or removal
 - any new priorities for the community.

The original plan document is not altered - the changes are recorded through an attachment to the original plan.

- a full review of the community plan is undertaken by the community planning committee, including broad community consultation (section 5.2).

The redevelopment of the plan will identify:

- projects that have been completed and thus removed from the plan
- projects that need modification or removal
- any new priorities identified by the community.

The community plan document is renewed.

6.5 Presenting community plans to Council

As community plans are developed (new or following a full review) the Community Plan Committee will be invited to present their plan to Councillors.

Following this, Council staff will review the document and provide Council with recommendations returned to Council on the levels of support to be provided.

This review will:

- identify the alignment of the community plan with current Council policy, plans and strategies
- determine the currency of the plan, with activities identified in current plans afforded a higher priority in this consideration.
- apply the criteria identified in this framework to allow prioritisation of activities/projects.

Following review, Council staff will provide Councillors with a series of recommendations related to the identified activities in community plans and the type of support to be provided, including:

- eligibility for community planning funding
- delivery through annual operational plans
- partnering with community or other organisations
- advocating on behalf of community.

Following Council consideration and endorsement, feedback will be provided to the community plan committee.

APPENDIX 1: COMMUNITY PLAN TEMPLATE

Community Plan Template

This template can be used by Community Plan Committees to assist with the development or review of community plans.

Any parts of the document can be used as relevant. Please remove sections that are not relevant, or add sections as required.

Examples and hints have been included in the document (in red) and can be removed as the document is developed.

To demonstrate the options available, some example graphics and pictures have been included. Any graphics or pictures inserted into the document should have the required copyright and consent in place.

Template created by Loddon Shire Council

To receive an electronic version of this document please contact Council's Community Support Department

Telephone: 5494 1231

Email: communitysupport@loddon.vic.gov.au



COVER PAGE

It is recommended that community plans have a cover page, showing the community name and year of the community plan. Communities are encouraged to select artwork relevant and representative of their community on the cover page.

A cover picture or graphic can be inserted

Insert community name

XXXXXX

community plan

Insert date range **20** - 20****

version number: xx

Insert community logo or community plan committee logo

Bridgewater foreshore

contents

Table of contents can be
inserted here

An Acknowledgement of Country can be inserted here

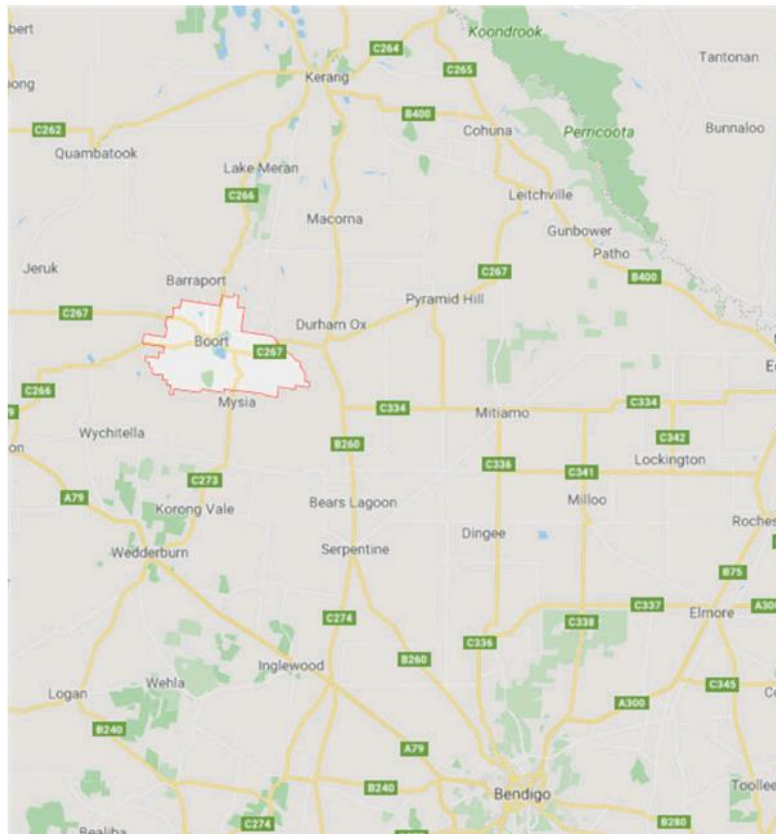
Page | 14

where is XXXX

Insert community name

Insert some geographic information as relevant.

A map or other graphic may be included for reference.



our demographics

Insert some demographic information as relevant.

This may include information about:
population, age, employment, SEIFA index rating, employers,
volunteer rates, income, health profile.

Some data sources:

Remplan Community Profile

<https://www.communityprofile.com.au/loddon/>

Census data

<https://www.abs.gov.au/census>

what and why

what is community planning? why do a community plan?

Community may wish
to use this text or insert
own

Community Plans are developed by the community for the community. Community planning is a forum that enables community members to identify what is important in their community.

Community planning encourages people in the community to have their say, encouraging them to be actively and genuinely involved in providing their thoughts and visions for the future of their community. Community planning assists in identifying the direction the community wants to take to move forward, as well as documenting some of the ideas and suggestions to make it happen.

Community planning encourages local people to get involved. It is designed to have a strong 'grass-roots' approach to shaping the future of communities, where needs are determined by the community, with local residents taking charge of their community's destinies. This "bottom-up" community engagement mechanism is centred on community-driven action and change, and has delivered positive outcomes to the municipality's communities over a number of years.

Community planning has a strong and proud history in the Loddon Shire, having delivered many important and significant projects which communities use and enjoy.

Once developed, Community Plans serve as frameworks for community members, Council and other organisations to identify and prioritise projects that are important to our communities.

Community may wish to
insert artwork or images
showing community
working together



Graphic purchased from Shutterstock: ID 582497641

The benefits of community planning can be seen across three inter-related areas:

4. Connecting with communities

- community members meet each other and/or develop their connections
- similar concerns / projects of interest are identified
- common values are identified and documented

5. Developing resilience

- generosity and helpfulness is developed amongst community members
- community successes are recognised together and shared together
- community members coordinate to help each other

6. Connecting with Council and other organisations

- communities work to achieve community outcomes with assistance from Council and other organisations
- council is informed and attuned to community needs and wants



our past

Community Planning groups may wish to include a one page summary of the location's past. Examples of sub-topics which may be included are:

- Geographical features and characteristics of the area, including how the landscape impacts on the area
- Indigenous / Pre-European history of the area
- Early explorers and discovery of region
- Pioneer settlement of area
- Agricultural development of area
- Major developments in the area
- Any historic things unique to the area

Historic artwork or images may be inserted here



Tarnagulla – Victoria Theatre

our present

Give a brief summary of the location today, including demographics of the area, main economic drivers of the area, and what makes this area a special place to live. What are things unique to the area. What are the local landmarks. What facilities does your community have. What organisations, clubs or groups operate in the area

Community may wish to insert photos of current streetscape, local landscapes or local landmarks



Wedderburn Community Centre

our achievements

Community planning has delivered many celebrated outcomes for communities within Loddon Shire over the last two decades. Community planning groups may wish to demonstrate what they have achieved by including a list of past projects.

You may like to include some information on projects, detailing the needs that each project addressed and the positive flow on effects as a result of each project.

Community planning groups may wish to insert photos of past community planning projects



we are unique

Community planning groups may wish to include information on what makes their community unique. This could be population groups, landmarks, industry (eg agriculture/tourism).

Information could be included on how this makes your community unique and how it adds flavour or contributes to the community, or how it could provide an even greater contribution to the local community.

Artwork/graphics/photos
can be inserted as
relevant



developing our plan

The community plan group may wish to provide details about how the plan was developed (the methodology).

This may include:

- who was consulted?
- how far and wide was the consultation?
- what methods were used in getting the opinions of the wider community?
- what sections of the community involved in the consultation?
 - varying age cohorts - youth/older people
 - farming families
 - local businesses
 - older people
 - people from non-English speaking backgrounds
 - important community groups / organisations



Graphic Purchased from Shutterstock: ID 490135921

The community planning group may wish to insert artwork/graphics/photos showing collaboration within the community

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our vision

The community might like to include a short, medium and long-term vision for the community. For example, what the community hopes and aspires to be in 2, 5 and 10 years.

And may wish to include the objectives of the community plan, being a brief statement demonstrating how the community plan will make a difference to the community, and how it will deliver the vision.



Graphic purchased from Shutterstock: ID 195459311

our goals

Community planning groups may wish to use these headings to encourage diverse thinking when forming ideas for what goals are needed to deliver to the community vision, and then tasks(actions) that when completed will contribute to achieving the goal:

- **Community health and wellbeing** – what projects would assist in improving physical and mental health outcomes for the community?
- **Sport and recreation** – greater involvement in physical activity has enormous benefits for the community. What community planning projects would help provide better physical activity opportunities for residents of all ages?
- **Social opportunities** – isolation is an issue which impacts on rural communities far more than out metropolitan counterparts, and it can have negative effects on all aspects of life. How can community planning projects allow community members from all walks of life to have the opportunity to experience the benefits from interacting with their community?
- **Heritage, arts and culture** – each community in Loddon Shire has a lot to celebrate in heritage, arts and culture. How can projects capitalise on this and make the community a richer place to live as a result?
- **Learning and knowledge** –How can we enhance the wider community's knowledge? Examples could include learning about Indigenous art and culture or improving education opportunities for a group or groups of residents.
- **Improving where we live** – what potential community planning projects could improve our local facilities and services?
- **Built environment and town beautification** – what capital works and infrastructure does our community need? Examples could include streetscape projects, community buildings, or recreation reserve enhancements.
- **Natural environment** – each community in the Loddon Shire has its own unique natural beauty. What community planning projects could preserve, enhance and promote our natural environment?
- **Improving our local economy** – local business is the backbone of our economy, with any increase in business turnover benefitting us all. What projects can drive economic development? Are there social enterprise opportunities?
- **Tourism and marketing** – increasing visitors to our communities has enormous benefits, both economically and socially. What community planning projects could promote our region to increase traffic numbers to our attractions?
- **Other** – other headings as relevant to your community

goal 1: xxxxxx

Include the selected heading from above (or one of your own) and include information about success looks like

Eg: goal 1: Community health and wellbeing – to have access to placed based services that improve the health outcomes for our community

This section could include some commentary about what the achievement of this goal would mean to the community, or what evidence base there is to support a better outcome for the community would result if his goal was achieved.

Eg: The Australian Medical Association identifies that general practice is the cornerstone of successful primary health care, underpinning improved population health outcomes.

<https://ama.com.au/position-statement/general-practice-primary-health-care-2016>

Limited access to a GP in our community reduces the access to healthcare for our residents, increases the number of people being readmitted to hospital after treatment, reduces the number of people accessing specialist care they need, and limits the detection of and early intervention of health issues.

actions to achieve goal 1 include:

1.

2.

3.

4.

The actions identified through consultation that would contribute to achieving the identified goal are added here. This is a heading only, with further details identified in the Priority and Action section below. Reduce or add item numbers as required
Eg: A local GP service is accessible and consistent

goal 2: xxxxxx

actions to achieve goal 1 include:

- 1.**
- 2.**
- 3.**
- 4.**

goal 3: xxxxxx

actions to achieve goal 1 include:

- 1.**
- 2.**
- 3.**
- 4.**

goal 4: xxxxxx

actions to achieve goal 1 include:

- 1.
- 2.
- 3.
- 4.

goal 5: xxxxxx

actions to achieve goal 1 include:

- 1.
- 2.
- 3.
- 4.

Continue to add goals and actions as required

PRIORITIES AND ACTIONS

The following chart will provide information that will support the progression of identified actions (above):

- the goal (from section above)
- the actions (from section above)
- what tasks will achieve the action (activity or project) is
- who the partners might be in delivering the action
- what the delivery timeframe might be (eg: Short term 1-2 years, Medium term 1-5 years, Long term 1-10 years)
- what the priority (level of importance) is to the community: High, Medium, Low
- current status - where the project is in terms of planning:
 - idea (not yet started – just an idea at this stage)
 - concept (some work has started, some early design work or plans have been completed, but more work is needed to be ready to deliver)
 - ready (for projects detailed designed completed and for programs a program delivery plan has been completed - project or program is ready to deliver/commence).

priorities and actions

Example: Continue to add sections as required

goal	action	task	partners	timeframe	priority	status
Community health and wellbeing – to have access to placed based services that improve the health outcomes for our community	1. A local GP service is accessible and consistent	1.1 Liaise with local health services to advocate for improved GP access	**** Health Service	Short: 1-2 years	High	Concept Initial work has been completed – delegation of four community members in place and ready to meet with Health service board & CEO.
		1.2 Develop an advocacy document to demonstrate impact on community when this service is not available	**** health services Council ***Primary Health Network	Short: 1-2 years	High	Idea Work on this task has not yet commenced.
	2. Improve access to dental services available locally	2.1 Investigate the availability of remote access dental services to provide regular outreach service	**** Health Service **** RFDS dental service ****Department Health & Hunan services	Medium: 1-5 years	Medium	Idea Work on this task has not yet commenced

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
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		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

goal	action	task	partners	timeframe	priority	status
Xxxx	1.	1.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		1.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
	2.	2.1	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.2	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready
		2.3	xxxx xxxx xxxx	Short: 1-2 years Medium: 1-5 years Long: 1-10 years	Low Medium High	Idea Concept Ready

acknowledgements

Include any acknowledgements or
thankyou's in this section

9.6 APPLICATIONS FOR 2019-20 COMMUNITY GRANTS UNSPENT FUNDS

File Number: 16/02/01
Author: Wendy Gladman, A/Chief Executive Officer
Authoriser: Wendy Gladman, A/Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council allocate the following amounts from the 2019/20 Community Grants unspent funds

1. \$2,000 to the Dingee Bowling Club in support of the east end recladding project
2. \$10,000 to the Boort Croquet Club in support of stage 1 of the fence replacement.

CONFLICT OF INTEREST

There are no conflicts of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Information on the community grant applications in this report was provided to Councillors at the November 2019 Council Forum.

BACKGROUND

Two applications, seeking access to the 2019/20 community grants unspent funds are being presented to Council today.

Council, at its August 2019 Ordinary meeting resolved to hold the surplus funds from the 2019/20 community grant funding round in reserve for suitable community projects that arose throughout the year.

ISSUES/DISCUSSIONDingee Bowling Club

The Dingee Bowling Club (the Bowling Club) has received an allocation of \$6,475 from the Community Grants 2019/2020 Program to upgrade the alfresco BBQ area at the clubhouse. To enable the completion of the alfresco area, the east end of the clubhouse requires re-cladding.

The Bowling Club submitted a community planning application to replace this cladding. The community planning application was refused as it did not meet the program guidelines, rather it should have been submitted under the community grant program.

The Bowling Club has completed a community grant application requesting an allocation of \$2,000 with the club contributing \$1,046.65 towards the recladding of the east end of the club house.

When considering the criteria for access to community grant funding, officers confirm that:

- The group meets the eligibility criteria required to apply for a community grant.
- The project meets the grant eligibility; develop or improve upon existing facilities
- There are no sections of the 'what will not be funded' components that exclude this project from accessing community grant funding
 - there are no outstanding acquittals from previous funding rounds
 - the project is not retrospective

- the project can be delivered in the required timeframe
- the project is not considered as being the responsibility of another authority
- the project is not on open space or publicly owned or managed land
- the request for funding does not include support for admin, utility or ongoing maintenance costs
- the project doesn't promote political or religious beliefs
- the project meets the funding ratio requirements.

Boort Croquet Club

The Boort Croquet Club Inc. (the Club) wish to replace their perimeter fence, which has deteriorated to a point that the maintenance requirements and costs necessitate a renewal. Safety is also an issue, particularly with the treated pine posts in poor shape.

The cost of the fence necessitates a staging of the works with the first stage to be 132m of shamrock style fence and stage 2 to consist of the remainder of the shamrock fence and the Colorbond.

The Club have requested a \$10,000 allocation towards stage 1. The club will contribute \$9,000 in cash and a further \$1,000 of in-kind labour for removal of the existing fence and site preparation. The applicant has been notified that stage 2 of the project will be subject to the community grant competitive process and cannot be assured of funding.

When considering the criteria for access to community grant funding, officers confirm that:

- The group meets the eligibility criteria required to apply for a community grant.
- The project meets the grant eligibility; develop or improve upon existing facilities
- There are no sections of the 'what will not be funded' components that exclude this project from accessing community grant funding
 - there are no outstanding acquittals from previous funding rounds
 - the project is not retrospective
 - the project can be delivered in the required timeframe
 - the project is not considered as being the responsibility of another authority
 - the project is not on open space or publicly owned or managed land
 - the request for funding does not include support for admin, utility or ongoing maintenance costs
 - the project doesn't promote political or religious beliefs
 - the project meets the funding ratio requirements.

COST/BENEFITS

The Community Grant Program 2019/2020 has allocated \$167,246 to date, resulting in an underspend of \$32,754 for the 2019/2020 grant round.

Two requests are being brought forward to Council for funding from Council's community grants scheme 2019/20 unspent funds. The amounts applied for in these two late applications are within the total funds remaining for Community Grants.

RISK ANALYSIS

Primary risks associated with the Community Grants Scheme are believed to be as follows:

Adherence to Program Guidelines: Detailed program guidelines identify which projects and programs are considered eligible for Community Grants. All applications are assessed against these guidelines for eligibility so as to ensure that funding made available through this program is distributed equitably and provides greatest benefit to the overall Loddon community.

Failure to adhere to these guidelines could comprise the integrity of the grant program and the ability for Council to adequately fund appropriate community projects.

Failure to deliver projects: All successful applicants are required to adhere to a formal funding agreement which clearly identifies the purpose of the grant, delivery timeframes and reporting requirements. This is to ensure that expenditure of public money is conducted in a transparent and efficient manner.

CONSULTATION AND ENGAGEMENT

Consultation has been undertaken with the individual clubs identified in this report.

9.7 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

File Number: 13/09/001
Author: Lynne Habner, Manager Executive and Commercial Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Submission from City of Greater Bendigo
2. Draft Economic Development and Tourism Strategy

RECOMMENDATION

That Council adopt the Economic Development and Tourism Strategy.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council resolved to advertise the draft Economic Development and Tourism Strategy for public comment at its meeting of September 2019. During development of the draft Strategy, Council was involved in workshops with the consultant to provide direction in the development of the strategy.

BACKGROUND

The September 2018 Council Briefing received a presentation of the proposed process for preparation of a new Economic Development and Tourism Strategy.

Requests for quotation were issued, and Street Ryan and Associates Pty Ltd were selected to deliver the project.

Since that time, the consultant has prepared a draft strategy based on desktop research, consultation with other organisations in the region, and several interviews with key businesses and stakeholders in the Loddon Shire, as well as relevant officers within Council.

Loddon Shire businesses, other community, and regional organisations contributed to the development of this strategy through personal consultation, meetings and forums, including:

- workshops and briefing sessions with Council
- meetings with Council staff
- individual meetings and discussions with forty Loddon businesses and community organisations
- individual meetings and discussions with representatives of nine regional organisations, government agencies and adjoining local government areas.

The draft Strategy was advertised for public comment in October 2019.

ISSUES/DISCUSSION

One submission (attached) was received from the City of Greater Bendigo, which was very supportive in nature and included (extracts from submission):

- "Employment and Industrial Land Development

The Greater Bendigo Industrial Land Development Strategy is currently under preparation and the City is very appreciative of the collaboration with the Loddon Shire where staff from

both municipalities are working together to strengthen key elements of the Strategy by undertaking an inventory of those types of land uses that are needed to complement the City's overall Strategy.

- Development of Road and Rail Transport

The City views the progressive development of the road and rail network, particularly on the western side of Bendigo, as critical infrastructure for the region and for our two municipalities.

- Agribusiness

The City will be appointing a person to take on a support role for agribusiness development, particularly to support the many small businesses that operate in this space... and we would be keen to collaborate with Loddon Shire in any work that you undertake in the agribusiness area, particularly in the intensive animal industry which is such an important employer in both our municipalities.

- Tourism Destination Management Plan, Gastronomy Designation and Proposal for World Heritage Listing

The existing collaboration with Loddon Shire under the banner of the region's Tourism Destination Management Plan is very important to the City and we strongly support further joint initiatives, product development, marketing and promotion. We strongly appreciate Loddon Shire's support for the development of a regional Food, Wine and Beverage Strategy. We see considerable further opportunities for joint initiatives and partnerships through the City and region with the Gastronomy brand and the continuing work on the application for UNESCO World Heritage listing of the central Victorian goldfield through a serial listing of key sites.

We look forward to the opportunities to continue to collaborate and support each other's economic development and tourism and to implement important partnerships. We would welcome further discussions on how the two municipalities can work together on this important agenda.”

No suggestions for changes to the Strategy were received, therefore it is recommended that Council adopt the strategy unchanged from the draft.

COST/BENEFITS

Indicative costs have been estimated for the proposed work plan, however, several actions within the strategy will require detailed scoping before they can be properly costed.

The economic development target for Loddon is to generate five net-new full-time equivalent jobs across the Shire per annum between 2019 and 2024. If this is achieved, the population of the Shire could be expected to increase to 8,086 people; an average annual increase of 0.7%.

RISK ANALYSIS

Without an agreed strategy, there are risks that Council's efforts and resources could be applied to ad hoc tasks without clear objectives or results. The strategy identifies priorities and actions which reflect research, consultation and consistency with wider regional directions to give clarity on where Council's resources and efforts should be directed.

It will never avoid all ad hoc initiatives and opportunities being raised and pursued, but decisions by Council to pursue these opportunities can be measured against the relative merits (and resourcing requirements) of the initiatives in this strategy.

CONSULTATION AND ENGAGEMENT

Consultation throughout the development of the strategy is detailed above in “Background”.



7 November 2019

Mr Phil Pinyon
Chief Executive Officer
Loddon Shire Council
PO Box 21
WEDDERBURN 3518

Attention: Lynne Habner, Manager Executive and Commercial Services
LHabner@loddon.vic.gov.au

Dear Phil

DRAFT Loddon Shire Economic Development and Tourism Strategy

The City of Greater Bendigo welcomes the opportunity to provide a submission to the DRAFT Loddon Shire Economic Development and Tourism Strategy. Given our long history of collaboration the City submits that as the region and the two municipalities further develop, there will be increasing opportunities to deepen the relationship and undertake joint projects in economic development and tourism that will benefit our respective local government areas.

The City commends the Shire for the development of its draft strategy, for taking a long term assessment of the community's needs and for setting out actions to strengthen the Shire's economy and tourism sector.

The City agrees with and supports the goal in your draft Strategy to - '*collaborate with regional economic and tourism development organisations to capitalise on broader opportunities*'. The City agrees that there is a range of opportunities that both municipalities would benefit from by continuing to work together. In a number of instances these build on current collaborative work.

Employment and Industrial Land Development

The Greater Bendigo Industrial Land Development Strategy is currently under preparation. It seeks to establish a framework for Greater Bendigo's overall industrial land development needs for the next thirty years and beyond. Given the City has been unable to proceed with developing the land currently zoned for the Marong Business Park, one of the key actions in the Strategy has been to evaluate potential sites for the development of long term employment areas in the form of a new business park/s. The western side of Bendigo continues to offer many of the features and advantages which will underpin site selection.

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or www.relayservice.com.au



We believe that siting further employment opportunities on the western edge of Bendigo will strengthen employment and businesses located in Loddon Shire, particularly in those areas close to Bendigo.

The City is very appreciative of the collaboration with the Loddon Shire where staff from both municipalities are working together to strengthen key elements of the City's Industrial Land Development Strategy by undertaking an inventory of those types of land uses that are needed to complement the City's overall Strategy. The need for sites to accommodate particular types of uses may be met in Loddon Shire. This is particularly in the areas nearby Bendigo, because of the number of industrial and business uses that are already in the area and the capacity to identify land that is not constrained by housing and other sensitive uses.

The City particularly appreciates the assistance of the Loddon Shire in providing an inventory and map of 'industrial type' land uses including solar facilities that operate or have planning permit approval in the area of Loddon Shire, west of the City's boundary and the Loddon River, and west of the Loddon River in and around Bridgewater and Inglewood. The City reiterates its offer to provide any assistance that Loddon Shire may need in compiling that inventory.

Both municipalities have a strong gold mining history and legacy. Recent actions by the State Government highlight that the region contains considerable potential resources that are yet to be fully documented. There are considerable opportunities for future gold mining in the region. We are keen to work with Loddon Shire and other municipalities in the region to ensure that we secure the full benefits of this activity for our respective councils and residents.

Development of Road and Rail Transport

The City views the progressive development of the road and rail network, particularly on the western side of Bendigo, as critical infrastructure for the region and for our two municipalities. The City is in discussions with the Department of Transport to improve road and rail facilities and services. We are particularly focusing on the development and upgrading of the Calder Alternative Highway between Ravenswood and Marong, the bypass of Marong and a new connector between Marong and the Huntly – Epsom area. The progressive upgrading of the Calder Highway between Marong and Bridgewater – Inglewood is also an important part of the road network to serve our two municipalities and the wider region. The City also considers that regional road network planning should factor in the role and status of the Serpentine to Bridgewater Road and the role and designation of the Loddon Valley Highway between Serpentine and Bendigo.

Council's adopted Integrated Transport and Land Use Strategy (ITLUS) advocates the reopening of the rail network for passenger services to Marong and linking to Bridgewater and Inglewood. We believe that this service will be needed in the future. It will also be relevant to factor in how freight can be linked into industrial development on the western side of Bendigo and how this can take advantage of the standard gauge system that is being developed as part of the Murray Basin rail project.



Agribusiness

The Council is increasing its support of agribusiness. In addition to input to a series of studies and initiatives in this space, the City will be appointing a person to take on a support role for agribusiness development, particularly to support the many small businesses that operate in this space. Council will be considering extending this role until at least mid-2022 in its consideration of the next budget. The recent designation of Bendigo and region, as a UNESCO Creative City in the category of Gastronomy will also link in with this new position and emphasis. The City will be working with the Shire of Hepburn who has recently created a similar position and we would be keen to collaborate with Loddon Shire in any work that you undertake in the agribusiness area, particularly in the intensive animal industry which is such an important employer in both our municipalities.

Tourism Destination Management Plan, Gastronomy Designation and Proposal for World Heritage Listing

The existing collaboration with Loddon Shire under the banner of the region's Tourism Destination Management Plan is very important to the City and we strongly support further joint initiatives, product development, marketing and promotion. We strongly appreciate Loddon Shire's support for the development of a regional Food, Wine and Beverage Strategy. We see considerable further opportunities for joint initiatives and partnerships through the City and region with the Gastronomy brand and the continuing work on the application for UNESCO World Heritage listing of the central Victorian goldfield through a serial listing of key sites.

In relation to Gastronomy, the City will be leading a series of projects and events which will highlight the City and region's produce and gastronomy offerings. Gastronomy is about the wider region where the produce is grown as much as it is about Bendigo. For instance, it is proposed and set out in our UNESCO application, to lead the development and designation of a series of 'food precincts' highlighting the range of products and a series of food, wine and beverage trails linking these precincts. We will be keen to work with Loddon Shire on this initiative. The gastronomy plan also includes working with the Dja Dja Wurrung on indigenous food planting in the region, highlighting the rich heritage of native grasses and the cultivation and use of the murnong or yam daisy. It is understood that before European settlement, parts of Loddon Shire supported extensive cultivation of this staple food. There is substantial work to be undertaken by the Dja Dja Wurrung in this space but we understand that they have secured significant funding to support this important initiative.

As you are aware, the proposal for World Heritage Listing of the central Victorian goldfields is a partnership of thirteen municipalities led by the cities of Ballarat and Greater Bendigo. Loddon Shire's gold mining heritage and built heritage is a vital component of this regional scale asset. The presence of current mining and prospecting in the Shire is very important to the contemporary story. As you know there is a strong emphasis in the bid on the concept of sustainable tourism where the benefits flow to and are retained by the local community and economy. As explained in a recent meeting with you, the proposal also focuses on ensuring that recognition becomes a real economic driver and is seen as an important part of regional development.



With World Heritage designation now being acknowledged as the world's most recognised tourism brand we have the opportunity to sustain and grow local population and jobs, particularly in small towns and rural areas that have limited prospects other than tourism. Your Shire's continuing strong support for the application is highly valued.

We look forward to the opportunities to continue to collaborate and support each other's economic development and tourism and to implement important partnerships. We would welcome further discussions on how the two municipalities can work together on this important agenda.

Yours sincerely

Craig Niemann
Chief Executive Officer

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ECONOMIC DEVELOPMENT AND TOURISM STRATEGY



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Signed by Chief Executive Officer

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Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire website to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.

ACKNOWLEDGEMENT OF COUNTRY

Loddon Shire Council acknowledges the Traditional Custodians of the land comprising the Loddon Shire Council area. Council would like to pay respect to their Elders both past and present.

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EXECUTIVE SUMMARY

Direction for Council

This Economic Development and Tourism Strategy provides direction for Council to:

- deliver infrastructure, housing and jobs to support and drive potential population growth in the Shire
- attract new investment and reinvestment in innovative and sustainable businesses
- collaborate at a regional level to efficiently implement relevant economic and tourism initiatives
- position Loddon towns to maximise the economic impact from visitors to the Shire, while also meeting the needs of residents
- cost-effectively resource Council's involvement in local economic development and tourism with a small team of multiskilled staff, and selective outsourcing for key projects.

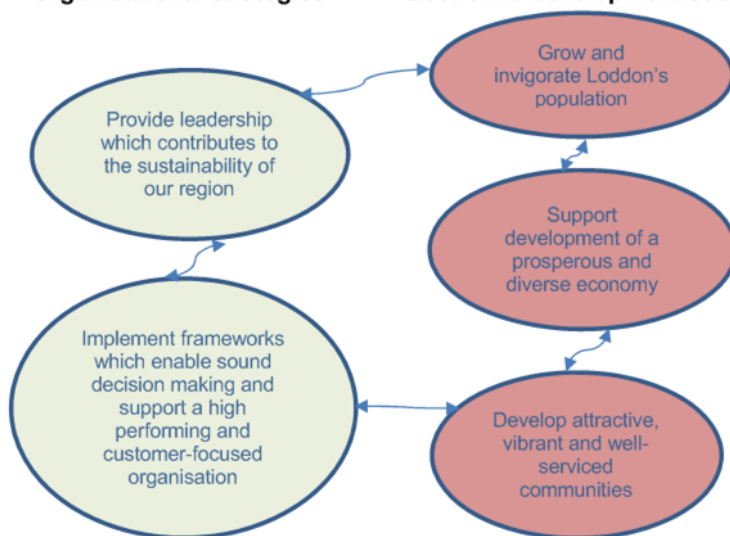
Aligned with the Loddon Shire Council Plan

Council's plan for 2017-2021 has a mission 'to enhance the sustainability and liveability of Loddon Shire'. It has five strategic themes, each with a strategic objective and three of these themes will be directly addressed through the implementation of this Economic Development and Tourism Strategy.

COUNCIL PLAN STRATEGIES

Organisational strategies

Economic development strategies



What we have achieved

Council has been proactive in delivering against several strategies in the Economic Development and Tourism area over the past seven years. The key plans and strategies have been:

- Economic Development Strategy 2015-19
- Tourism Strategy 2016-19
- Housing and Industry Marketing Plan 2013-17.

Among the many achievements in delivering on these strategies, the following are highlighted:

- stemming and slightly reversing population decline through business diversification (in agricultural processing, health and administrative services) and the attraction of new 'lifestyle' and commuter residents. While the Shire has been successful in stemming the loss of residents this has not been matched, or balanced, by an increasing local workforce. The employed workforce has continued to decline due to further rationalisation and further automation in some industry sectors
- strengthening the diverse agricultural base, notably in intensive livestock and a range of artisanal products
- retaining competitive health, education and community facilities in the Shire (with the exception of post-school education and training)
- implementing a suite of regular communiques and promotions materials including newsletters, bulletins and tourism brochures
- forming and consolidating effective partnerships at the regional level with other local government bodies, utility service providers and government agencies. These enable Loddon to participate in large projects and marketing programs that would be beyond its reach without a regional approach
- advocating for, and securing infrastructure to give investment security, especially water for agribusiness
- provision of adequate industrial and commercial land available to meet demand
- developing tourism opportunities and the tourism product range:
 - Walking and cycling trails have been extensively identified and mapped.
 - A significant number of town and on-farm businesses with tourism potential have established in the past five years but have yet to become tourism focused.
 - Events, regular markets and festivals have been trialled over the past five years and these have largely been successful.
 - Partnering with Bendigo region municipalities to contribute to the creation and branding of a major regional tourism destination.
- restructuring of the economic development and tourism functions during 2015-2019 has shifted the ways in which Loddon Shire is now addressing growth, diversification, infrastructure and investment. It has been a shift from direct responsibility and resourcing of an Economic Development and Tourism Unit (including a specific agribusiness focus) into a more modestly resourced multi-disciplinary team together with strategic alliances at the regional level.

Local advice and consultation

Loddon Shire businesses, other community, and regional organisations contributed to the development of this strategy through personal consultation, meetings and forums, including:

- workshops and briefing sessions with Council
- meetings with Council staff
- individual meetings and discussions with forty Loddon businesses and community organisations
- individual meetings and discussions with representatives of nine regional organisations, government agencies and adjoining local government areas.

Council is grateful for the input and suggestions provided through the consultation process and acknowledges the time and effort contributed in helping to shape the strategy.

Some compelling comments, and suggested strategic directions, were inescapable throughout the consultations. They included:

- For many years, reversing population decline has been the prime target in Loddon's economic development agenda. Council believes it has achieved some success with this fundamental cornerstone for the Shire's future. This confidence is well founded: It is supported by recent independent population statistics¹ and by the outlook for overall future population growth in Victoria, and in the Bendigo hinterland in particular².
- Ongoing population and economic growth are not necessarily essential for the Shire's success. There is a balance to be found in having adequate population to support up to date infrastructure, a productive economy, healthy lifestyles, and a sustainable environment; and this may not need to be supported by constant growth.
- There is strong support for broadacre farming industries in the Shire, which will always be a major fabric of the Loddon economy; grains, grain legumes and oilseeds, sheep, beef and some dairy. However, Council has neither the expertise nor resources to influence further development in this sector, other than helping to facilitate infrastructure and supporting 'right to farm' legislation and provisions.
- There are very few new broadacre growers locating in Loddon; just existing operators aggregating. But there are young farmers, often working as a sharefarmer or contractor, who would like to establish if they had access to a family farm. Developing mechanisms for this new generation to buy in as part of succession planning would provide alternatives to further aggregation and corporatisation.
- Agricultural automation technologies, telematics, remote sensing and data tracking are likely to shape the future of agricultural businesses over the next 10-15 years and this will impact on agricultural employment and investment over the period. For example, a two-year on-farm 'Internet of Things' trial is being undertaken in Serpentine as part of the Victorian Government's *Connecting Victoria* initiative.
- Emerging agribusiness sectors can be encouraged through proactive measures to highlight the suitability of investment in the Shire (for example, through biosecurity, supply chain connections and new water pipelines). The sectors include intensive livestock, local processing of grains and pulses, some horticultural crops, and agribusiness logistics services.
- Tourism is considered to be underdeveloped, but Loddon towns are not currently able to capture maximum economic advantages from additional visitation.
- Tourism activities in Loddon have potential to complement the range of attractions in Greater Bendigo, but they are also overshadowed by the scale and popularity of attractions in Bendigo, Campaspe and Mount Alexander.
- Most Loddon businesses are involved to some extent with local community, business and/or tourism groups. The level of volunteerism in the Shire is high.
- Some businesses consider new investment or growth in the Shire is restricted by planning and building regulations (including heritage and environment), zoning, finance, skills shortages, inputs including power and raw materials, technology/technical support, and/or freight and distribution.

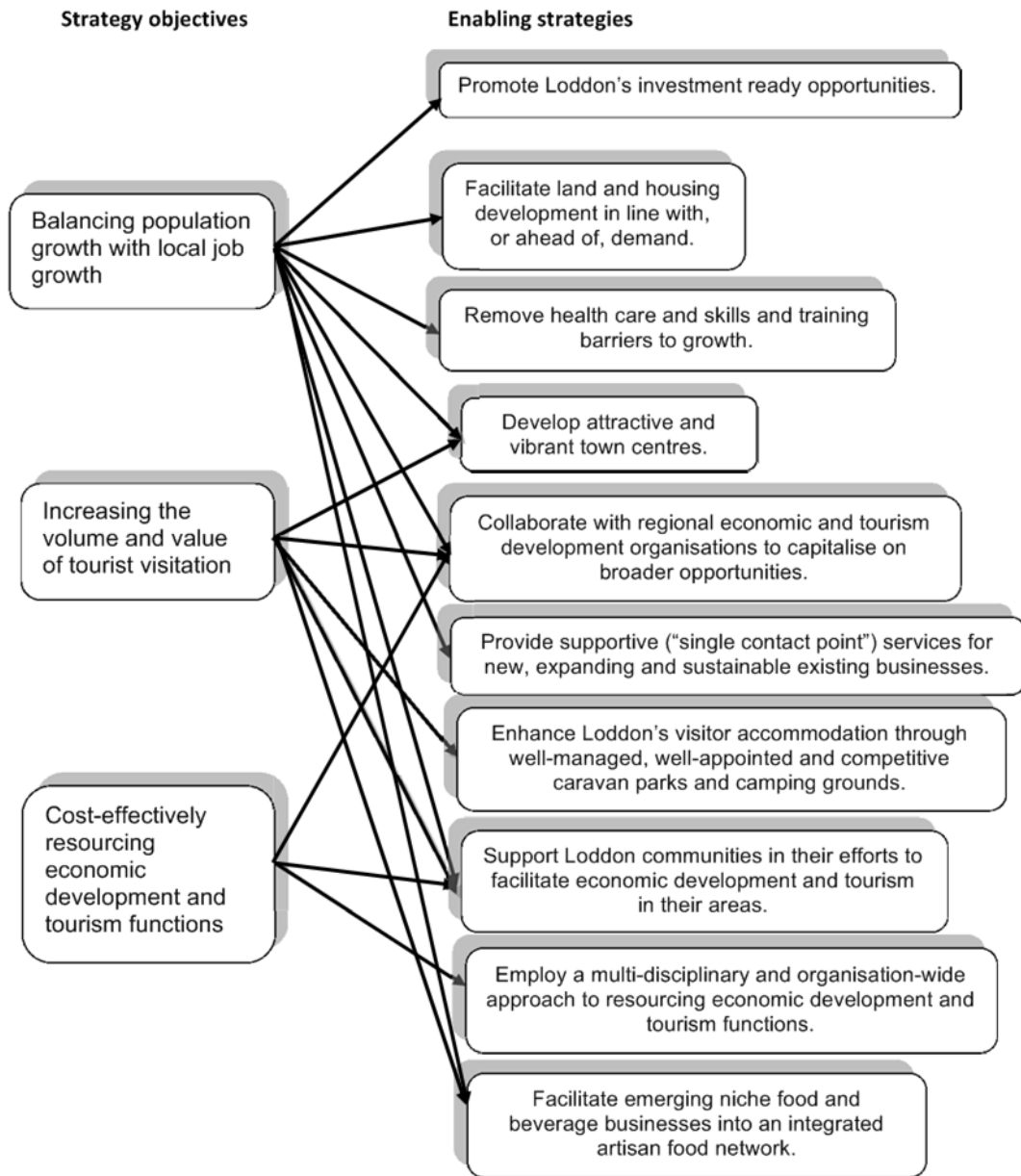
¹ Australian Bureau of Statistics Census of Population and Housing 2016 and 2018 Intercensal estimates

² The official Victorian Government population projections *Victoria in Future (VIF)* do not indicate that Loddon Shire's population will increase over the next 10-15 years. However, the most recent version of these projections (released in July 2019) suggest a very modest decline in Loddon's population of just 110 persons (or 0.15% per annum) compared with a 0.9% per annum projection in the previous VIF. The *Victoria in Future* projections for other hinterland areas of the State's major cities show considerable growth expectations.

Several challenges that impact on the economic outlook remain evident:

- Coping with continuing structural and climate change impacts on agriculture, both of which involve changes to systems and practices and the rapid introduction of new technologies.
- There is a need to ensure that agricultural consolidation and diversification opportunities (deriving from the water security offered by the new stock and domestic pipelines in the Shire) are viable and of sufficient economic scale to help in sustaining the Shire's communities.
- Consideration must be given to maintaining and extending services to meet the needs of the ageing population.
- Threshold demand levels need to be met to justify provision of essential and lifestyle services and infrastructure.
- Skills and labour shortages must be avoided in order to meet the new demands of changing industry sectors.
- Ideally, jobs in the Shire should be created at the same rate that people are attracted to live in the Shire.

STRATEGIES FOR 2019-2024



1 PURPOSE

This Economic Development and Tourism Strategy provides direction for Council to:

- deliver infrastructure, housing and jobs to support and drive potential population growth in the Shire
- attract new investment and reinvestment in innovative and sustainable businesses
- collaborate at a regional level to efficiently implement relevant economic and tourism initiatives
- position Loddon towns to maximise the economic impact from visitors to the Shire, while also meeting the needs of residents
- cost-effectively resource Council's involvement in local economic development and tourism with a small team of multiskilled staff, and selective outsourcing for key projects.

2 BUDGET IMPLICATIONS

Indicative costs have been estimated for the proposed work plan, however, several actions within the strategy will require detailed scoping before they can be properly costed.

Some projects that are in progress at the time of adoption of this strategy have existing budgets.

Estimated costs (additional to staffing) over the life of the strategy total \$2,192,000. The indicative timing for expenditure is:

- 2019-20: \$106,000
- 2020-21: \$223,000
- 2021-22: \$1,611,000 (including funding for upgrades to caravan parks)
- 2022-23: \$91,000
- 2023-24: \$161,000

3 RISK ANALYSIS

Without an agreed strategy, there are risks that Council's efforts and resources could be applied to *ad hoc* tasks without clear objectives or results. The strategy identifies priorities and actions which reflect research, consultation and consistency with wider regional directions to give clarity on where Council's resources and efforts should be directed.

It will never avoid all *ad hoc* initiatives and opportunities being raised and pursued, but decisions by Council to pursue these opportunities can be measured against the relative merits (and resourcing requirements) of the initiatives in this strategy.

4 CONSULTATION

Loddon Shire businesses, other community, and regional organisations contributed to the development of this strategy through personal consultation, meetings and forums, including:

- workshops and briefing sessions with Council
- meetings with Council staff
- individual meetings and discussions with forty Loddon businesses and community organisations

- individual meetings and discussions with representatives of nine regional organisations, government agencies and adjoining local government areas.

5 OVERVIEW

Loddon Shire has a resident population of 7,513 persons (June 2018) and covers an area of 6,696 square kilometres. It is within the Victorian administration region of Loddon Campaspe.

Loddon does not have a dominant urban area and there are five main towns, namely Wedderburn, Boort, Pyramid Hill, Inglewood and Bridgewater. At 1.1 persons per square kilometre, Loddon has the fifth lowest population density in the state.

The Shire has a tradition of agricultural production including grain, sheep, wool, beef cattle, dairy, pigs, and poultry. In recent decades the primary production base has been diversifying to more intensive forms of agriculture (including wine grapes, tomato growing, olives, other horticulture, oilseeds, grain legumes, and fodder crops).

Loddon Shire's economy is led by agriculture and agricultural product processing/manufacturing, which are impacted by global market conditions, increased climate variability, mechanisation and international competition in both domestic and export markets.

Major employing industries in Loddon Shire are:

- agriculture
- health care (hospitals and medical centres) and social assistance
- manufacturing (overwhelmingly food and beverage processing)
- retail trade (supermarkets is the largest sub-sector)
- education and training (almost exclusively pre-school, primary and secondary education).

Economic development is a relatively recent acquisition for local government as a function with professional staff. Loddon Shire was an early adopter of economic development as an in-house function since its formation as an amalgamated council in 1995. Changing dynamics in economic development suggests that the role has become more localised, and more community controlled.

Local and community-based approaches and responses to regional economic development are accepted as the most effective and most sustainable way to develop regions; in Australia and around the world. This acceptance is based on two prime factors:

- Most new businesses, new investment and new jobs in any region are generated by the existing community (and the supply chain connections of the existing community): Research in Australia suggests that the proportion is at least 70%.
- "Top down" government initiated regional economic development programs are rarely sustained. They are shaped, funded and often concluded within just one term of government office, yet their successful implementation and maturation may have a "lead time" of more than a decade. Flexible programs which support innovation and capitalise on emerging opportunities are more likely to be successful.

In this context, the role, scope and organisational relationships for Council's economic development function are still emerging. The function has existed for many years within Council with at least one dedicated officer focused solely on economic development, tourism and/or agribusiness development. The economic development function has now been

spread across several positions which have part-economic development roles, combined with other responsibilities. This is appropriate and consistent with the fact that economic, social and environmental management are all interconnected.

6 REVIEW

This Strategy has been developed for a five-year time horizon reflecting the lead time required to steer many economic development and tourism initiatives from inception to full implementation.

However, as with financial plans, this strategy sets clear five year agreed directions with the greatest level of activity identified for the first 1-2 years. Years 3-5 are indicative and need to be further specified as circumstances change and new events unfold. To this extent the Economic Development and Tourism Strategy is a five year 'rolling' plan.

7 STRATEGIES

7.1 Strategic objectives

7.1.1 Balancing population growth with local job growth

There is evidence that Loddon Shire has turned the corner in population trends. The Loddon Shire population has stabilised over the past decade and southern sectors of the Shire are poised for growth. Fewer than 10 years of stability is not enough to prove that a long-term trend of decline has been overcome but there are signs that further stabilisation, and some growth, can be expected.

Since Loddon Shire is part of the Greater Bendigo hinterland, and this is expected to be a major contributor to potential population, there will be more people commuting to and from the Shire for work. The economic development target for Loddon is to generate five net-new full-time equivalent jobs across the Shire per annum between 2019 and 2024. If this is achieved, the population of the Shire could be expected to increase to 8,086 people; an average annual increase of 0.7%.

The immediate future for jobs growth in Loddon Shire is likely to be predominantly in the service sectors. Although there are a few identifiable agribusinesses planning to create new jobs, these may well be offset by further rationalisations and impacts of automation in agricultural production and processing.

7.1.2 Increasing the volume and value of tourist visitation

Loddon Shire is part of the Greater Bendigo tourism region and can leverage from the level of visitation and the range of attractions in this wider region. To increase the economic benefits from tourism, Loddon needs to complement the regional tourism appeal and build on it with local attributes and points of difference. The full tourism product range in Loddon needs to encompass welcoming towns, natural environment and recreational experiences, food and wine, accommodation options, timely and targeted events, and history and cultural attractions.

Loddon towns are in need of further revitalisation in order to be 'tourism ready'. This should be led by cafés/bakeries, retail, dining and accommodation services and would involve enhanced branding in each town, improving the image of business premises, coordinating opening hours to be responsive to tourism needs, and training in customer service.

7.1.3 Cost-effectively resourcing economic development and tourism functions

In the past Council has employed specialists in tourism, agribusiness and food processing and has achieved some considerable successes, but there are limits to the resources allocated to economic development and tourism, especially in a financially constrained environment with caps on staffing and organisational overheads.

Management of economic development and tourism functions can be effective by using limited dedicated staff in combination with multi-disciplinary staff (i.e. people who have responsibilities in economic development combined with other roles) and selective outsourcing to resource specific projects (usually when a small Council funding commitment can be supplemented by funds from an investor, statutory authority, or government program).

7.2 Enabling strategies

7.2.1 Strategy 1: Promote Loddon's investment ready opportunities

Loddon Shire has reliable power and communications networks, and the supply of quality water is rapidly improving. Water security is a major factor in the future sustainability of agriculture in Loddon, whether it is broadacre dryland agriculture, intensive stock production or irrigated horticulture. Drought proofing the Shire has only been a utopian vision in the past, but with major new stock and domestic pipeline infrastructure, technologies to improve the effective use of water, and enlightened farm practices (for land management, crop and stock selection and production inputs), there is renewed hope for much greater security. There may be other impacts from climate variability which will impact on agricultural viability, but improved water security is a major step towards a long-term future.

The East Loddon Irrigation System was upgraded several years ago providing an additional 24,000 megalitres of irrigation water. The South West Loddon pipeline is nearing completion and will deliver stock and domestic water to households, farms and community facilities in Skinners Flat, Fiery Flat, Arnold, Bridgewater, Powlett, East Gowar, Wedderburn South and Kurting. Further, government funds have been allocated to a third pipeline system, the Mitiamo pipeline project, to build a stock and domestic supply network for 180 properties and 87 rural homes.

The opportunity to promote these new water assets should be proactively pursued over the next five years. Promotional activity could encompass investment guides, supply chain development, and assistance with business cases in selected sectors:

- poultry: table eggs
- poultry: meat
- piggeries
- horticulture and viticulture
- lot feeding.

Sectors with good potential in Loddon which have lower reliance on water resources, but require other infrastructure; such as serviced industrial land, access to major roads (capable of handling B-doubles and possibly even road-trains in the future) and power include:

- food and beverage processing (including stockfeed)
- distribution and logistics services
- renewable energies and biofuels.

Proactive Council investment and innovation services to attract these industry sectors could encompass:

- developing investment guides for targeted industries
- assistance with feasibilities and/or business cases for significant individual investment opportunities
- negotiating alliance partners in the supply chain (suppliers, processors or logistics providers)
- provision of industrial land packages (such as flexibility on small or large lot configurations, support in connecting services to headworks, any potential rate relief, and the ability to stage land development)
- supporting significant businesses in their applications for relevant State and Commonwealth grant programs
- liaison with infrastructure providers on behalf of businesses
- liaison with regional organisations in garnering support for new business investments
- assisting to build regional collaborative structures which involve one or more Loddon businesses.

7.2.2 Strategy 2: Facilitating land and housing development in line with, or ahead of, demand

Lower market values have brought new households to several Loddon towns; attracted by a combination of affordability and rural lifestyle. However, a proportion of the new residents are somewhat disenfranchised with few social connections, low disposable incomes and often are not well suited to available jobs.

Household size has slowly decreased in the Shire for at least two decades. In 2001 the average household size was 2.44 persons per occupied dwelling, and by 2016 it had reduced to 2.27. This may appear a small change, but it is a key factor in creating demand for new housing even during periods when there is no population growth. The reduction in household size during the period 2001 to 2016 has had the effect of creating demand for 23 new houses per annum in the Shire.

Attracting either developers or housing associations (including those structured as community enterprises) to provide suitable properties for sale and rent to incoming households needs to demonstrate a reasonable return on investment. Community driven initiatives, whereby local residents contribute to a housing fund (possibly structured as a company or a trust whereby investors funds are held as equity or loans), with lower expectations for commercial returns, may enable Loddon to develop more housing to accommodate people moving to the area for employment opportunities.

Council is, separately, completing a Settlement Strategy project which aims to maximise the potential for population and housing growth in the Loddon Shire. It identifies the localities in the municipality where Council is planning for people to live and proposes actions to promote development and growth. The Settlement Strategy focusses on the role that land use planning can play in population growth through the provision of suitable land for housing, as well as ensuring land is provided for jobs and industry. It is expected that the Settlement Strategy will complement the Economic Development Strategy initiatives and provide comprehensive activities in terms of 'facilitating land and housing development'.

7.2.3 Strategy 3: Remove barriers to growth and access to the workforce for Loddon residents including health care and skills and training

A regional approach is appropriate in addressing the human service delivery areas, with Council supporting the actions and promoting them locally. State Government health initiatives are expected to reduce access issues for Loddon's workforce, including:

- Ambulance Victoria's Secondary Triage services in Wedderburn
- adding a dual-officer ambulance crew in Inglewood
- funds for new 'closer to home' dedicated appointments with medical specialists for rural communities.

Council should participate in a proposed regional joint skills development project³ which aims to improve the matching of labour requirements with available skills, including the improvement of Technical and Further Education (TAFE) courses and other accredited training. For Loddon, this impacts on jobs on farms, at processing plants and service businesses. Research by the Department of Jobs and Small Business for the Bendigo region⁴ supports the importance of this work, revealing that the structure of the regional employed labour market is changing, long-term unemployment is increasing, many of the current employed workforce are approaching retirement age, and 12% of employed

³ This is a proposed project being led by Campaspe Shire Council

⁴ Bendigo Region defined as the Statistical Area 4 region, or SA4 (which incorporates Loddon Shire)

residents travel outside the region for work and 22% of employers hire people outside the local area.

Labour market demand and skills mismatches are not confined to any specific occupational grouping; they extend across process worker, farm labour, professional, technical, and service occupational areas. This situation demands a regional skills and workforce capability development strategy across the region.

There has been recent debate over the possibility of placing new international migrants in regional cities and towns to help in stemming the growth pains and infrastructure costs of expanding metropolitan areas. Loddon Shire has been able to demonstrate credentials in this strategy, as a 'success story' through the experience of Kia Ora piggery attracting Filipino migrants to Pyramid Hill. These residents now form over twenty per cent of the town's population, providing skilled labour and active volunteers. Loddon towns could extend this experience by new targeting of migrant families to work in local industry sectors, particularly those where commuting to work from beyond the Shire is prevalent (such as intensive livestock production, horticulture, health services and education).

7.2.4 Strategy 4: Develop attractive and vibrant town centres

Plans are needed for the central activity areas of each town in the Shire so that they look attractive, offer products and services that are responsive to daytrip and overnight visitor needs, and add value to travel experiences.

All the larger Loddon Shire towns (Inglewood, Wedderburn, Boort, Bridgewater and Pyramid Hill) have at least one popular and contemporary café or bakery and these are helping to make the towns attractive meeting places for residents and stopover points for travellers. Extending this relatively new feature of the towns to retail, accommodation and other services is the next step.

Loddon towns and tourist trails need more 'destination shops' where regional produce can be showcased and purchased and where there is an inviting ambience. These destination shops should have a positive effect on nearby and neighbouring businesses by generating additional patronage and setting a standard for customer service excellence.

There are already a few businesses developing destination shop attributes, particularly in Inglewood and Bridgewater, as well as the Visitor Information Centre at Wedderburn, but there is scope for greater collaboration and support for local produce.

Now it is time to build the capacity and the motivation within local communities to respond to the emerging products and to support the 'hub and spoke' tourism characteristics of the Greater Bendigo region. There are two key areas:

- Accommodation: Particularly in the caravan/camping properties.
- Town revitalisation, involving:
 - Collaboration among businesses to develop trading hours which will deliver services at times tourists are in the region.
 - Customer service skills to assist visitors.
 - Referrals and communications across local government area boundaries
 - Developing and coordinating value-added activities around town visits (walking and driving trails, gold fossicking and prospecting, tours, events, other places of interest).

7.2.5 Strategy 5: Collaborate with regional economic and tourism development organisations to capitalise on broader opportunities

Collaboration beyond local government area boundaries is sensible when opportunities have regional significance (e.g. water pipelines, tourism trails, intensive livestock, and the application of agricultural research and development).

Many economic development activities are not confined to local government area boundaries; opportunities, infrastructure, and economic impacts are very often regional in nature.

Loddon Shire is within the regional economic sphere of influence of Greater Bendigo (i.e. it is part of the Bendigo hinterland). It is also part of the State and Commonwealth Government's designated Loddon Campaspe region and, to the west, it shares similar demographic and economic characteristics to shires in the Wimmera Southern Mallee. The Regional Development Australia (RDA) plans for both Loddon Campaspe and Wimmera regions are consistent with the directions presented for Loddon Shire. The regional plans focus on areas which capitalise on existing assets and improve regional liveability, productivity and sustainability by:

- managing population growth and settlements
- strengthening communities, especially in the small towns
- strengthening and diversifying the regional economy
- improving infrastructure
- improving education and training outcomes
- protecting and enhancing the natural and built environment.

There are several formally structured regional organisations and informal regional alliances in which Council is a participant, such as:

- Loddon Campaspe Regional Partnership
- Bendigo Tourism
- Bendigo Regional Tourism
- Murray River Group of Councils
- Central Victorian Agribusiness Forum
- Goldfields Visitor Information Network.

These regional organisations have wide-ranging strategies for their regions as a whole and the constituent local government areas, including Loddon.

The benefits of Council collaborating on regional economic development and tourism initiatives extend to considering the individual projects and issues of neighbouring local government areas to reduce unnecessary competition or conflict.

Bendigo has an array of strategies befitting its status as one of Victoria's 'big three' provincial cities. The other shires are in the hinterland of Bendigo, and it makes sense to collaborate in those strategies which have regional coverage or which can be complemented by activities or support in the region.

This does not preclude separate strategies at a local level which are needed to differentiate Loddon Shire from its regional 'big brother'; providing reasons to visit or invest that are different to those in Bendigo. Some examples include:

- Intensive animal industries. Bendigo is a major hub for intensive animal industries in Victoria. It has processing facilities, large scale stockfeed production, genetic stock

producers, veterinary and nutrition specialists and shedding and systems providers, but it is no longer able to give investment security to intensive livestock producers.

- Overnight domestic and international tourism. Bendigo offers accommodation, food service and cultural attractions commensurate with a large provincial city and the hinterland shires offer complementary outdoor, recreational and agri-connected attractions. Bendigo is also well connected to passenger road, rail and air transport systems which add to the tourism hub and spoke credentials.

7.2.6 Strategy 6: Provide supportive (“single contact point”) services for new, expanding and sustainable existing businesses

Seeking a reputation as an investment ready Shire with coordinated ‘concierge’ type services for businesses does not imply a development at-all-costs policy. Council and its communities have relatively consistent views on the types of economic development investments and jobs that suit their area and are sustainable.

As a Shire with low population density (1.1 persons per square kilometre⁵), large areas of open space and reserves, and predominantly broadacre farm holdings, Loddon is able to accommodate, and indeed to attract, some business types which are either not suited to, or not sustainable in, many parts of regional Victoria. Of course, a substantial proportion of these businesses (such as those involved in extractive, intensive, and odour or noise emitting operations) are under pressure to improve the sustainability of their operations through reduced carbon footprints, waste maximisation, animal welfare, biosecurity and occupational health and safety, all of which are of concern to Loddon Shire and will influence decisions to support or assist new and expanding businesses.

Concierge services could encompass:

- a single point of contact or case officer for client businesses and investors
- priority turnaround times on planning and building permits. This process may be informed by a recently announced joint local government, Small Business Victoria, and Department of Jobs, Precincts and Regions (DJPR) initiative called the “Better Approvals Project”. Although Loddon is not a participant, the Shire could learn from its outcomes or may implement its own streamlined and simplified approval process
- site identification and acquisition assistance
- assistance in applying to Council for rate relief
- assistance in applying to Council for small contributions or cost waivers for provision of hard and soft infrastructure associated with a new business or expansion
- support in accessing relevant State and Commonwealth grant programs and any appropriate statutory approvals
- business networking and supply chain connections
- consideration of local business priority status in tenders or quotations for Council contracts
- access to workplace training and business advice through Council introduced professionals.

⁵ A lower population density than all local government areas in Victoria except four Wimmera Southern Mallee Shires (Buloke, Hindmarsh, West Wimmera and Yarriambiack) and Towong in the State’s north-east.

7.2.7 Strategy 7: Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks and camping grounds

Accommodation is a key component of Loddon Shire's involvement in the tourism industry. Across Australia, caravan parks and camping grounds are in a growth phase. Shifts in Australian tourism segments and age-structures have led to caravan parks and camping grounds making significant changes to their operating models. The industry *'has partly reinvented itself to become a more important component of total tourist accommodation in Australia'*⁶. This includes improving facilities for families and other specific tourist groups with a particular focus on cabin and on-site van segments. New quality facilities are usually available at lower tariffs than competing hotels and motels, but still offer attractive profit margins to the caravan park business.

Adding to the growth in caravan parks and camping is the increasing number of retired travellers (the 'grey nomad' tourism segment) who have invested heavily in luxuriously appointed vans and motor-homes. This is a tourist segment accommodated at caravan parks and camping grounds. A major caravan park industry change during the past decade has been the general improvement of facilities offered to travellers. Operators are providing a greater number of powered sites (including on-site vans) and cabins or flats and lessening the number of unpowered sites. On-site accommodation improvements include upgrades to amenities and greater provision of recreational facilities. Typically, caravan parks now offer numerous new facilities to travellers including:

- cafes
- BBQ facilities and shelters
- coin operated laundries
- tiled and well-maintained amenity blocks
- entertainment lounges and game rooms.

Trends in caravan park businesses since 2002 and projected to 2022, indicate that the number of enterprises and establishments has declined, and is expected to further decline, but with increasing industry revenue at fewer, higher priced sites.

7.2.8 Strategy 8: Support Loddon communities in their efforts to facilitate economic development and tourism in their areas

Local economic development and tourism committees are well established throughout Loddon. Some have a limited focus (such as the Mitiamo Progress Association with a core function to 'lobby for infrastructure and services' and a few annual activities) and others are wide ranging in their interests. These committees engage businesspeople and other residents as volunteers who contribute ideas, personal time and provide a sounding board for local initiatives.

On a Shire-wide basis, the Council itself has an abiding interest in economic development and is an appropriate body to steer economic development and tourism. All Councillors consider economic development and tourism to be an important part of the platform on which they were elected. A detailed briefing on economic development and tourism is given to Council by staff every month.

There would be considerable benefit in Council hosting an annual or bi-annual summit with the Shire's local development, progress and tourism groups to discuss local economic

⁶ IBISWorld Industry Report

development activity and to consider opportunities for collaboration and 'bigger-picture' projects.

Local development and tourism groups include:

- Bridgewater on Loddon Development
- Boort Tourism Development
- Mitiamo Progress Association
- Dingee Progress Association
- Wedderburn Tourism
- Loddon Southern Development and Tourism Committee
- Pyramid Hill Progress Association
- Wedderburn Development Association
- Inglewood Development and Tourism Committee.

7.2.9 Strategy 9: Employ a multi-disciplinary and organisation-wide approach to resourcing economic development and tourism functions

Council will use limited dedicated economic development and tourism staff, multi-disciplinary staff (i.e. people who have responsibilities in economic development combined with other roles) and selective outsourcing to resource specific projects (usually when a small Council funding commitment can be supplemented by funds from an investor, statutory authority, or government program).

In the past, Council has employed economic development and tourism specialists in agribusiness, food processing, tourism and business development and this has achieved some considerable successes, but it is a costly approach, and in a financially constrained environment it is difficult to justify.

7.2.10 Strategy 10: Facilitate emerging niche food and beverages businesses into an integrated artisan food network

Facilitating niche food and beverages businesses to work together as a network would include collaborating on events and distribution arrangements into retail and food service markets.

Loddon has a budding number of artisan food and wine producers who have developed their products in response to the demand for clean and green regional products with distinguishing features (such as free range, biodynamic, chemical free, or simply 'locally grown').

Already, the people behind Loddon's emerging artisanal food and beverages bring a good range of business expertise and motivation; some began their business as a passion to complement their lifestyle, some as a value-added farming diversification, and others as an accidental micro-business. They come from different backgrounds and from across young and older age-groups. The products encompass an ever expanding range such as wine, olive oils and table olives, green tomatoes, eucalyptus oils, organic and biodynamic meats, nuts (walnuts and pistachios), capers, prickly pear products, saffron, condiments and preserves, sauces, vegan jerky, dried fruit, salt, aged beef, chillies, flour from traditional grains, and baked products.

Loddon's artisanal food and beverage producers do not have the critical mass to achieve a reputation and visitation comparable to Bellarine Peninsula or the North-East region and nor to some of the neighbouring districts within the Bendigo hinterland (such as Heathcote and Mount Alexander), but it is growing steadily, the operators are passionate, and there is sufficient scale to warrant formal collaboration in events, market development, and

distribution/logistics. This could, and should, include the ranging of local products at some 'destination' outlets in the Shire.

Success in the City of Gastronomy bid to UNESCO could escalate these initiatives to a regional level, and could enable the potential for collaboration, joint marketing, and new food and beverage trails to extend across the region. This regional collaboration could be an extension of the current 'food fossickers network' brand, or a newly branded initiative.

8 COSTING AND FUNDING OF ACTIONS

The activities, indicative timing and estimates of additional funding to implement the strategies during 2019 to 2024 are detailed in Table 1.

Table 1: Economic Development and Tourism Work Program

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
ONGOING (day to day) RESPONSIBILITIES				
Policy and strategic directions	Drafting policy and strategic directions (including pros and cons and rationale) for consideration by Council	Ongoing	\$5,000 p/a	Responsive actions
Advocacy (and lobbying) with government and businesses	Preparing research support documents, attending meetings and representing the Shire with government and potential new businesses	Ongoing	\$5,000 p/a	Responsive actions
Information provision	<ul style="list-style-type: none"> o Developing newsletters, media, brochures and communiques o Presentations to business and community groups and stakeholders o Advice, referrals and printed materials 	Ongoing	\$40,000 pa	At least quarterly newsletters
Grant applications support to business and community organisations	Assisting businesses and community organisations with grant applications and liaison with State and Federal agencies	Ongoing	\$0	2-5 pa (depending on availability of appropriate grants)
Tourism product management and coordination	Continuing liaison with tourism businesses, visitors to the Shire and community groups involved in tourism/visitor services	Ongoing	\$0	Responsive actions
Mid-term review	Mid-term review of the 'rolling' Economic Development and Tourism Strategy to reflect on progress and reprioritise initiatives	2021	\$20,000	Assessment of progress and re-alignment of future initiatives

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
PROJECT ORIENTED STRATEGIES				
1. Promote Loddon's investment ready opportunities	Document and map the available secure water locations around the Shire with the full completion of the SW Loddon, Mitiamo, and East Loddon pipeline systems.	2020-21	\$0	Mapping complete by December 2021
	Select 3-4 investment sectors and develop investment/opportunity guides.	2020	\$40,000	3 guides completed by December 2020, with at least 3 new significant investments in the targeted sectors by 2024
	For remaining investment sectors, prepare information memoranda highlighting the competitive strengths of locating in Loddon	2021-22	\$5,000	At least 2 information memoranda by June 2022
	Ongoing liaison with potential business investors (during pre-establishment stages) in site selection, assistance with business cases, supply chain connections and regional alliances.	Ongoing	\$0	Responsive actions
2. Facilitate land and housing development in line with/ahead of demand	Monitor residential allotment availability and property sales in the Shire (including rural residential and farm blocks)	Ongoing	\$0	Annual residential monitor report/memo to be produced
	Assess the potential for new private sector and/or community group involvement in housing development (sale and rental) and subdivisions	2021	\$75,000	Completion of documented assessment
	Monitor industrial and commercial land availability and consider the need for new estates, revised zoning or support infrastructure (in consultation with Council's Operations Division)	Ongoing	\$0	Annual industrial and commercial monitor report/memo to be produced.

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	Manage sale, purchase and leasing of Council's vacant land, residential and industrial property.	Ongoing	\$16,000 p/a	4 properties sold per year (depending on demand)
3. Remove barriers to growth and access to the workforce for Loddon residents including health care and skills and training barriers to growth	Actively work in support of the government's health care initiatives for Loddon to ensure they remain implemented for the long-term. This includes ambulance services, employment opportunities related to the National Disability Insurance Scheme, and the 'closer to home' dedicated medical specialists appointments for rural communities.	2021-24	\$0	Evidence of improved services
	Participate in a regional joint skills development project which aims to improve the matching of labour requirements with available skills, including the improvement of Technical and Further Education (TAFE) courses and other accredited training. For Loddon, this impacts on jobs on farms, at processing plants and service businesses.	2020-21	\$5,000	Completion of joint skills development project
4. Ensuring attractive and vibrant town centres	Develop activation plans for the key recreational water facilities (lakes and weirs) in the Shire, with consideration given to Loddon River at Bridgewater and Newbridge, Lake Laanecoorie, Lake Boort and Skinners Flat Reservoir.	2021-24	\$70,000	Completed and implemented activation plans
	Work with local town traders to develop collaboration in offering improved trading hours which will deliver services at times tourists are in the region.	2020-24	\$0	Greater coordination of trading hours around key Loddon towns
	Organise programs/workshops to develop customer service skills in town businesses to impress visitors (and residents) perhaps in cooperation with other regional Councils.	2020-21	\$12,000	Workshops delivered

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	Referrals and communications across local government area boundaries	Ongoing	\$0	Responsive actions
	Developing and coordinating value-added activities around town visits (walking and driving trails, tours, events, other places of interest).	2020-24	\$15,000	Promotional materials and social media developed
	Review the visitor information services delivery, branding and approaches for the Shire	2021-22	\$60,000	
5. Collaborate with regional economic and tourism development organisations to maximise regional opportunities.	Continue to work with Greater Bendigo, Northern Poultry Cluster and relevant industry supply chain leaders in attracting investment in intensive animal industries. Bendigo is a major hub for intensive animal industry services and manufacturing while Loddon Shire is an ideal location for animal production (with broadacre sites, biosecurity, water, and access to stock feed).	2019-24	\$0	Attraction of at least 3 new poultry industry investments in the Shire
	Lead the implementation of the Bendigo Tourism Region DMP infrastructure enabling project: Bridgewater and Inglewood township and foreshore improvements (note that this overlaps with the 'making Loddon towns vibrant and attractive' initiatives).	2020-21	\$100,000	Completion of foreshore and township improvements
	Lead the implementation of the Bendigo Tourism Region DMP experiential products for Loddon such as long paddle trails along the Loddon River, adventure tourism (e.g. rock climbing and hunting), Indigenous heritage interpretation at the Lake Boort precinct, improved visitor facilities at State and National Parks (in collaboration with Parks Victoria), and planning strategy to adjust the layout and function of Bridgewater.	2020-22	\$25,000	Implementation of the agreed experiential products.

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	Actively participate in the implementation of the Bendigo Regional Tourism DMP region-wide experiential products: Food fossickers network development, winery tourism product development and marketing (both of these in complement to the Loddon artisanal food and beverage development activities), village touring and branding, and ride goldfields.	2022-24	\$5,000	Implementation of the agreed experiential products.
	Develop Indigenous tourism products for the Shire. Substantial time and research have been invested in a product around significant Indigenous sites (such as scarred trees) in the Bort area, and the culturally sensitive ⁷ , commercial development of this tourism product is the first project to be implemented.	2020-22	\$60,000	Commercial development of cultural tourism product
	Investigate collaborative tourism marketing opportunities for the north of the Shire with the emerging Wimmera Southern Mallee tourism body and the Murray region, particularly in outdoor recreation, camping/caravanning accommodation and agritourism.	2020-22	\$0	Partnerships in marketing rivers, lakes and weirs and outdoor and agritourism visitor experiences
6. Provide supportive (facilitator') services for new, expanding and sustainable existing businesses.	Identify 4-6 staff in economic development and tourism and other relevant Council functional areas to become 'facilitators', to be allocated on the basis of: <ul style="list-style-type: none"> • Size/scale of the proposed investment opportunity • Industry type • Location. 	2019-20	\$0	In-house concierges identified
	Conduct facilitator induction briefings and training.	2019-20	\$0	Induction completed

⁷ Meaning that the project should be led and controlled by members and elders of the Dja Dja Wurrung people.

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	Commence the partnering of facilitators with businesses, as opportunities arise.	2020-21	\$0	Successful concierge services delivered
	Prepare a 'business support package' proposal to Council with modest financial support for businesses needing investment incentives (involving a possible mix of rate relief, infrastructure provision or support, and/or small capital works contributions).	2019-20	\$10,000 (with up to \$1,500 to be delegated to staff against agreed guidelines)	Business support package endorsed by Council
7. Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks and camping grounds	Ongoing supervision, support and maintenance of operations of Council's caravan parks. Secure the future operational management of Wedderburn Pioneer Caravan Park and Bridgewater Public Caravan Park by completing purchase of these assets from the State. Once purchase is completed, develop leases which suit the differing market focus of each park and which ensure lessees support further development of the accommodation options at the parks.	2019-20 and ongoing	\$30,000	Finalisation of parks purchase. Enactment of suitable lease agreement.
	Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks and camping grounds. Develop a highly competitive network of caravan parks and camping grounds in the Shire by facilitating a comprehensive range of accommodation options at these parks (unpowered and powered sites, en-suite facilities, a range of cabins, glamping). Council is well placed to lead this initiative via its ownership of four parks, through stipulations in contracts with managers or lessees. Private parks in Inglewood and Laanecoorie could be encouraged to further invest.	2020-24	\$1,300,000	Completion of capital improvements to caravan parks

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	The free camping sites (at Wedderburn, Laanecoorie riverside, Newbridge, Boort Park, and Bridgewater Recreation Reserve) remain important in offering the full range of options and could have a modest development program that includes some amenities and waste management.			
10. Facilitate emerging niche food and wine businesses into an integrated artisan food network with events and distribution arrangements into retail and food service markets	Facilitate emerging niche food and wine businesses into an integrated artisan food network with events and distribution arrangements into retail and food service markets.	2022-23	\$25,000	Creation of a formal or informal business network
	Assess commercial interest in extending the Food and Wine Expo at Newbridge into an annual event and assist in transitioning it to a private event.	2020	\$0	Decision on future of the food and wine expo
	Coordinate a joint market development program for emerging niche, or artisan, food and wine producers in the Shire (with events, retail and food service components).	2023-24	\$5,000	Joint activities implemented
RESOURCING SUMMARY			\$2,192,000	
9. A multi-disciplinary approach to resourcing economic development and tourism functions.	Allocate Economic Development and Tourism responsibilities across (up to) 8 different staff	n.a.	Matched funding contributions:	Population growth of 0.7% p/a average during 2019-24
	Outsource significant major projects, investment guide preparation, grant applications and skills development projects, subject to budget restrictions and, in some cases, co-funding from either business proponents or government programs.	n.a.	Capital costs: Printing, IT, Media:	Net jobs change of +5 p/a during 2019-24

Economic development/ tourism function	Activities	Indicative timing	Budget (additional to staff)	Target(s)
	(Strategy 8) Support Loddon communities in their efforts to facilitate local economic development and tourism by hosting an occasional summit with the Shire's local development, progress and tourism groups to discuss local economic development activity and to consider opportunities for collaboration and 'bigger-picture' projects.	n.a.	External Contractors:	
	Appoint a Council investment facilitator/point-of-contact as a liaison point for each Loddon ED&T community group and as a facilitator for local initiatives.	n.a.		

9 ECONOMIC DEVELOPMENT BASE AND TRENDS

9.1 A brief history

Human habitation in Loddon Shire spans beyond 40,000 years. For all but the last 180 of these generations Dja Dja Wurrung people managed land in the Shire to sustain a population living in balance with the available sources of food and water. The Dja Dja Wurrung were bound to the land by a spiritual belief system deriving from the Dreaming, when the all-powerful *Bunjil* took the form of an eagle and created the land, the people and their culture. They were part of established trade networks which allowed goods and information to flow over substantial distances. When migratory lifestyles were the norm, mobility helped the people to live through cycles of droughts and floods.

European settlement of the Goulburn and Loddon Districts began one year after the first visit by a white explorer in 1837 by squatters eager to carve out a station and run. In the 1840s, an economy built around indigenous plants and animals rapidly gave way to introduced crops and livestock. 'At that time shepherd's huts were dotted about the runs from the Loddon River to Piccaninny Creek. None of the towns were in existence then'⁸. Gold became the stimulus for a greater rate of development in the 1850s.

9.1.1 Wedderburn

Gold was discovered near Wedderburn in 1852 at a field at Korong or Mount Korong 12 kilometres south-east of Wedderburn. 'Korong' is from an Aboriginal word meaning campsite, large swamp or canoe. The Wedderburn township was surveyed in 1856-57 and allotment sales began in 1858. In 1903 Wedderburn had a population of 1,400 and was described in the Australian handbook as a "mining township with telegraph, savings bank, money-order office, 4 hotels, 5 churches, 12 stores, flour mill, literary institute and library and the office of the Shire of Korong".

Identified community strengths of Wedderburn township include:

- location of the Shire Council's headquarters
- location of the Loddon Visitor Information Centre (VIC)
- increasing number of households
- location on a major regional highway
- productive agricultural hinterland
- rural lifestyle properties
- land sub-divided and available for development
- good primary and secondary educational facilities
- historic link to the goldfields and the associated tourism initiatives from the broader Victorian Goldfields
- a wide range of sporting facilities
- attractive environmental setting, with undulating topography and scenery.

9.1.2 Boort

Boort is an Aboriginal name meaning, "*smoke from the hill*". The town is situated on the edge of Little Lake Boort. The area around Boort and east to the Loddon River was a regular camping area of the Jaara Aboriginal people. Many middens and scarred trees still exist;

⁸ Sharland, Michael; These Verdant Plains: A History of the Shire of East Loddon, 1971

some in the bed of (big) Lake Boort are very well preserved. Thomas Mitchell travelled through the area in 1836 and wrote, *"My experience enables me to speak in the most favourable terms of the Aborigines. They are never awkward, in manners and general intelligence they appear superior to any class of white rustics"*.

The Boort township was founded in 1871 to service the growing agricultural, pastoral and dairying industries of the district. In those early years there were some industries other than agriculture that contributed to the local economy. In the early 1900's gypsum was mined and employed up to 60 men. A clothing factory provided employment for 18 women in the early 1940's. Lake Boort is central to the town and is used for skiing, sailing, fishing and swimming, and provides habitat for birdlife. The town is 250 kilometres north-west of Melbourne, 103 kilometres north-west of Bendigo, and 106 kilometres south of Swan Hill. It is 90 metres above sea level.

Identified community strengths of the Boort township include:

- a strong history and role as an agricultural service centre
- excellent soil types for agriculture
- relatively stable labour force
- increasing numbers of households
- rail and road freight transport options
- a recognised centre for medical services (including acute and aged care services), especially by comparison with towns of similar size
- lake and infrastructure around town provides a base for tourist visitation
- the town's school has an excellent reputation
- A reputation as a safe community, with low levels of crime and vandalism, and a positive community spirit
- Lake Boort scar trees.

9.1.3 Inglewood

Inglewood was established as a town in the 1860s and forms part of the famous 'Golden Triangle' of towns (which also included Tarnagulla and Rheola). These 'triangle' towns were among the richest alluvial goldfields in the world. Following the gold rush, Inglewood became well known for eucalyptus oil, produced in quantity from Blue Mallee. Inglewood is 199 kilometres north-west of Melbourne and 42 kilometres west of Bendigo. It is effectively a 'twin town' with Bridgewater, separated by a distance of only 7 kilometres and both towns have relatively close access to the services of the City of Greater Bendigo. There is strong potential to attract residents from the Bendigo workforce and 'tree change' households seeking a lifestyle residential location.

Identified community strengths of Inglewood township include:

- a stable, and slowly growing, population
- attractive location and natural attractions for tourism visitation (particularly the Loddon River, heritage sites, box iron-bark forest, wineries and camping areas)
- location on a major regional highway
- an attractive town centre for tourism with 'collectibles' stores, eucalyptus distillery museum and food service outlets
- at the centre of an intensive animal area with strong growth potential
- land available for development
- close proximity to Bendigo with good potential for dormitory residential expansion
- expanding employment opportunities in some sectors
- heritage of the built environment

- a good range of sporting facilities (football, tennis, cricket, golf and bowls) and lifestyle health services.

9.1.4 Pyramid Hill

Pyramid Hill is named after an adjacent granite hill which rises 187 metres above sea level. Thomas Mitchell visited the area in 1836 during his journey into "Australia Felix". The survey for the township was on the south side of the hill but, with the connection to rail in 1885, the town was moved to its present site. Pyramid Hill is 76 kilometres north of Bendigo and 60 kilometres west of Echuca.

Identified community strengths of Pyramid Hill township include:

- a history of manufacturing and mining
- increasing households
- passenger and freight rail services, with the ability for a return day trip to Melbourne
- varied topography and irrigation water available
- community has a history of resilience
- people in district still prepared to invest in new opportunities; especially diversification.
- a strong and active migrant (Filipino) community.

9.1.5 Bridgewater

Bridgewater was effectively founded during the gold-rush era, after gold was discovered in the district in 1952 and the town was established in 1860. The town is probably the most diverse in its economic base, with manufacturing, agribusiness processing, intensive animal industries, tourism and services all represented. Bridgewater is located 180 kilometres north-west of Melbourne and just 35 kilometres west of Bendigo.

Identified community strengths of the Bridgewater township include:

- attractive location and natural attractions for tourism visitation (particularly the Loddon River, wineries and heritage sites)
- location on a major regional highway
- at the centre of an intensive animal area with strong growth potential
- land available for development
- close proximity to Bendigo with good potential for dormitory residential expansion
- expanding employment opportunities (flour and stockfeed mills, table eggs processing, and seasonal work at wineries).

9.1.6 Other areas

The towns in the south east section of Loddon Shire, particularly the 'twin towns' of Bridgewater and Inglewood, (which are separated by a distance of only 7 kilometres) have relatively close access to the services of the City of Greater Bendigo, and have strong potential to attract residents from the Bendigo workforce and 'tree change' households seeking a lifestyle residential location (similar to other towns and villages near major provincial cities, such as Yackandandah and Barnawartha near Albury-Wodonga, and Smythesdale and Lethbridge near Ballarat).

The south of the Shire also includes Tarnagulla (resident population of 133), Newbridge (resident population of 192), Eddington (resident population of 96), and Laanecoore (with recreation and tourism facilities at its significant reservoir) which are small service centres and have tourism attributes particularly related to gold heritage, environmental features, water recreation, caravan and camping accommodation and food production.

The last 50 years has seen rationalisation of large public enterprises, farm aggregation and agricultural automation, and a shift in the economic base towards service industries.

Loddon is now at the dawn of the era of sustainable economic development: A time when economic, statutory, environmental and community development policy and practice need to be brought together.

9.2 Demographic trends: turning the corner

9.2.1 Population

At the 2006 Census of Population and Housing, the Shire had a resident population of 7,835. The number of residents declined by 0.98% per annum over the next five years to 7,460 people but rebounded to 7,516 by 2016 (an increase of 0.15% per annum) and has remained almost constant (7,513) to June 2018 according to the Australian Bureau of Statistics 'intercensal' estimates, although the 2018 figures could be an understatement⁹. The rate of building approvals for new dwellings in the three years since 2016, as well as feedback from real estate agents, add further confirmation that Loddon Shire's population is growing.

Loddon Shire's overall population declined by 1.00% per annum on average during 2006 to 2011 but 'turned the corner' (on decades' long trends of decline) in the five years 2011 to 2016. Increases in population were recorded in all age groups except 0-14 years and 35-54 years. The reducing age cohorts reflect outmigration of young families and young couples seeking job opportunities or career advancement. The increasing cohorts reflect some young people taking up jobs in the Shire after completing training (in the 20-24 years range), and older people staying in the Shire as they move through the population pyramid (from a larger cohort to a smaller cohort) and making a lifestyle choice to move to Loddon. The average age of a Loddon Shire resident increased from 46 years to 51 years in the ten years 2006 to 2016 (much older than the national average of 38 years).

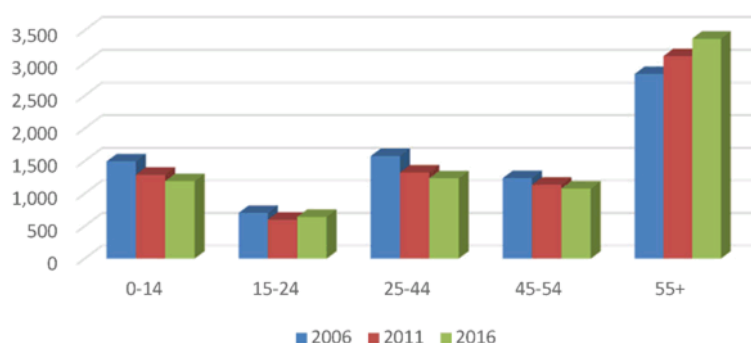
⁹ It is quite possible that the intercensal estimates are too low, and that Loddon Shire has continued to have a modest level of population growth since 2016. Intercensal estimates have understated the resident population in Loddon Shire in recent years. For example, the 2016 preliminary intercensal estimated resident population (released in March 2017) for Loddon Shire was 7,291 persons, a figure which proved to be underestimated by more than 3% when the 2016 Census results were finalised.

Table 2: Loddon Shire population trends

Age group (years)	2006 Census			2011 Census			2016 Census			% p.a.	% p.a.
	Males	Females	Persons	Males	Females	Persons	Males	Females	Persons	2006-11	2011-16
0-4	211	225	437	205	208	408	160	178	335	-1.4%	-3.9%
5-14	535	522	1,059	434	448	883	431	423	857	-3.6%	-0.6%
15-19	235	232	462	202	203	404	198	212	413	-2.7%	0.4%
20-24	133	110	242	108	84	195	120	110	230	-4.2%	3.4%
25-34	325	318	637	236	278	512	252	260	518	-4.3%	0.2%
35-44	451	489	940	421	395	813	370	346	717	-2.9%	-2.5%
45-54	648	587	1,238	574	560	1,136	520	554	1,078	-1.7%	-1.0%
55-64	633	533	1,161	707	619	1,323	737	619	1,356	2.7%	0.5%
65-74	458	415	869	532	427	954	632	508	1,139	1.9%	3.6%
75-84	300	298	598	283	313	598	307	309	621	0.00%	0.8%
85 +	74	131	204	103	122	230	110	145	256	2.4%	2.2%
Total	3,998	3,841	7,835	3,808	3,647	7,460	3,848	3,668	7,516	-1.0%	0.2%

SOURCE: Australian Bureau of Statistics Census of Population and Housing 2016, Community Time Series Profile for Loddon Shire

Table 3: Loddon Shire population by age group



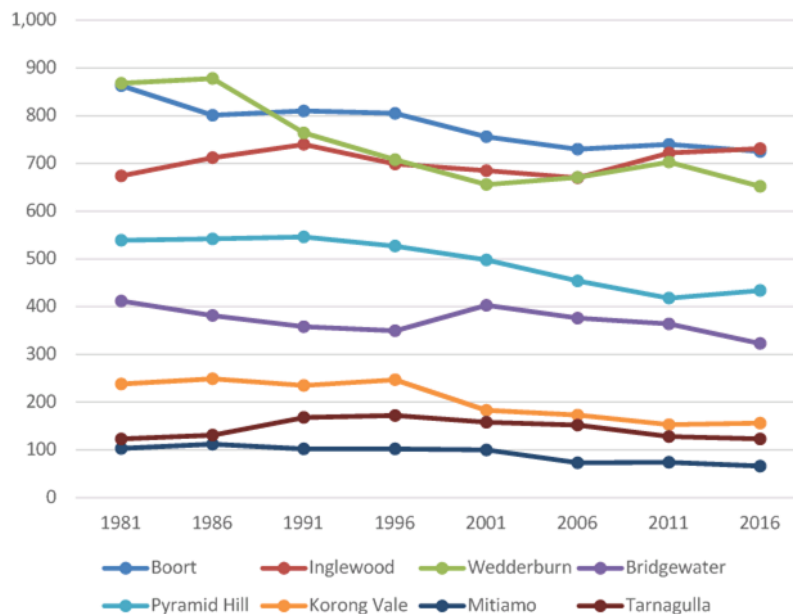
Town populations can be reported as 'Urban Centres and Localities' (meaning a boundary around the town's 'urban character'), and the trends in population for this definition for Loddon towns suggest small declines and considerable variability of the past 35 years (1981-2016). However, Loddon's townships are probably better represented in the areas now defined by the Australian Bureau of Statistics as "State Suburbs", which are *an approximation of the officially recognised boundaries of suburbs (in cities and larger towns) and localities (outside of cities and larger towns)*¹⁰.

¹⁰ Australian Bureau of Statistics, 2019, Census Geography Basics

In 2016 the resident populations of Loddon's State Suburbs were:

• Wedderburn	941
• Boort	873
• Inglewood	855
• Pyramid Hill	558
• Bridgewater	465
• Dingee	206
• Serpentine	192
• Newbridge	192
• Calivil	178
• Laanecoorie	177
• Korong Vale	168
• Tarnagulla	133
• Mitiamo	117
• Eddington	96
• Yarrawalla	90
• Durham Ox	74
• Bears Lagoon	72
• Rheola	56
• Buckrabanyule	51
• Barraport	37
• Lake Marmal	21
• Total Suburbs	5,552
• Shire Balance	1,964
• Total	7,516

Table 4: Population trends in Loddon towns (bounded urban localities)



Successive past economic development strategies¹¹ identified population decline as a critical inhibitor to economic development and a serious threat to the future sustainability of communities and towns within the Shire if it continued. Not surprisingly, curtailing population decline was set as a critical objective. In 2019, there is evidence Shire has turned the corner in population trends. The Loddon Shire population has stabilised over the past decade and southern sectors of the Shire are poised for growth. Albeit that fewer than 10 years of stability is scarcely long enough to prove a long-term trend of decline has been overcome, there is evidence that further stabilisation, and some growth, can be expected.

The positive change in population trends since 2011 has been a result of new households moving to Loddon for lifestyle or affordability, a slow-down in the rate of job reductions in both agriculture and manufacturing (losses in broadacre farming being offset by growth in the intensive livestock sector and food and stockfeed processing) and small jobs growth in a range of services (including administrative, professional/technical, food service, and information/media). Not all the jobs created in the Shire in the past decade have led to population impacts, as the scale of the commuting population increases. As a 'hinterland' Shire to Bendigo, commuting for work is inevitable, and the new challenge for Loddon is to accommodate potential population growth (with land and housing availability) and to balance the population growth with local job opportunities.

Victoria has become the Australian state with the greatest population growth over recent years in both absolute and percentage terms. Annual population growth has averaged over 130,000 persons (or at growth rate of 2.2%) per annum since 2011. The Melbourne metropolitan area has absorbed a large proportion of the growth (85% since 2011) in existing and new suburbs, resulting in an expanding metropolitan geographic area, of more than 40 kilometres from the central activities area, on average, and well over 50 kilometres in the east and south-east. Melbourne's infrastructure is severely stretched and, despite investment commitments to major

¹¹ Economic Development Strategies of 2008 and 2015
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projects, physical infrastructure provision will continue to lag well behind demand by many years. Conversely, a host of towns in regional Victoria have underutilised infrastructure and affordable real estate. Accommodating 15% of Victoria's growth represents about 20,000 new residents per year and, while this is significant, State and Commonwealth commitments to regional development (such as encouragement for international migrants to live in the regions, and regional jobs and infrastructure programs) should lead to regional Victoria receiving a larger share of future growth.

Victoria no longer has a two-tier settlement pattern whereby it's the 'city' and 'the regions', with several provincial cities now offering all the attributes of metropolitan areas. In particular, these include Geelong, Bendigo, Ballarat, Latrobe City, and Albury-Wodonga. Like Melbourne, these provincial cities have experienced above average population growth for many years (e.g. Geelong 2.6% per annum currently and Bendigo 1.7% per annum) and their growth is showing clear signs of spreading to communities in the hinterlands (i.e. nearby towns and villages). Indeed, the State Government's *Victoria in Future* population projections to 2031 indicate the hinterland local government areas will have an average annual growth of 2.1% per annum between 2016 and 2031.

Unlike the greenfields suburbs around the ever-expanding Melbourne metropolitan area, the hinterland towns usually have underutilised infrastructure as a direct consequence of experiencing gradual population declines for decades. These factors combine to support the prospect that towns in Loddon Shire are "poised for growth"¹². Growth will be stimulated by at least four types of demand:

- new job opportunities in the Shire, some in agribusiness, but overwhelmingly in the service sectors
- rural lifestyle
- real estate affordability
- rural retreats for commuting workforces.

Table 5: Population growth in Victoria 2017-18

	Existing Population Distribution	Share of Population Growth (2017-18)
Melbourne Metropolitan	4,909,233 (76.3%)	118,247 (85.5%)
Major Provincial Cities	592,227 (9.2%)	11,266 (8.1%)
Other Regional Cities	251,924 (3.9%)	1,344 (1.0%)
Rural Balance	707,291 (11.0%)	8,212 (5.9%)
Hinterland Shires	237,068 (3.7%)	4,932 (3.6%)

¹² The current version of *Victoria in Future* (Victoria's official population projections) do not reflect the same positive 'poised for growth' assertion; showing a very slight decrease of 0.1% per annum over the next 10-15 years.

Table 6: Projected population, Victoria and Regional Victoria

	2016 (000)	2026 (000)	% p.a. 2016-26	Growth (000)	% of Growth	2031 (000)	% p.a.	Growth (000)	% of Growth
Melbourne Metropolitan	4,642.2	5,740.9	2.2%	1,098.7	83.1%	6,243.7	1.6%	502.8	81.2%
Major Provincial Cities	570.0	686.9	1.9%	116.9	8.8%	744.7	1.6%	57.8	9.3%
Regional Balance	961.0	1,067.4	1.1%	106.4	8.0%	1,125.9	1.1%	58.5	9.5%
Hinterlands*	289.9	358.2	2.1%	68.4	5.2%	398.2	2.1%	39.9	6.4%
Total	6,173.2	7,495.2	2.0%	1,322.0	100%	8,114.3	1.6%	619.1	100%

* Figures also included in Rural Balance

SOURCES: Australian Bureau of Statistics *Census of Population and Housing 2016*
Department of Environment, Land, Water and Planning, *Victoria in Future, 2019*

Loddon Shire Council has important roles in facilitating potential growth in the south and in stabilising population levels in the north through a proactive "investment with jobs" program.

9.2.2 Jobs in local industries¹³

The types of jobs in Australian regional industries have changed. Futurists predict that "two thirds of children entering primary school today will end up working in industries and job types that don't even exist yet"¹⁴ (i.e. 66% change in the types of jobs available over the next 12 years). But this restructuring and redeployment of the workforce has been occurring at pace for the last 20-30 years too. Long gone is our dependence on agriculture, mining or manufacturing for most jobs. Australia-wide, health (12.7%), retail (9.9%), construction (8.5%) and professional/scientific/technical services (7.3%) topped the list of 10.7 million jobs in 2016. Over three-quarters (75.4%) are in service industries.

Shifts toward service industries are also occurring at regional and local levels in Victoria. In Loddon Shire agriculture remains by far the largest employing industry but it continues to decline from the impacts of increasing farm size, farm aggregation and automation. At the same time service industries have grown to account for 45.7% of all jobs in the Shire in 2016. The industries which recorded a growth in jobs over the 2006-2016 decade were in mining and the service industries of health care and social assistance and administrative services.

¹³ Some comments in this section were derived from IBISWorld 2017

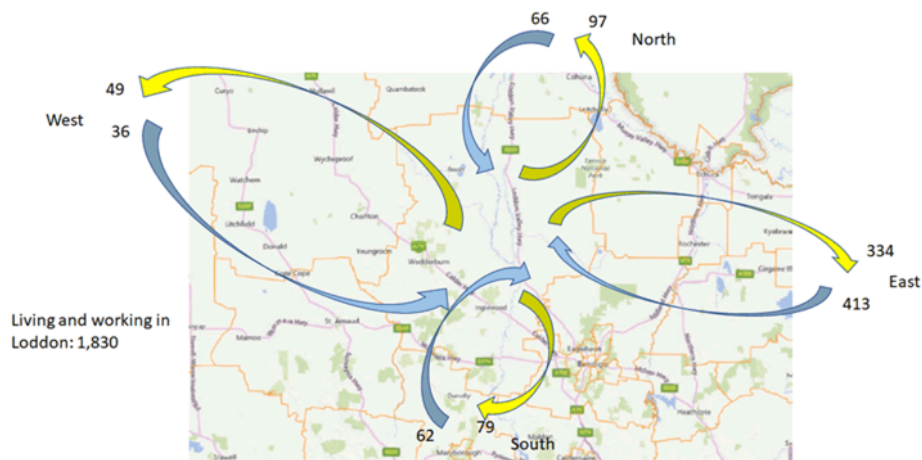
¹⁴ World Economic Forum *Future of Jobs, 2018*

Table 7: Employment by industry, Loddon Shire 2006 to 2016

	2006				2016		% pa Change 2006-16	Jobs Change 2006-16
	Employed Residents (No.)	%	Males	Females	Employed Residents (No.)	%		
Agriculture	1,240	39.1%	719	290	1,008	35.5%	-2.1%	-232
Mining	8	0.3%	14	3	20	0.7%	9.6%	12
Manufacturing	315	9.9%	146	72	212	7.5%	-3.9%	-103
Electricity, Gas, Water and Waste Services	31	1.0%	21	5	23	0.8%	-2.9%	-8
Construction	140	4.4%	115	15	126	4.4%	-1.1%	-14
Wholesale Trade	65	2.1%	40	21	60	2.1%	-0.8%	-5
Retail Trade	222	7.0%	73	118	187	6.6%	-1.7%	-35
Accommodation and Food Services	113	3.6%	33	57	95	3.4%	-1.7%	-18
Transport, Postal and Warehousing	129	4.1%	85	24	103	3.6%	-2.2%	-26
Information Media and Telecommunications	13	0.4%	3	3	11	0.4%	-1.7%	-2
Financial and Insurance Services	34	1.1%	9	26	34	1.2%	0.0%	0
Rental, Hiring and Real Estate Services	12	0.4%	3	4	8	0.3%	-4.0%	-4
Professional, Scientific and Technical Services	57	1.8%	20	37	52	1.8%	-0.9%	-5
Administrative and Support Services	46	1.5%	29	26	53	1.9%	1.4%	7
Public Administration and Safety	137	4.3%	55	67	125	4.4%	-0.9%	-12
Education and Training	201	6.3%	33	143	176	6.2%	-1.3%	-25
Health Care and Social Assistance	262	8.3%	33	278	311	11.0%	1.7%	49
Arts and Recreation Services	25	0.8%	15	5	21	0.7%	-1.7%	-4
Other Services	69	2.2%	33	27	61	2.2%	-1.2%	-8
Not stated	66	2.1%	85	51	131	4.6%	7.1%	65
Total	3,175	100%	1,556	1,280	2,838	100%	-1.1%	-337

The 2016 ratio of jobs to population is 2.7, which suggests that for every employed person in the Shire there are 2.7 residents. In 2006 the ratio was 2.5 and with an ageing population, it could increase to at least 2.8 by 2026 suggesting that there would be 2,451 employed people to sustain the projected population of 6,864. However, the creation of an additional five net new jobs per annum would build on the number of people employed in 2016, increasing it from 2,838 to 2,888 employed residents. If this is achieved, the population of the Shire could be expected to increase to 8,086 people; an average annual increase of 0.7%.

Table 8: Loddon's commuting workforce 2016



It is meaningful to group the nineteen industries into just five sectors, that broadly describe the nature of the economic contribution and the work involved. These are:

- **Primary Sector** (agriculture, fishing, forestry and mining industries): This sector generates products from the earth's natural resources.
- **Secondary Sector** (manufacturing, construction, electricity, gas, water and waste): This sector transforms and adds value to natural resource products.
- **Tertiary Sector** (retail trade, wholesale trade, transport, postal and warehousing): This sector provides services which deliver products to consumers.
- **Quaternary Sector** (finance, real estate, information/media, professional/technical/scientific, administrative, and education services): Services targeted largely to businesses, and other organisations.
- **Quinary Sector** (health, accommodation and food services, art and recreation, other personal services): Services targeted largely to individuals.

This classification helps to understand structural changes in local and national economies over time.

The three 'oldest' sectors are reducing in relative terms within the economy: primary sector (agriculture and mining), the secondary sector (manufacturing, construction and utilities), and the tertiary sector (wholesaling, retailing and transport): in 2016 these sectors contributed just 39.4% of all jobs. But the quaternary sector (education, finance, business services, communications) has more than doubled from 21.3% of gross domestic product (GDP) to 49.7% and 34.5% of all jobs, and the quinary sector of health, hospitality, cultural and personal services has risen to 11.8% of GDP from 8% at the end of the manufacturing age and now provides 26.1% of all jobs. Now, more wealth (GDP) is created from tourism (domestic and international) in Australia than agriculture. Of course, the situation in Loddon is vastly different, but the shift in the same direction is still evident.

This analysis and the observations do not suggest that agricultural production and value adding in Loddon is likely to be challenged in the foreseeable future (if ever) by any of the service industries individually, as the economic mainstay of the Shire. However, local economic development will see the quaternary and quinary sectors overtake primary and secondary sectors in both jobs and GDP in the not too distant future. Loddon must continue to diversify and build on its service industries (especially in the quinary sector) to sustain the viability of its towns and to offer attractive lifestyles and visitor experiences. Recent trends suggest that this transformation is well under way.

Employment in Loddon in the primary and secondary sectors have decreased from 68.4% of total jobs to 51.7% over the 45 years 1971 to 2016, while jobs in quaternary and quinary sectors have increased from 17.3% to 35.3% over the same period. These trends (together with the need to work on the attractiveness and liveability of towns, and the projected further ageing of the resident population) suggest the quaternary and quinary sectors could make up around half of all jobs in Loddon Shire within 10-15 years. Further:

- Primary Sector industries (overwhelmingly agriculture) contribute 36.2% of jobs and 42.0% of economic output.
- Secondary Sector industries (mostly food manufacturing and construction) contribute 12.7% of jobs and 29.1% of output.
- Tertiary Sector industries contribute 12.3% of jobs and 6.7% of output.
- Quaternary Sector industries contribute 26.2% of jobs and 16.6% of output.
- Quinary Sector industries contribute 17.2% of jobs and 6.0% of output.

Table 9: Employment by major sector, Loddon 1971 and 2016 and Australia 2016

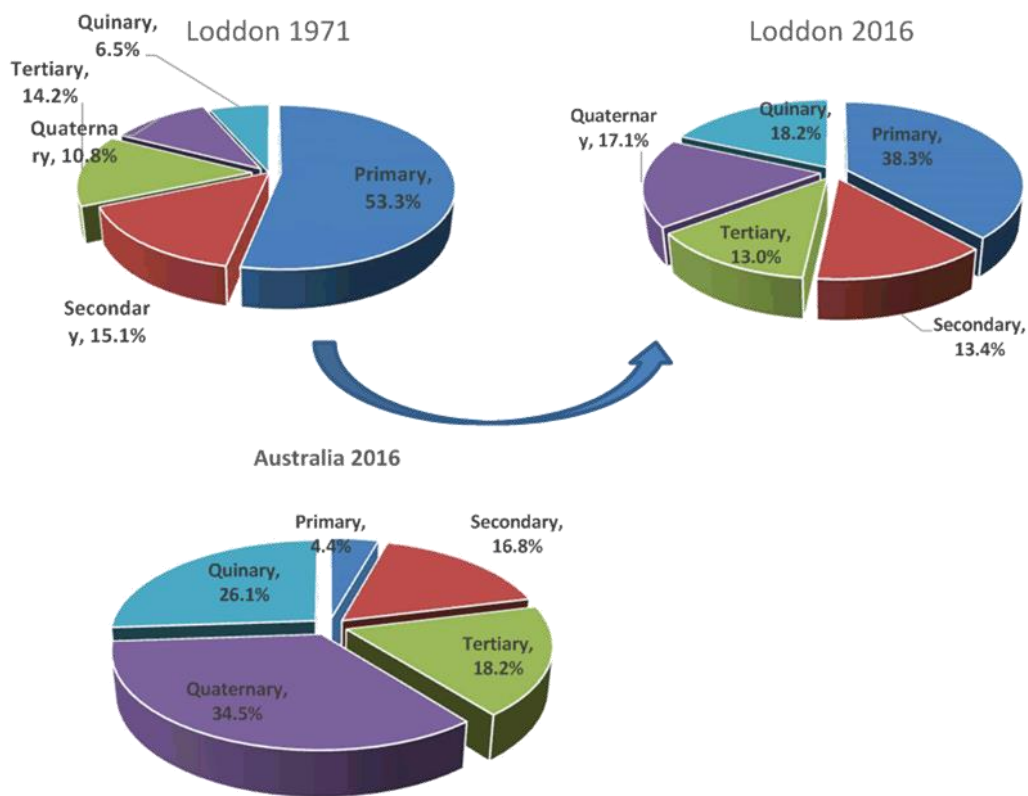


Table 10: Employment and output by sector and industry

Loddon 2016		Employment by industry		Output and value added by industry		
Sector	Industry	Number of jobs in the shire	% of total jobs	Output 2016 (\$000)	% of total output	Value added (\$000)
Primary Sector (Products from natural resources)	Agriculture, Forestry and Fishing	1,086	41.21%	\$335,309	38.78%	\$140,364
	Mining	45	1.71%	\$27,461	3.18%	\$9,748
	Total Primary Sectors	1,131	42.92%	\$362,770	41.96%	\$150,112
Secondary Sector (Production from transforming and value adding to natural resources)	Manufacturing	211	8.01%	\$166,831	19.30%	\$38,402
	Electricity, Gas, Water and Waste Services	24	0.91%	\$24,246	2.80%	\$11,805
	Construction	92	3.49%	\$60,242	6.97%	\$18,832
	Total Secondary Sectors	296	12.96%	\$251,319	29.07%	\$69,039
Tertiary Sector (Services which deliver products to consumers)	Wholesale Trade	50	1.90%	\$17,308	2.00%	\$8,733
	Retail Trade	172	6.53%	\$22,050	2.55%	\$13,385
	Transport, Postal and Warehousing	74	2.81%	\$18,327	2.12%	\$8,202
	Total Tertiary Sectors	296	11.73%	\$57,685	6.67%	\$30,320
Quaternary Sector (Services targeted largely to businesses, and other organisations)	Information Media and Telecommunications	3	0.11%	\$462	0.05%	\$336
	Financial and Insurance Services	12	0.46%	\$6,895	0.80%	\$4,605
	Rental, Hiring and Real Estate Services	7	0.27%	\$67,729	7.83%	\$51,216
	Professional, Scientific and Technical Services	34	1.29%	\$7,818	0.90%	\$3,753
	Administrative and Support Services	36	1.37%	\$8,085	0.94%	\$4,524
	Public Administration and Safety	117	4.44%	\$23,896	2.76%	\$15,330
	Education and Training	193	7.32%	\$28,880	3.34%	\$19,254
	Total Quaternary Sectors	402	15.93%	\$143,765	16.63%	\$99,018
Quinary Sector (Services targeted largely to individuals or groups of individuals)	Health Care and Social Assistance	235	8.92%	\$31,092	3.60%	\$21,027
	Accommodation and Food Services	82	3.11%	\$13,503	1.56%	\$5,422
	Arts and Recreation Services	16	0.61%	\$2,082	0.24%	\$973
	Other Services	35	1.33%	\$5,325	0.62%	\$2,540
	Total Quinary Sector	368	14.58%	\$52,002	6.01%	\$29,962
All Sectors	All Industries	2,524	100.00%	\$864,541	100.00%	\$378,453

SOURCE: Australian Bureau of Statistics, Census of Population and Housing, 2016, Working Population Profile Remplan Economy data

9.2.3 Housing

The occupied housing stock in 2016 was 3,319 dwellings (85% owned, with or without a mortgage, and 15% rented). There have been 57 new residential building approvals in Loddon since the 2016 Census (i.e. in 2016-17, 2017-18 and 2018-19 to date - June 2018 to April 2019) at a value of \$13.102 million¹⁵, or \$229,860 in construction value per dwelling (excluding land purchase), which is somewhat higher than typical local market value when the housing is constructed.

There has also been \$5.435 million in housing alterations and additions and \$23.560 million in non-residential building (farm, industrial and commercial) approvals in Loddon in the past three years, making the total value of building approvals \$42.097 million.

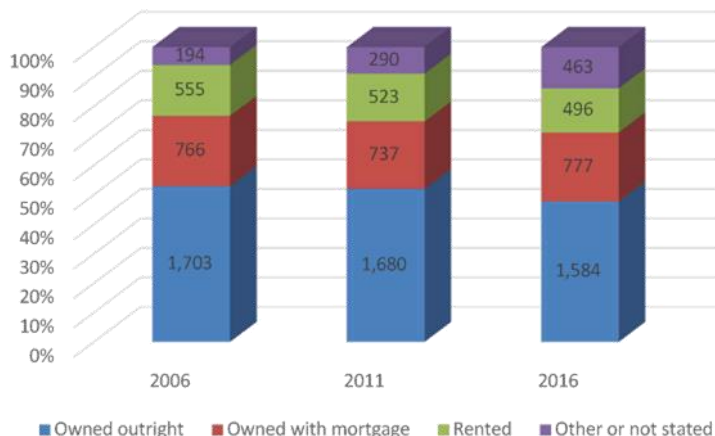
Table 11: Occupied housing trends in Loddon 2006-2016

Housing	2006	2011	2016	2016%	% p.a. change
Owned outright	1,703	1,680	1,584	47.71%	-0.72%
Owned with mortgage	766	737	777	23.40%	0.14%
Rented	555	523	496	14.94%	-1.12%
Other or not stated	194	290	463	13.95%	9.09%
Total	3,218	3,230	3,320	100.00%	0.31%
Household type					
Couple with no children	969	1,012	977	29.43%	0.08%
Couple with children	810	698	632	19.04%	-2.45%
Single parent with children	268	235	236	7.11%	-1.26%
Other family household	35	29	18	0.54%	-6.43%
Single person household	952	980	1,018	30.66%	0.67%
Group household	79	81	89	2.68%	1.20%
Other households (visitors or non-classifiable)	105	195	350	10.54%	12.79%
Total	3,218	3,230	3,320	100.00%	0.31%

SOURCE: Australian Bureau of Statistics Censuses of Population and Housing 2006-16

¹⁵ Australian Bureau of Statistics, Building Approvals, Australia 2016-17, 2017-18 and 2018-19 year to date
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Table 12: Occupied dwellings in Loddon 2006-2016



Attracting either developers or housing associations (including those structured as community enterprises) to provide suitable properties for sale and rent to incoming households needs to demonstrate a reasonable return on investment. Assuming residential land values of around \$30,000 (1,000 square metres) to \$120,000 (rural residential allotment) per site in Loddon towns, the total median land and new housing costs would be in a range of about \$230,000 to \$370,000. For a modest gross return on investment of 5% per annum, this range would require rental levels of \$220 to \$356 per week.

Mortgage payments of \$23,400 to \$37,700 per annum (principal and interest) would apply to purchasing households (assuming 20% deposit and a 10 year loan term). This is \$1,950 - \$3,140 per month; much higher than the median mortgage payment in Loddon in 2016 of \$809 per month (and only 13% of households with a mortgage paid more than \$1,800 per month in 2016).

9.3 Tourism trends and segments

9.3.1 Tourism activity in Loddon Shire¹⁶

“Tourism” is not a discrete industry, because local residents consume products and services from the same businesses as visitors. However, five of the standard industries (within the quaternary and quinary sectors) are classified as either ‘tourism characteristic’ or ‘tourism connected’ industries.

Tourism Characteristic Industries include businesses that are significantly reliant on income from visitors, such as accommodation, attractions, tours, cafes, pubs, buses, etc. The specific industries are:

- accommodation and food services
- transport, postal and warehousing
- arts and recreation services

¹⁶ Information on the level of international and domestic visitation to Loddon Shire is not available through Tourism Research Australia’s International and Domestic Visitor Surveys.
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Tourism Connected Industries include businesses that provide some products and services to visitors. The specific industries are:

- retail trade
- education and training.

Jobs in the tourism characteristic and tourism connected industries in Loddon Shire have been decreasing at a greater rate than overall jobs (-1.7% compared with -1.1% overall). As well, the percentage of people who work in the tourism related industries in Loddon are well below the Australian average (by around one-third). These facts underline a need for some revitalisation and increased vibrancy in Loddon's towns to provide a platform for building further tourism visitation prior to consideration of significant new tourism attractions.

Table 13: Tourism characteristic and connected industries:

Loddon Shire trends 2006-2016	2006	%	2011	%	2016	%	% p.a. 2006-2016	Australia %
Tourism Characteristic Industries								
Accommodation and food services	113	3.6%	93	3.2%	95	3.3%	-1.7%	6.9%
Transport, postal and warehousing	129	4.1%	105	3.6%	103	3.6%	-2.2%	4.7%
Arts and recreation services	25	0.8%	21	0.7%	21	0.7%	-1.7%	1.7%
Sub Total	267	8.5%	219	7.5%	219	7.6%	-2.0%	13.2%
Tourism Connected Industries								
Retail trade	222	7.0%	213	7.3%	187	6.6%	-1.7%	9.9%
Education and training	201	6.3%	183	6.2%	176	6.2%	-1.3%	8.7%
Sub Total	423	13.3%	396	13.5%	363	12.8%	-1.5%	18.5%
TOTAL	690	21.8%	615	21.0%	582	20.4%	-1.7%	31.8%
Total All Industries	3,175	100%	2,937	100%	2,838	100%	-1.1%	100%

SOURCE: Australian Bureau of Statistics, 2006-2016

Loddon's tourism market segments are touring, outdoor recreation and adventure, agritourism, visiting friends and relatives, and events, and the main features of interest for tourists are:

- waterways and waterbodies (rivers and lakes)
- gold and gold heritage
- history and heritage buildings
- natural environment (rural land, parks and reserves)
- agribusinesses (with farmgate outlets, tours and farm stays)
- sporting facilities.

Table 14: Current tourism market segments for Loddon Shire

Market segment by purpose of visit	Why Loddon Shire appeals
a. Touring – caravans and recreational vehicles (RVs) – generally retirees	<ul style="list-style-type: none"> • Uncrowded, clean environment, healthy living • Low cost sites available, RV friendly towns, good stopover location for onward destinations • Some sight-seeing opportunities and self-drive tours
b. Outdoor recreation or adventure – water skiing, boating, gold fossicking, other activities eg. automotive clubs, field naturalists, bird watchers, heritage enthusiasts, renewable energy (solar) enthusiasts.	<ul style="list-style-type: none"> • Attractive waterways • Walking, biking and canoe trails • Largely quiet touring roads, but also traversed by major highways • Overwhelmingly rural environment: Broadacre farming, parks and reserves • Heritage assets, gold fossicking areas, and museums
c. Agritourism – on-farm ventures (including on-site outlets, cellar door operations and retail outlets for farm produce) - agribusiness tourism	<ul style="list-style-type: none"> • Niche and artisan food producers (a growing segment) • Seasonal produce • Selected retail, food service and tourist information outlets. • Field days, on farm product launches and farm seminars
d. Visiting friends and relatives	<ul style="list-style-type: none"> • Younger generations returning to visit friends and family • Family reunions
e. Events	<ul style="list-style-type: none"> • Regular program of sporting events and markets • Special interest themes, such as cultural (Pyramid Hill Fiesta), and food and wine.

SOURCE: Discussions with tourism industry stakeholders 2019 and Loddon Tourism Marketing Plan

Tourism support services, particularly accommodation, food service and retail, are under-developed in Loddon and these inhibit further growth in visitor numbers.

Loddon has a budding number of artisan food and wine producers who have developed their products in response to the demand for clean and green regional products with distinguishing features (such as free range, biodynamic, chemical free, or simply 'locally grown'). This trend is driving micro food and beverage businesses, and food tourism, right around regional Victoria with the highest profile examples being the Yarra Valley, Mornington Peninsula, Bellarine Peninsula, North-East (especially the Milawa/Ovens Valley), and Sunraysia. There has not quite been an explosion in the number of artisanal and niche food businesses in Loddon, but there has been a genuine acceleration in enterprises over the past 5-10 years. Owners include some very established local businesses and families, with plenty of enthusiastic new operators.

The City of Greater Bendigo is taking the lead role in seeking to have the 'Bendigo Region'¹⁷ recognised as a UNESCO Creative City of Gastronomy. If successful, the City of Greater Bendigo notes that recognition as a City of Gastronomy "*will continue to define, influence and nurture our region's gastronomic potential for years to come.... The term 'gastronomy' conjures*

¹⁷ In this case the Bendigo region includes all LGAs in the Bendigo Tourism Region (Bendigo, Loddon, Mount Alexander and Central Goldfields) plus the Shires of Macedon Ranges and Hepburn.

thoughts of elite fine foods and restaurants. However, it means so much more. Gastronomy is about the growth, production and consumption of quality foods, the art of good food and drink, and celebrating the history of food from specific regions and cultures.”¹⁸. The City of Gastronomy concept will show how the region champions sustainability and works towards equal access to healthy food, how it drives excellence in food industry training, and is open to new global opportunities and investment for the region.

Already, the people behind Loddon’s emerging artisanal food and beverages bring a good range of business expertise and motivation; some began their business as a passion to complement their lifestyle, some as a value-added farming diversification, and others as an accidental micro-business. They come from different backgrounds and from across young and older age-groups. The products encompass an ever expanding range such as wine, olive oils and table olives, eucalyptus oils, organic and biodynamic meats, nuts (walnuts and pistachios), condiments and preserves, sauces, vegan jerky, dried fruit, salt, aged beef, chillies, flour from traditional grains, baked products.

Loddon’s artisanal food and beverage producers do not have the critical mass to achieve a reputation and visitation comparable to Bellarine Peninsula or North-East region and nor to some of the neighbouring districts within the Bendigo hinterland (such as Heathcote and Mount Alexander), but it is growing steadily, the operators are passionate, and there is sufficient scale to warrant formal collaboration in events, market development, online sales, and distribution/logistics. This could, and should, include the ranging of local products at some ‘destination’ outlets in the Shire. Success in the City of Gastronomy bid to UNESCO could escalate these initiatives to a regional level, and could enable the potential for collaboration, joint marketing, and new food and beverage trails to extend across the region. This regional collaboration could be an extension of the current ‘food fossickers network’ brand, or a newly branded initiative.

9.3.2 Regional tourism

Loddon Shire is part of both Visit Victoria’s Goldfields Tourism Region (which includes Ballarat City, and Hepburn and Pyrenees Shires) and Tourism Research Australia’s Bendigo Loddon Tourism Region, which is equivalent to the area covered by Bendigo Regional Tourism, including:

- Loddon Shire
- Mount Alexander Shire
- Central Goldfields Shire
- City of Greater Bendigo.

The tourism region is described in its current Destination Management Plan (DMP) as a ‘Hub and Spoke’ tourism region with Bendigo City acting as the central hub of the region with a large regional central activities area, visitor, and accommodation base. The townships and attractions in the surrounding ‘spoke’ parts of the region providing complementary tourist products. The DMP proposes that the hub and spoke approach “*provides a platform for regional co-ordination between Councils and to strategically leverage the resident and visitor population of Bendigo City. The intended outcome delivered through this regional approach is to:*

- *Extend the yield and length of stay of visitors by encouraging them to explore the wider region*
- *Attract new visitors through the development of a high quality tourism network and compelling regional package*

¹⁸ CoGB City of Gastronomy FAQs, 2019
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- Encourage intra-regional visitation from the growing Bendigo Region population and significant visiting friends and relatives (VFR) market¹⁹.

Although there is limited small area data on tourist numbers to Loddon²⁰, the Bendigo DMP estimates the Shire has annual tourism statistics of:

- 47,486 overnight visitors (6% of the Bendigo region totals)
- 119,715 daytrip visitors (5% of the Bendigo region)
- \$17.89 million in gross output (3% of the Bendigo region).

The annual gross output from tourism of \$443.26 million represents 2.1% of the Shire's total gross output.

Table 15: Loddon tourism characteristics

	Annual Overnight Visitors*	Annual Daytrip Visitors*	Gross Output (million)**
Loddon Shire	47,486 (6%)	119,715 (5%)	\$17.89 (3%)
Total Bendigo Region	823,497	2,219,716	\$443.26

* Five year averages 2009-14

** Remplan 2015

SOURCE: Bendigo Destination Management Plan 2016

The DMP suggests that tourism opportunities for Loddon are:

- developing the accommodation base, particularly in nature-based accommodation and reinvestment into caravan and camping parks
- building the nature-based tourism product to leverage from the region's waterways, lakes and National Parks. This includes opportunities for adventure tourism and indigenous heritage interpretation.
- leveraging the agricultural strengths of the region to develop farm-gate opportunities.

Consultation with tourism businesses and stakeholders confirm that these opportunities remain appropriate.

Priority projects in the DMP in which Loddon would participate are:

- Infrastructure enabling project:
 - Bridgewater and Inglewood township and foreshore improvements.

Experiential product development:

- Loddon specific:
 - long paddle trails along the Loddon River
 - adventure tourism (e.g. rock climbing and hunting)
 - Indigenous heritage interpretation at the Lake Boort precinct
 - improved visitor facilities at State and National Parks
 - cycle track linking Bridgewater and Inglewood (already implemented as the Bullabul Track). Several walking and cycling tracks have been developed and marketed in Loddon Shire and need to be supported through routine maintenance programs of Council

¹⁹ Bendigo Destination Management Plan

²⁰ Tourism Research Australia publishes local government area data for only 41 of Victoria's 79 local government areas (and Loddon Shire is not one of the 41). As well, the Tourism Victoria tourism region for Loddon is 'Goldfields Region' and this does not correspond to the Greater Bendigo Tourism region.

- planning strategy to adjust the layout and function of Bridgewater.
- Region-wide:
 - food fossickers network development
 - winery tourism product development and marketing
 - village touring and branding
 - Ride Goldfields.

Bendigo Regional Tourism, and its DMP, have greatest applicability to the southern part of Loddon Shire, where the distance to Bendigo, the goldfields heritage and even the wine (geographical indications) region is most relevant. In the northern part of Loddon Shire the tourism focus needs to be more concentrated on the environment, outdoor recreation and agritourism, and there are likely to be benefits in future alliances with neighbouring Shires to the north (in the Murray region) and to the west (in the Wimmera, where silo art and natural attractions are receiving investment boosts) and these alliances should be explored.

9.3.3 Tourism information services

There was an external review of Visitor Services in the Goldfields region in 2017²¹. This review supported the concept of marketing tourism in the region through a 'hub and spoke' approach, subject to businesses in both the hub and spoke destinations "delivering quality experiences on a consistent basis". The review noted two key points that are certainly true in Loddon Shire:

- The region's positioning is built around authentic experiences in heritage towns and villages.
- Food and wine are a key strength, but not a point of difference due to a disjointed experience.

There is a need to review the specific provision of tourist information services in Loddon Shire to determine how to best, and most cost-efficiently, deliver tourist information at a time when information technology platforms are changing rapidly. The Visitor Information Centre (VIC) in Wedderburn is the only one between Bendigo and Mildura (or Woodend and Mildura on the most direct highway between Melbourne and Sunraysia) and, as such, provides an information service not only for Loddon but for other shires on this corridor (particularly Buloke and Yarriambiack). However, the Wedderburn VIC's location is outside the main thoroughfare and both visitation numbers and enquiries (by phone and electronic media) have been falling since 2014-15. The 2017 review concluded that the continuation of the Wedderburn VIC could not be justified. It is now timely for Loddon Shire to consider future provision of visitor information services and tourism branding more broadly.

A review of Loddon's tourist visitor services and branding would be likely to include:

- the continuing sustainability of the existing VIC (including the suitability of its location and shared arrangements with the Wedderburn Community Centre)
- development of digital platforms for tourism marketing and information dissemination. New Facebook and Instagram pages are needed for the Loddon tourism website, separate from the Council media sites
- potential for mobile/pop-up VIC facilities (which can be located to suit events and seasonal attractions) to complement the existing small tourism information stands at businesses in Logan, Newbridge, Mitiamo, Dingee, Tarnagulla, Inglewood, Boort and Pyramid Hill, and consider whether the existing stands are still appropriate. The first part of this initiative was recommended in the 2017 Goldfields review

²¹ Goldfields Visitor Services Review (2017) by Bill Fox and Associates. Goldfields region encompassed Ballarat and Bendigo Cities, Mount Alexander Shire, Central Goldfields Shire and Loddon Shire
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- establishing a new VIC facility in partnership with a business or community enterprise, at a high profile location or co-located with a visitor experience
- potential for accrediting a Loddon VIC with the Victoria Tourism Industry Council (VTIC), understanding that an accredited facility needs to be open seven days a week
- whether printed or electronic promotional material is providing a return on investment
- marketing alliances, and associated information provision, with the Murray and Wimmera Southern Mallee tourism regions
- potential updates (images or name) to the Loddon Valley Tourism brand and thematic images for each of the Loddon towns and villages to be consistent with the brand.

Tourism information services can be impacted by mobile coverage blackspots in parts of Loddon, including the town of Bridgewater, and the extent of coverage is affected by the choice of communications provider and device, so it can have a greater impact on visitors than residents.

10 INFORMATION REPORTS**10.1 PUBLIC HEALTH ACTIVITY REPORT**

File Number: 12/02/001
Author: Teresa Arnup, Senior Public Health Officer
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: Nil

RECOMMENDATION

That Council receive and note the Public Health activity report.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff member involved in writing this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2019-2020 financial year, summarising public health activities within the Development and Compliance Department.

BACKGROUND

Loddon Shire Council is responsible for the administration and enforcement of a number of Acts including the:

- Food Act 1984
- Public Health and Wellbeing Act 2008
- Residential Tenancies Act 1997
- Environment Protection Act 1970
- Tobacco Act 1987.

Council's Public Health officer has regular contact with business operators, community groups, home owners and developers whilst administering the above Acts. Activities undertaken by the staff include inspection of registered premises, the taking of food and water samples, the issuing of septic tank permits and complaint investigations.

ISSUES/DISCUSSION**Registered Premises**

Council undertakes annual inspections of premises that are registered under the Food Act, Public Health and Wellbeing Act and Residential Tenancies Act. Inspections are also undertaken of public swimming pools and of properties that are required to meet the requirements of the Tobacco Act. Table 1 provides a summary of the inspections undertaken during the reporting period.

Table 1: Registered premises inspections

1 July to 30 September 2019		
Governing Legislation	Inspection Outcome	Number of inspections
Food Premises	Compliant*	52
Health Premises	Compliant*	7
Total number of inspections for reporting period		59

*compliant includes sites that were fully compliant and some sites that required minor actions to become compliant

All unsatisfactory inspections are followed up with the businesses to ensure remedial actions are taken to reach compliance.

Tobacco Act

Council is funded to undertake a set number of Tobacco inspections throughout the year. Most of the inspections are carried out in conjunction with Food Act inspections, however a number of them are non-smoking public outdoor venues such as at kindergartens, schools, play grounds and hospitals. Table 2 summarises the Tobacco Act activities undertaken during the reporting period.

Table 2: Tobacco inspections

1 July to 30 September 2019	
Inspection Type	Number
Retailer includes vending machines	3
Indoor Drinking and Dinning Areas	5
Outdoor Drinking and Dinning Areas	4
Public Outdoor Venues	-
Complaint	1
Total number of Inspections	13

Septic Systems

Table 3 summarises septic system permit applications processed during the reporting period.

Table 3: Septic system permits

1 July to 30 September 2019	
Permit Type	Number
Installation or alteration	4
Certificate to use	3
Time Extensions or Change to Existing Permit	3
Total Number of Permits	10

The average processing time for permits to install or alter is six days.

Table 4 summarises the activities associated with management of septic tank applications and installed systems.

Table 4: Septic system activity

1 July to 30 September 2019	
Activity / Inspection Type	Number
Application Inspection	4
Installation Inspection	3
Final Inspection	4
Complaint Inspection	2
Total Number of Inspections	13

Public Health Complaints

Council is responsible for the investigation of nuisance complaints under the Public Health and Wellbeing Act. Complaints of nuisance can be complex and time consuming. Table 5 summaries the complaints during the reporting period.

Table 5: Public health complaints

1 July to 30 September 2019				
Nature of complaint	Number carried over from previous reporting period	Number received	Number resolved	Number currently pursuing resolution
Food Premises	-	3	3	-
Odour	-	-	-	-
Noise	-	-	-	-
Mosquitoes	-	-	-	-
Wastewater	-	3	1	2
Tobacco	-	1	1	-
Other	-	-	-	-
Total	0	7	5	2

COST/BENEFITS

The actual expenditure for the fourth quarter of 2019-2020 financial year of the public health unit activities contained within this report is \$33,193

Administration of the Acts that the Public Health officer has responsibility for includes significant field work, with staff regularly in the field engaging with business operators, developers, residents and ratepayers.

This investment increases significantly when compliance issues are identified within registered premises and when complaints are received.

The benefits that stem from this investment include:

- improved public health and safety within registered premises
- improved local amenity
- full implementation by Council of our responsibilities under the various Acts and regulations.

RISK ANALYSIS

Failure of Council to adequately administer and enforce the provisions of the applicable legislation would pose the following possible risks:

- the spread of infectious diseases through the community including food poisoning
- a barrier to the new developments and economic growth within Council
- Council's reputation as a regulatory authority
- contamination of the local environment
- failure to meet obligations set within the relevant legislation.

CONSULTATION AND ENGAGEMENT

The Public Health officer regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts which can range from annual assessments/inspections to the provision of advice for the processing of septic tank permits. Any business operator, developer, residents or ratepayer that is subject to enforcement action is regularly consulted with during the enforcement process.

10.2 LOCAL LAWS AND PLANNING COMPLIANCE ACTIVITY REPORT

File Number: 04/02/012
Author: David Price, Local Laws \ Planning Compliance Officer
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: Nil

RECOMMENDATION

That Council receive and note the local laws and planning compliance activity report.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff writing the report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2019-20 financial year, summarising the local law and planning compliance and enforcement actions taken within the Development and Compliance Department. It provides Council with a high level summary for the purpose of monitoring performance within this area.

BACKGROUND

Council is responsible for a range of advisory, compliance and enforcement services to the community and maintains powers under various legislation and Council local laws to enable effective animal management, planning enforcement, local law compliance and fire prevention for community and township amenity.

A number of organisational policies and procedures have been developed, outlining the methodology and circumstances under which Council officers will undertake compliance action. Key areas of focus in respect to compliance action include:

- management of local laws, particularly with respect to unsightly properties
- effective animal management
- assessment of properties for potential fire risk/fire prevention measures
- control of roadside activities, occupation and utilisation
- investigate planning scheme breaches and enforce planning permit conditions
- intervention in public nuisance issues.

ISSUES/DISCUSSIONAdministrative and fire prevention

Table 1 provides a summary of administrative and fire prevention actions undertaken.

Table 1: Administrative and fire prevention activities

Quarter 1 (1 July 2019 – 30 September 2019)				
Activity	After hours call outs (*)	Littering or illegal rubbish dumping	Fire permits to burn (^)	Local law permits issued
No. actions	3	2	Not required	12

(*) Council provides a 24 hour emergency call out service in respect to animal management or local law compliance and enforcement.

(^) Figures are provided by the OHS/Risk Management and Fire Prevention Officer.

Following an internal review of service delivery, the statutory role of Municipal Fire Prevention Officer is now undertaken by the OHS/Risk Management and Fire Prevention Officer. This position is within Council's Corporate Services Directorate and no longer part of the local laws/planning compliance role. The reporting of municipal fire prevention activities to Council will still be included in this report.

Unightly properties

A summary of activity statistics and locations that are the subject of compliance with local laws relating to unsightly properties is provided in Table 2. Identified unsightly properties are assessed and prioritised for compliance action.

Table 2: Summary of unsightly properties activities

Quarter 4 (1 April 2019 – 30 June 2019)																
Town/Locality	Eddington	Rheola	Newbridge	Tarnagulla	Inglewood	Bridgewater	Wedderburn	Korong Vale	Borong	Boort	Pyramid Hill	Mitiamo	Dingee	Serpentine	Rural/Other	Total
No. identified from previous report period	2	0	3	2	4	3	12	10	3	1	2	1	0	0	2	45
No. resolved during quarter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New action commenced	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
No. currently pursuing	2	0	3	2	4	3	12	11	3	1	2	1	0	0	2	46
Progress Activities																
Site meeting / discussion held	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	4
Letter to comply issued	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Occupier has commenced clean-up work	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Notice to comply issued	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contractor engaged for clean-up work	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Local laws staff continue to work with community members in resolving unsightly property issues. Achieving resolution of unsightly property issues can be difficult, with many property owners committing to attend to the issue and in some cases starting the process of cleaning up only to

relapse. This requires an approach of escalation of interventions until compliance is reached. Many of these issues involve longstanding patterns of behaviour that will require continual intervention and time to establish significant change in individual's behaviour in order for lasting compliance to be reached.

Animal management

Table 3 provides a high level summary of animal management activities.

Table 3: Summary of animal management activities

Quarter 1 (1 July 2019 – 30 September 2019)						
Activity	Wandering livestock	Trespassing livestock	Dog attack	Domestic animal at large	Distribution of cat traps	General complaints / other
No. of actions	22	6	2	14	17	47

Table 4 summarises animal management activities that resulted in impoundments, encompassing both domestic animals and livestock.

Table 4: Impoundment activities

Quarter 1 (1 July 2019 – 30 September 2019)				
Animal type	Impoundments	Returned to owners	Animals rehoused	Animals disposed
Livestock	36	11	0	25 (sold)
Dogs	8	4	3	1 (# put down)
Cats	1	0	1	37 (feral)
Total	45	15	4	63

(# dog put down due to dog attack on another dog)

Planning Compliance and Enforcement

Table 5 provides a summary of planning compliance and enforcement activities undertaken.

Table 5: Planning compliance and enforcement activities

Quarter 1 (1 July 2019 – 30 September 2019)					
Type	No. identified from previous report period	New action commenced	PIN's issued	No. resolved during this quarter	No. currently pursuing resolution
Land use in contravention of planning scheme without a permit	7	2	0	2	7
Native vegetation removal without a permit	4	3	19	0	7
Breach of planning permit	2	2	0	0	4
Dog breeding / animal keeping	2	3	0	1	4

Quarter 1 (1 July 2019 – 30 September 2019)					
Type	No. identified from previous report period	New action commenced	PIN's issued	No. resolved during this quarter	No. currently pursuing resolution
Land used as a store without planning permit	2	2	0	0	4
Occupation of a shed without a planning permit	3	0	0	0	3
Total	20	12	19	3	29

Throughout all of the above compliance activities tabled, the Development and Compliance Department aims to work proactively with property and animal owners to achieve a positive outcome within the legislative framework set by the State Government and Council Local Laws.

COST/BENEFITS

The expenditure for the first quarter of 2019-2020 financial year for the local laws and compliance activities contained within this report is \$66,000. As the identified properties are escalated through the compliance process, costs associated with legal proceedings may also be incurred by Council.

The resulting cost to Council can be significant in terms of officer(s) time; particularly undertaking various site inspections across Loddon Shire. Direct monetary costs can be significant should a matter progress to the Victorian Civil and Administrative Tribunal (VCAT) or the Magistrates Court. Therefore, it is of benefit to Council and the community that the Development and Compliance Department work through these matters in a timely and respectful manner to reach an appropriate outcome wherever possible.

Benefits derived from investing in local law and planning compliance activities include:

- improving and maintaining township amenity
- ensuring that appropriate development occurs
- maintaining and improving public safety
- encouraging good domestic animal and livestock management
- reduced bushfire risks.

RISK ANALYSIS

Failure of Council to adequately manage the provisions associated with the Loddon Planning Scheme, Planning and Environment Act 1987 or other applicable legislation including the Domestic Animals Act 1994, Impounding of Livestock Act 1994, Country Fire Authority Act 1958 or Council Local Laws is considered to pose the following risks:

- barrier to development and associated economic growth within Loddon Shire
- inappropriate development
- Council's reputation as a regulatory authority
- public safety that endangers life and property
- adverse amenity of our townships
- increased bushfire hazards.

CONSULTATION AND ENGAGEMENT

Land and animal owners subject to compliance and enforcement actions under the abovementioned legislation and local laws are consulted with at each stage of the process.

10.3 QUARTERLY BUILDING SERVICES ACTIVITY REPORT

File Number: 13/06/001, 13/08/001 & 13/08/003
Author: Greg Johnston, Municipal Building Surveyor
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: Nil

RECOMMENDATION

That Council receive and note the Building Services Activity report.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff member involved in writing this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council is provided with information quarterly summarising building services activities relating to permits, certificates and statutory enforcement activity undertaken within the Development & Compliance Department. This is the first quarterly report for the 2019-2020 financial year.

BACKGROUND

Council provides a range of building services through the Municipal Building Surveyor including the following:

- issuing relevant permits and certificates
- issuing report & consent determinations on matters not complying with the Building regulations
- building advisory and information services including legal point of discharge requests
- consultancy and building control functions
- administrative functions prescribed by the Building Act & Regulations including keeping records relating to the activity of private building surveyors issuing permits within Loddon Shire
- regulatory enforcement of relevant Acts.

The number of building permits, occupancy permits and final inspections is a basic indicator of building development and investment within the Loddon Shire Council area.

ISSUES/DISCUSSIONBuilding permits

Table 1 provides the number and total value of building permits issued for the final three quarters of the 2018-2019 financial year and the first quarter of the 2019-2020 financial year. The number of building permits across the various quarters has been relatively constant. There is variation in the value of permits throughout any given financial year. The variation in value is largely attributable to the scale and cost of individual projects. One building permit for this quarter has a value of \$800,000 for alteration and addition to a dwelling and only two others for new dwellings exceeded \$300,000 in value. This is compared to one permit for a broiler farm which had a value of over \$10,000,000 in the fourth quarter of 2018-19.

Table 1: Summary of new building permits issued

	Quarter 2 2018-19 (01/10/2018 – 31/12/2018)	Quarter 3 2018-19 (01/01/2019 – 31/03/2019)	Quarter 4 2018-19 (04/01/2019 – 30/06/2019)	Quarter 1 2019-20 (01/07/2019 – 30/09/2020)
No. of new Permits	55	44	45	45
Value of Works	\$7,014,588.00	\$3,588,195.65	\$13,484,687.57	\$3,951,645.58

Table 2 provides a summary of the number of final inspections and certificates of occupancy issued for building permits for the final three quarters of the 2018-2019 financial year and the first quarter of the 2019-2020 financial year.

Table 2: Summary of final inspections and occupancy permits

	Quarter 2 2018-19 (01/10/2018 – 31/ 12/2018)	Quarter 3 2018-19 (01/01/2019 – 31/03/2019)	Quarter 4 2018-19 (01/04/2019 – 30/06/2019)	Quarter 1 2019-20 (01/07/2019 – 30/09/2020)
Certificates of final inspection	39	31	32	42
Occupancy Permits	12	12	7	9

Council Building Services Staff continue to work proactively sending follow up letters with respect to the significant number of incomplete building permits that have lapsed from past years. Council now notifies building owners approximately two months before their building permits are due to lapse to inform them that they can either arrange a final inspection/occupancy permit or apply for an extension of time for their building permit to minimise the likelihood of old permits not being finalised or have occupancy permits issued. This seems to be improving completion rates for more recent permits with 35 of the total 51 final inspections and occupancy permits for the quarter being carried out by Council. There still remain a number of old building permits to be finalised.

Statutory enforcement

Table 3 provides a high level summary of statutory enforcement activities undertaken by the Municipal Building Surveyor.

Table 3: Summary of statutory enforcement activities

Type	Actions incomplete from previous report period	New action started	Total actions	Building notice issued	Building order issued	Legal action / solicitors letter started this quarter	Legal action ongoing	No. resolved during this quarter
Building damaged by fire	0	1	1	0	1	0	0	1
Works required to make building safe (including pools)	7	2	9	1	1	0	0	2
Carrying out building works without a permit	4	2	6	2	2	0	0	5
Works not in accordance with building permit	1	0	1	0	0	0	0	0
Illegal occupation of non-habitable building	0	0	0	0	0	0	0	0
Building with non-complying essential safety measures	2	0	2	0	0	0	0	0

Whilst new issues requiring enforcement are identified regularly, it is also noted there are some longstanding enforcement activities that are ongoing. The time spent on individual items can be significant particularly when it requires escalation to Court. Council officers work to try to resolve matters without legal intervention. Unfortunately this cannot always be achieved. One such matter where Council has tried to arrange an inspection has resulted in a threat to an Officer's life. This matter has been referred to Victoria Police for follow up.

There have been a number of other actions relating to matters under the Building Act & Building Regulations that have been resolved without the need for formal enforcement action. This has been achieved by staff working pro-actively with property owners to have works completed. Other inspections that have taken place following this reporting period have identified more matters that will require enforcement actions that will be captured in the next quarterly report.

Council is largely responding to matters on a complaints basis. There are a significant number of properties with illegal buildings, some of which are occupied that resources are not available to follow up. This matter is covered in more detail under the Risk Analysis section. It remains a significant challenge for Council.

COST/BENEFITS

The expenditure for the first quarter of the 2019-2020 financial year for building services activities contained within this report is \$29,446. The provision of building activity statistics informs Council of the level of building activity and statutory enforcement activity in the municipality.

The cost to Council of enforcement activity can be quite significant, particularly in terms of Council officers' time. This in turn impacts on other activities such as the timeframe for building permits. Direct monetary costs significantly escalate if matters progress to a Magistrate's hearing or the Municipal Building Surveyor needs to arrange for the work associated with any order to be completed by Council. As such, the Municipal Building Surveyor, together with other Development & Compliance Department staff endeavours to work through enforcement matters in a manner that engages with property owners/occupiers to have required works completed.

Council's Municipal Building Surveyor has arranged for work to be carried out in respect to one property that required an emergency order and co-operation of the owner to complete the work could not be achieved. Ongoing costs are mounting in relation to this matter. Whilst not part of this quarter's report it is noted in early November this matter has been referred to Council's solicitor for prosecution. Once prosecution of this matter is completed costs will be sought to be recovered through the courts.

RISK ANALYSIS

There are risks associated with all building and development works. As such, it is imperative that Building legislation, standards and controls are administered effectively. Failure of Council to adequately enforce the provisions of applicable legislation poses the following possible risks:

- unsafe development and building works which may affect the safety of property owners, occupiers and the general public within Loddon Shire
- Council's reputation as a regulatory authority
- Council being held liable for failure to act in a matter which results in damage to other property, or injury or death to a person
- failure to meet statutory obligations set within relevant legislation.

1.

As part of the risk management process when undertaking enforcement work, the Municipal Building Surveyor makes reference to the building enforcement intervention filter criteria, developed by the Victorian Municipal Building Surveyors Group and which forms part of the procedures covered in Loddon Shire Council's Building Control Policy.

A significant risk within Loddon Shire is unregulated developments, in particular small allotments which are sold to purchasers that have expectations of using it for a cheap home or "weekender". Often the landholder is unable or unwilling to meet the regulatory requirements to safely utilise the site as they desire. This has led to a number of undesirable and potentially unsafe outcomes of unregulated developments. Action by Council's Local Laws & Planning Compliance Officer has improved some areas of the Shire in this regard. Development & Compliance staff will continue to work collaboratively to make best use of limited resources to address some of these issues. It is noted that Council's current capacity to enforce compliance in every instance, is limited. Generally enforcement matters are followed up by the Municipal Building Surveyor on a complaints basis having regard to risk management principles.

The Victorian Building Authority has recently released the Draft Building Regulations for proposed changes to Swimming Pool legislation that would require Councils to register pools and monitor safety measures. Whilst the Regulation is not legislated as yet all indications are this is set to be in place by 1 December 2019. The requirements of the proposed legislation will impact on Council's already limited Building Services resources.

CONSULTATION AND ENGAGEMENT

The Municipal Building Surveyor regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts which can range from annual assessments/inspection to the provision of advice for the processing of building permits. Any business operator, developer, residents or ratepayer that is subject to enforcement action is regularly consulted with during the enforcement process to give them the opportunity to avoid the next step up in enforcement action.

10.4 QUARTERLY PLANNING PERMIT ACTIVITY REPORT

File Number: 13/01/002
Author: Alexandra Jefferies, Planning Officer
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: 1. Planning Applications Completed Between 1/7/2019 and 30/9/2019
2. Planning Applications Being Processed Between 1/7/2019 and 30/9/2019

RECOMMENDATION

That Council receive and note the planning application and permit activity report for July – September 2019.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff member involved in writing this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2019- 2020 financial year summarising planning application activities undertaken within the Development and Compliance Department.

BACKGROUND

This report covers the planning permit activity for each quarter and provides Council with a high level summary for the purpose of monitoring performance within this area.

Council maintains powers under the Planning & Environment Act 1987 which are delegated to Planning Officers. Applications made under these powers may include (but are not limited to) the following:

- consideration of a planning application for a new use/development
- consideration of an amendment to an existing planning permit
- secondary consent applications (minor changes)
- extensions of time to existing planning permits.

ISSUES/DISCUSSIONPlanning permit activities

A detailed summary of the status of planning permits can be found in attachments 1 and 2.

Timeframes

The Planning & Environment Act 1987 requires a 60 day timeframe for the processing of planning applications by Councils. The Act details how the 60 days are to be measured following the acceptance of a planning permit application.

Table 1 provides a summary of the average timeframes in which the Development and Compliance Department assessed and issued Planning Permits during the first quarter of the 2019-2020 financial year and compares these to the Victorian rural average.

Table 1: Average timeframes for decisions

Quarter 1 of the 2019/2020 financial year			
Month	Average gross days to determine	Completed within 60 days	Rural average completed within 60 days
July	62	83%	74%
August	99	56%	69%
September	56	80%	73%
	Total Quarterly average	73%	72%

During the first quarter of the 2019- 2020 financial year 73% of all Planning Permit applications were assessed and issued within the timeframes as set in the Planning & Environment Act 1987.

During August the average gross days to determine is considered to be particularly high. This can be explained by difficulties resourcing the Planning area. However in the month of September there is significant improvement for both the average gross days and percentage of applications completed within 60 days. There have been a couple of key improvements made in the Planning area such as the implementation of Open Office (planning software) and the employment of a student planner to assist in processing applications. It is anticipated that the second quarterly report for the 2019-2020 financial year will continue to reflect a significant improvement in these timeframes due to these factors.

COST/BENEFITS

The expenditure for the first quarter of 2019-2020 financial year of the statutory planning activities contained within this report is \$31,350. This is significantly lower than normal and reflects the current staffing levels.

Benefits derived from investing in the planning process managed by the Development and Compliance Department include:

- well managed and appropriate development
- well informed community members who understand the value of planning within local government
- applications processed in a timely manner
- correct implementation of regulations and standards.

RISK ANALYSIS

Failure of Council to adequately implement the planning scheme poses the following risks:

- inappropriate development which could endanger life and property
- Council's reputation as a responsible Authority
- breaches of the Planning & Environment Act 1987 requiring compliance action.

Insufficient investment in resources in the Development and Compliance Department may result in extended timeframes for the processing of applications.

CONSULTATION AND ENGAGEMENT

The Planning Staff consult with a number of stakeholders on a regular basis including:

- applicants
- surrounding land owners

- regulatory authorities
- other Loddon Shire Council departments
- other municipalities.

Planning Applications completed between 1/7/2019 and 30/9/2019

Number	Assess No	Lodged	Site Address	Locality	Status	Reason For Permit	Applicant
5490	52103350	16-Oct-19	328 Bacon Road	Kurting	Application Complete	Construction of a Storage Shed within 100 meters of Kingower Creek.	Goulburn Valley Buildings
5488	41900800	15-Oct-19	EDDINGTON ROAD HOUSE ED, 4028 Bendigo-Maryborough Road	Eddington	Withdrawn	To obtain a liquor license to supplement the existing operation of restaurant and cafe by offering liquor to customers.	Tim Bray
5486	52703100	10-Oct-19	102 Chamberlains Road	Inglewood	Application Complete	Building and works (shed) within L5IO where the sheds development floor area is larger than 130m squared.	Michelle & James Nevins
5482	67615500	13-Sep-19	370 Josephine Drive	Wedderburn	Application Complete	Construction of a 12 meter squared freestanding carport within a Salinity Management Overlay	Bendigo Garages
5479	0	5-Sep-19	Andrews Street	BOORT	Application Complete	Buildings and works associated with a telecommunication facility (upgrade to existine tower)	Charlotte Phillips Aurecon (for NBN Co)
5477	53408100	3-Sep-19	1280 Inglewood-Rheola Road	Kingower	Application Complete	Construction of stone woodshed less than 100m from the Kingower Creek.	Bruce Needs
5472	52845600	28-Aug-19	4580 Calder Highway	Inglewood	Application Complete	Installation and display of illuminated business identification signage within the Township Zone.	Danny & Kelly Wright Signwise Solutions
5471	31011800	21-Aug-19	25 Arnold Road	Bridgewater on Loddon	Application Complete	Extension to the existing dwelling to create a second dwelling on the lot.	Andrew Page Wilby Building Consultants
5470	31108250	21-Aug-19	18 Camp Street	Bridgewater on Loddon	Application Complete	Shed for storage of caravan and other tools and equipment.	Sue Hansen
5468	46904700	19-Aug-19	1819 Wimmera Highway	Newbridge	Application Complete	Build a farm shed to store farm machinery/hay less than 50 metres from main road	Trevor Collins
5467	47005000	16-Aug-19	67 Gladstone Street	Tarnagulla	Withdrawn	Change of use - wanting to start a vehicle restoration business out of existing shed (15x6m). Hours of operation Mon-Fri 9am-5pm	Bradley Perkins
5466	38306150	16-Aug-19	ROAD RESERVE -Bridgewater Raywood Road east of Loddon Valley hwy	YARRABERB	Application Complete	ROAD RESERVE- Removal of native vegetation. Refer to Town Planning Report for details.	Powercore/ CitiPower Spiere Australia
5465	10604600	15-Aug-19	886 Boort-Yando Road	Yando	Application Complete	Extension to shed (domestic) on land liable to flooding - total floor area of shed will exceed 130m2	Darren Slatter Gardner Group Pty Ltd
5463	27407610	12-Aug-19	Quarry - Leased To EB Mawson & Sons, Ballast Road	Pyramid Hill	Application Complete	2 Lot realignment of existing title boundaries subdivision	Andrew Thomson Adrian Cummins & Associates
5462	60806215	2-Aug-19	Eucy Road	Korong Vale	Application Complete	40ft Storage Container- general farm use including storage deemed necessary to develop and maintain a small working farm.	Timothy Mitskinis
5460	67745210	26-Jul-19	Harpers Lane	Wedderburn	Lapsed	Construction of a dwelling within the Rural Living Zone	Jamie Constantine
5459	46909800	26-Jul-19	2531 Bridgewater Dunolly Road	ARNOLD	Application Complete	Erect new storage shed	Michael Scull
5326.1	45606500	25-Jul-19	3 Nelson Street	Newbridge	Application Complete	Construction of new shed. Minor alteration to existing residence.	Jon Robinson
5458	53405000	24-Jul-19	60 Nyanahgul Road	Kingower	Application Complete	Construction of shed for domestic storage	Kevin Zanders
5455	31115100	21-Jun-19	2 Main Street	Bridgewater on Loddon	Withdrawn	New business identification signage, construction of a deck and coffee van	Mandy Burrill Bridgewater Hotel Fork 'N Fun
5454	15403400	3-Jul-19	489 Boort-Fernihurst Road	Boort	Application Complete	Buildings and works within the Land Subject to Inundation Overlay	Robert Coutts
5453	45602100	12-Jul-19	49 Burke Street	Newbridge	Application Complete	To add an extension- lounge/rumpus room to existing	Kenneth Lundberg
53351	31115000	8-Aug-19	19 Park Street	Bridgewater on Loddon	Closed	Change in pool orientation	Dave Edwards
53121	45220300	13-Sep-19	O'Briens Drive	Moliagul	Closed	Secondary consent to plans	Rodney McEwin
5245.2	31115170	6-Jun-19	29 Park Street	Bridgewater on Loddon	Application Complete	Development of the land for a dwelling within the Land Subject to Inundation Overlay and Heritage Overlay	Andrew & Jenny Ritchie
5451	32703220	17-Jun-19	3620 Bridgewater-Dunolly Road	Bridgewater	Application Complete	Trench through Crown Land for pipe installation	James Coatsworth
5450	28401200	14-Jun-19	60 Groves Road	Durham Ox	Application Complete	Construction of hay shed	Todd Martin
5449	25309600	24-May-19	Mologa-Durham Ox Road	Mologa	Application Complete	New Dwelling	Luke Roberts
5448	52102560	23-May-19	Christie Road	KURTING	Application Complete	Construction of a rural storage shed	Rebecca Slater Goulburn Valley Buildings

Planning Applications completed between 1/7/2019 and 30/9/2019

Number	Assess No	Lodged	Site Address	Locality	Status	Reason For Permit	Applicant
5447	31005800	21-May-19	601 Bridgewater-Raywood Road	BRIDGEWATER NORTH	Application Complete	3 Lot Boundary re-alignment to affect a house lot excision	Michael St Clair Tomkinson Group
5445	67600205	17-May-19	Cahill Road	Wedderburn	Application Complete	Construction of a dwelling	David Robb PLANIT Urban Design & Planning
5444	36807200	21-May-19	Paxfords Road	Kamarooka North	Application Complete	Use and development of the land for a dwelling.	Rod Hinton Shane Muir Consulting Engineers P/L
5443	67600900	17-May-19	Wedderburn-Wedderburn Junction Road	WEDDERBURN	Application Complete	Animal pound facility- domestic and livestock animals	David Price Loddon Shire Council
5441	53600100	10-May-19	167 Borung-Hurstwood Road	BORUNG	Application Complete	Earthworks for future Olive grove surface drainage	Neil Carmichael N/C Irrigation Solutions
5434	31101400	25-Mar-19	89 to 109 Main Street	BRIDGEWATER ON LODDON	Application Complete	Display & erection double sided non-illuminated major promotion sign	James Course Regional Billboard Co Pty Ltd
5379	10726910	17-Jul-18	105 Godfrey Street	BOORT	Permit Refused	Two Units for accommodation	Gary Anderson

Planning Applications Being Processed Between 1/7/2019 and 30/9/2019

Number	Assess No	Lodged	Site Address	Locality	Status	Reason For Permit	App Type	Applicant
51412	46902607	31-Oct-19	Old Tarnagulla Road	Newbridge	Lodged	Carport	Permit	Tara Hamblin
51411	46902607	30-Oct-19	Old Tarnagulla Road	Newbridge	Preliminary Assessment	Build a 4.8m x 7m Carport 1m away from dwelling	Permit	Tara Hamblin
53121	45220300	13-Sep-19	O'Briens Drive	Moliagul	Closed	Secondary consent to plans	Permit	Rodney McEwin
53351	31115000	8-Aug-19	19 Park Street	Bridgewater on Loddon	Closed	Change in pool orientation	Permit	Dave Edwards
5493	67617310	12-Nov-19	107 Nine Mile Road	Wedderburn	Further Information	Buildings and works in a BMO and RLZ ancillary to a dwelling with a total floor area of more than 100m2. Buildings and works less than 100 metres from designated waterway.	Permit	Bendigo Garages
5492	10609400		465 Osborne Road	Barraport	New Application	Development of Free-Range Chicken Farm and associated infrastructure.	Permit	Southern Riverlands Poultry Property Pty Ltd
5491	52847500	23-Oct-19	Thompson Street	Inglewood	Ready For Decision	Buildings and works less than 20 metres from Railway Drive within the Farming Zone	Permit	Geoff McEwan
5489	67741600	16-Oct-19	66 Reef Street	Wedderburn	Referral	Buildings and works within a bushfire management overlay with a total floor area of more than 100 metres squared. Removal of native vegetation on site (Yellowgums)	Permit	Tania Davis
5487	44352200	9-Oct-19	Main Road	Laanecoorie	Lodged	Storage	Permit	Sharon Atkin
5485	N CPR	7-Oct-19	Boort-Yando Road	Yando	Referred	Buildings and works (pump) and native vegetation removal within the Public Conservation and Resource Zone.	Permit	Sawers Farms Pty Ltd
5484	52831400	4-Oct-19	7-13 Borung Street	Inglewood	Advertising	Use and development of the land for a plant nursery in a Low Density Residential Zone.	Permit	Helen Nesbitt
5483	53601300	25-Sep-19	Loddon West Road	Kinypanial	Further Information Complete	Earthworks (surface drains) within the Land Subject to Inundation Overlay	Permit	Orana Agriculture Pty Ltd Orana Agriculture Pty Ltd
5480	60800500	5-Sep-19	Calder Highway	Wedderburn	Referral	Applying to place two 20 foot storage containers and a small shed on site within the bushfire management overlay.	Permit	Lynne & Gary Boness
5478	36702750	6-Sep-19	Railway Station & Yard, Lot 8 Bendigo-Pyramid Hill Road	Dingee	Ready For Decision	Use and development of the land for accommodation	Permit	Rod Hinton Shane Muir Consulting Engineers P/L
5476	10716000	29-Aug-19	NATIONAL BANK, 100-104 Godfrey Street	Boort	Further Information	Proposed short term accommodation	Permit	Miriam Smith EGBP Castlemaine
5475	34501450	29-Aug-19	217 Burkes Lane	Bridgewater	Advertising	Use and development of the land for renewable energy facility (55 MW solar farm) and native vegetation removal	Permit	David Shapero BayWa r.e
5474	15400800	6-Sep-19	53 Majors Line Road	FERNIHURST	Further Information Complete	2 lot subdivision & house excision	Permit	Kenneth Pattison
5473	50500100	22-Aug-19	14 Greens Lane	Fentons Creek	Further Information	Permit to run a boarding kennel for up to 16 dogs at any one time. Also seeking a multi-dog permit for personal use to house show & breeding dogs.	Permit	Lyn McPhail Berrimal Breeding
5469	31600900	2-Aug-19	26 Derby-Serpentine Road	Derby	Advertising	Use and development of the land for a renewable energy facility (Solar Farm), utility installations (overhead 66kV power line and switching station), native vegetation removal within the Farming Zone and buildings and works within 100 metres of a Road Zone Category 1.	Permit	Duncan Louis Chris Smith & Associates Pty Ltd
5464	52806900	13-Aug-19	14 Brooke Street	Inglewood	Referred	Alteration to access of RZ1	Permit	Barry Pitman
5461	46915000	26-Jul-19	160 Tarnagulla Road	Llanelly	Further Information	extension to existing dwelling, us of the land as a Cellar Door construction & car park & amenities.	Permit	Michael Callipari

Planning Applications Being Processed Between 1/7/2019 and 30/9/2019

Number	Assess No	Lodged	Site Address	Locality	Status	Reason For Permit	App Type	Applicant
5457	10609400	24-Jul-19	465 Osborne Road	Barraport	Further Information Complete	The permit application is for removal of native vegetation for a Overhead Power line along road reserves located on Council land (road reserve) from- 1. Whittaker lane 2. Boort Wycheproof Road 3. F Hills Road to 465 Osborne Road	Permit	Fernando Ferreira Spirecom Pty Ltd
5456	38502600	4-Jul-19	4382 Loddon Valley Highway	Serpentine	Further Information	Use and development of the land for a place of assembly (Historic Air Race re-enactment)	Permit	Robert Hooke East Loddon Historical Society Inc.
5275.1	46905400	18-Apr-18	Boyd's Road	Newbridge	Referral	Modify road access to property via Yorkshire Rd & Boyds Rd North & amend locction of retarding basin.	Amendment	Bruce Mitchell Land Management Surveys
4962.2	41900800	12-Nov-19	4028 Bendigo-Maryborough Road	Eddington	Ready To Advertise	Amend the figure in condition 3 to 40 as per 'Seating must not be provided for more than 40 people'. Amend permit to allow for liquor license to supplement the existing cafe & shop.	Amendment	Timothy Bray
4544.1	60307300	24-Jul-19	Nine Mile South Road	Barrakee	Further Information Complete	Amendment of location of dwelling within the BMO	Amendment	Amanda Kate Bauer
5407	31109600	10-Dec-18	16 Park Street	Bridgewater on Loddon	Further Information	Landscaping and 2 Lot Subdivision	Permit	Dave Edwards
5435	46604300	28-Mar-19	Shelbourne Road	Shelbourne	Advertising	Use and development of the land for two dwellings and accommodation (host farm)	Permit	Pete Collings Pete Collings Architect
5394	10601000	5-Oct-18	1501 Boort-Yando Road	YANDO	Further Information	Native vegetation removal	Permit	Simon Rogers Sawers Farms P/L
5446	46906100	17-May-19	1477 Yorkshire Road	Newbridge	Further Information	Construction & operation mushroom growing associated facilities	Permit	Andrew Glatte Scato Plus
5442	47501100	10-May-19	Bridgewater-Dunolly Road	Waanyarra	Referral	Alluvial mining for gold	Permit	Noel Laidlaw Laidlaw & Associates
5416	18100600	21-Jan-19	509 Wychitella Bus Route Road	BOORT	Referral	Native vegetation removal to erect a centre pivot	Permit	Matthew Chalmers
5440	10601050	7-May-19	Boort-Yando Road	YANDO	Further Information	Removal of native vegetation to maximise efficiency of water use	Permit	Simon Rogers Sawers Farms P/L
5414	38305200	18-Jan-19	4067 Pyramid-Yarraberb Road	SEBASTIAN	Advertising	Use & development of Renewable Energy Facility & associated buildings & works, removal of native vegetation & signage	Permit	Joanna Barnett AECOM Australia Pty Ltd
5452	60802820	24-Jun-19	Henderson Lane	Woolshed Flat	Ready for Meeting	Low density outdoor pig and poultry farm	Permit	Ian Kimpton
5419	47101100	25-Jan-19	135 Old Logan-Burkes Flat Road	Burkes Flat	Advertising Complete	Gold Mining	Permit	K R Johnson Dunolly Gold Developments

10.5 QUARTERLY STRATEGIC PLANNING ACTIVITY REPORT

File Number: 13/01/002
Author: Carolyn Stephenson, Statutory / Strategic Planner
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: Nil

RECOMMENDATION

That Council receive and note the Strategic Planning Activity report.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff member involved in writing this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2019 – 2020 financial year summarising the strategic planning activities undertaken within the Development and Compliance Department.

BACKGROUND

Council undertakes strategic land use planning projects to ensure that its planning scheme is robust, relevant and is consistent with the Council Plan.

This report provides an overview of the current activities of the Strategic Planner. The Strategic Planner's time is divided between statutory planning (10 hours per week) and strategic planning (8 hours per week) activities. It is the strategic planning activities that are the subject of this report.

ISSUES/DISCUSSIONCurrent Strategic Planning Projects

Table 1 provides a summary of current strategic planning projects and the activities undertaken as part of these projects during the first quarter of the 2019 – 2020 financial year.

Table 1: Current Strategic Planning Projects

Current Strategic Planning Projects Quarter 1 (1 July 2019 – 30 September 2019)			
Project	Tasks undertaken during the quarter	Future tasks	Estimated project completion
Settlement Strategy	The draft report was reviewed by the policy review committee, presented to the September Council forum and released for community comment. Community comment period was extended from 30 October to 8 November	Following the Council discussion at its Forum Council officers are preparing a response as well as making the necessary adjustments to the Strategy.	The final report is being prepared for presentation to the December Council forum.

Current Strategic Planning Projects Quarter 1 (1 July 2019 – 30 September 2019)			
Project	Tasks undertaken during the quarter	Future tasks	Estimated project completion
	<p>at the request of Wedderburn Development Association.</p> <p>Council has received a submission from the Wedderburn Development Association.</p> <p>The submission was presented to Council at the November Forum and the matter was discussed at length.</p>		
Planning Scheme Review	Report currently being prepared.	Presentation and adoption of report by Council. Submission of report to Minister for Planning.	The Planning Scheme Review Report is to be presented to Council following finalisation of the Settlement Strategy. Implementation of recommendations are to be staged over 2020 - 2022.
Bridgewater Planning Scheme Amendment – Flood controls	This planning scheme amendment is being prepared by the NCCMA. Council staff have been involved in the review of the prepared documentation.	Exhibition of the planning scheme amendment. Dates have not yet been set, however it is not likely to commence until early 2020.	It is estimated that this amendment will be completed by December 2020.

The time available for staff to spend on strategic planning is limited and can lead to protracted timeframes for the delivery of projects.

Upcoming Strategic Planning Projects

Table 2 outlines future strategic planning projects that have been identified to commence as soon as practicably possible.

Table 2: Upcoming Strategic Planning Projects

Future Strategic Planning Projects			
Project	Overview	Key Tasks	Estimated project timeframes
Heritage Framework	<p>Council has allocated \$100,000 in reserve to be used to support restoration of heritage buildings in the municipality.</p> <p>It is proposed that this money be used to provide loans to owners of buildings subject to heritage protection under the planning scheme or State legislation. The loans will be provided to successful applicants to undertake works on their property that would support the protection of the heritage buildings within Loddon Shire.</p>	Preparation of guidelines, criteria and process for approval and implementation.	<p>Document prepared for Policy Review Group: March 2020</p> <p>Document prepared for Management Executive Group: May 2020</p> <p>Document presented at Council Forum: June 2020</p> <p>Policy adopted by Council: August 2020</p>

COST/BENEFITS

The expenditure for the first quarter of the 2019-2020 financial year for the strategic planning activities contained within this report is \$8,583

Benefits derived from investing in strategic planning managed by the Development and Compliance Department include:

- clearly defined directions for land use and development that are underpinned by research and supported by the community
- a relevant and effective planning scheme that provides for economic development, population growth, attractive townships and protection of heritage and the environment.

RISK ANALYSIS

Failure of Council to undertake strategic planning includes:

- outdated planning controls that do not respond to current issues and opportunities
- inappropriate development that compromises the amenity of towns and undermines economic development opportunities
- loss of opportunities for population and residential growth.

CONSULTATION AND ENGAGEMENT

The strategic planning staff member consults with a number of stakeholders on a regular basis including:

- community members and organisations
- government agencies including Department of Environment Land Water & Planning, Department of Economic Development Jobs Transport & Resources, North Central Catchment Management Authority
- other Loddon Shire Council departments
- other municipalities.

10.6 ROAD MANAGEMENT PLAN DEFECT RECTIFICATION COMPLIANCE REPORT

File Number: 14/01/022
Author: Daniel Lloyd, Manager Works
Authoriser: Steven Phillips, Director Operations
Attachments: Nil

RECOMMENDATION

That Council receive and note the road management plan defect rectification compliance report.

CONFLICT OF INTEREST

There is no conflict of interest for any council staff member involved in writing this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2019 - 2020 financial year, summarising road network defect rectification compliance against requirements specified within the Loddon Shire Road Management Plan (RMP).

BACKGROUND

This report is produced quarterly and provides statistical data with respect to the Organisation's performance in managing the road network. Performance is measured through a comparison of actual defect rectification timeframes against requirements specified in the RMP.

ISSUES/DISCUSSION

Table 1 below provides a summary of the compliance against the schedule of road and street inspection regimes as set in the RMP.

Table 1: Inspection summary report

Quarter 1 (01/07/2019 – 30/09/2019)					
District	Number of scheduled inspections	Number completed by due date	Number completed after due date	Number not completed	Compliance
Loddon Plains	28	27	1	0	96.4%
Loddon Goldfields	33	33	0	0	100%
Total	61	60	1	0	98.4%

During the first quarter of 2019 – 2020 financial year, 98.4% of the programmed inspections were completed according to the schedule. This is 1.6% below the target of 100% set in the RMP.

Table 2 below provides a summary of compliance of actual response times for rectification works of defects as detailed in the defect intervention levels and response timetables of the RMP.

Table 2: Defect rectification summary report

Quarter 1 (01/07/2019 – 30/09/2019)								
	Number of Defects				Compliant with RMP			
District	Adhoc	Requests	Defects from inspections	Total	Yes	No	Not complete	%
Loddon Goldfields	135	14	330	479	473	6	0	98.7%
Loddon Plains	83	18	298	399	392	5	2	98.2%
Shire Wide	198	6	359	563	563	0	0	100%
Townscape Services	94	2	323	419	405	14	0	96.7%
Total	510	40	1310	1860	1833	25	2	98.5%

Table 2 comprises a summary of defects that have been identified through programmed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as adhoc work actions. During the first quarter of 2019 – 2020 financial year, 98.5% of all date imposed defects were completed before their due date. This is 1.5% below the target of 100% set in the RMP. There are two outstanding work actions to be completed. A plan is in place to complete the outstanding work actions in the next four weeks

Table 3 provides a summary of performance against the unsealed road maintenance grading program, defects as identified through programmed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as adhoc work actions. The maintenance grading program identifies each road segment by its road hierarchy and grading frequency as detailed in the RMP.

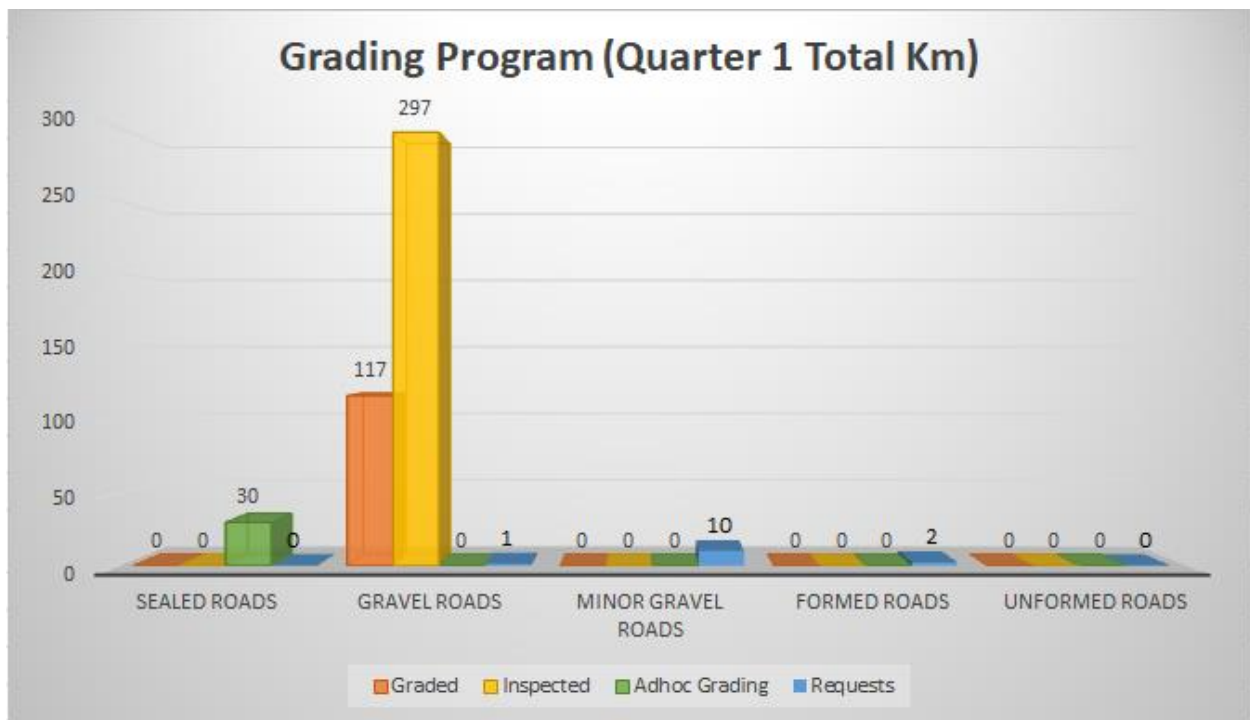
Table 3: Maintenance grading program

Quarter 1 (01/07/2019 – 30/09/2019)									
	Number of Grading Work Actions					Compliant with scheduled timeframes			
District	Programmed Maintenance Grading	Defects	Requests	Adhoc	Total	Yes	No	Not completed	%
Loddon Goldfields	374	2	1	25	402	379	21	2	94.3%
Loddon Plains	349	5	4	28	386	375	4	7	97.2%
Total	723	7	5	53	788	754	25	9	95.7%

The data in table 3 indicates that 754 grading work actions were completed within the scheduled timeframes for the first quarter of the 2019 – 2020 financial year. There is no set level of compliance for the maintenance grading program in the RMP.

A graph has been provided in Chart 1 indicating a breakdown of the grading work actions, by road hierarchy and kilometres. The sealed roads section relates to shoulder grading work actions on the Sealed Road network. The gravel road section includes all grading work actions on Gravel Collector and Gravel Access roads. The Gravel Minor and the Formed Road sections relate directly to Council's road hierarchy and show all grading work action on roads within that hierarchy.

Chart 1: Maintenance Grading Program



COST/BENEFITS

The year to date actual expenditure to the end of first quarter of 2019 – 2020 financial year of the Local Road Maintenance Program is \$1,705,720.

The benefits to the community in complying with the RMP are that it ensures a safe road network.

RISK ANALYSIS

Repairing 100% of all date imposed defects before their due date limits Council’s liability for any claims for damage made against Council.

CONSULTATION AND ENGAGEMENT

No internal or external consultation is required in the formation of this report.

10.7 UPDATE ON THE ANNUAL INFRASTRUCTURE PROGRAM 2019-2010 AND OTHER PROJECTS

File Number: 14/01/001
Author: Adam Cooper, Project Management Coordinator
Authoriser: David Southcombe, Manager Assets and Infrastructure
Attachments: 1. Annual Infrastructure Program 2019-2020
2. Other Projects 2019-2020

RECOMMENDATION

That Council note the update on progress of the Annual Infrastructure Program 2019-2020 and Other Projects as at September 2019.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

This report is for the first quarter of 2019-2020 financial year, providing an update on the progress of the Annual Infrastructure Program. The status of other projects that are delivered by the Assets & Infrastructure Department but are not part of the Annual Infrastructure Program are also included in the report.

BACKGROUND

This report is produced quarterly and is provided to Council for the purpose of reporting progress of the Annual Infrastructure Program and other projects that the Assets & Infrastructure Department is responsible for delivering. The information in this report covers progress up until the end of September 2019.

ISSUES/DISCUSSIONAnnual Infrastructure Program

Attachment 1 provides a progress summary for the end of quarter one of the 2019-2020 financial year of the Annual Infrastructure Program. There are 92 individual projects, including carryovers from previous financial years that form the Annual Infrastructure Program 2019-2020.

Other Projects

In addition to the Annual Infrastructure Program, the Assets & Infrastructure Department is responsible to oversee the delivery of a number of different projects. Attachment 2 provides a summary of the other projects at the end of first quarter of 2019-2020 financial year. All completed projects will be removed for subsequent quarterly progress reports.

COST/BENEFITS

The total proposed expenditure for the 2019-2020 financial year for the Annual Infrastructure Program is \$6,468,236.12. The expenditure for the first quarter is \$379,585.

The Annual Infrastructure Program includes a number of substantial grants for projects including:

- Bridgewater-Raywood Road widening – Heavy Vehicle Programme
- Echuca-Serpentine Road widening – Fixing Country Roads

- Serpentine-Prairie Road intersection upgrade – Fixing Country Roads
- Sloans Road bridge replacement – Bridges Renewal
- Old Inglewood Dam safety upgrade – DELWP Dam Safety
- Solar and LED installations - Local Government Energy Saver Facilities Upgrade

During the period covered within this report a number of major projects have been put out to public tender. Attachment 1 gives a summary of progress of individual projects within this program as at 30 September 2019.

The Assets & Infrastructure Department is currently managing other significant projects covered in Attachment 2 which are in different stages of progress. The combined value of such projects is in excess of \$1.5 million. Expenditure to date is on these projects is \$207,522.

RISK ANALYSIS

There are a number of risks associated with the delivery of the Annual Infrastructure Program and other significant projects. The following is a list of some but not all of the associated risks:

- delivering within timeframe and budget
- meeting community expectations
- delivering projects in accordance with engineering standards
- compliance with procurement legislation

Council officers are committed to monitoring and managing the risks associated with the Annual Infrastructure Program and other significant projects to ensure that any issues are minimised.

CONSULTATION AND ENGAGEMENT

The information provided in this report is presented after consultation between Manager Assets and Infrastructure and the Works Department.

Attachment 1: Annual Infrastructure Program 2019 - 2020

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Local Road Resheet	LRS1188	Berrimal Wedderburn Rd	Resheet 0.9 kms x 4.9 wide x 100 mm depth	\$ 23,993.00	75%	Commenced in September
	LRS1190	Berrimal West Rd	Resheet 2.0 kms x 4.7 m x 100 mm	\$ 61,574.00	90%	Commenced in September
	LRS1182	Canning St, Lytton St, Stanley St	Resheet 0.58 km x 4.5 m wide x 100 mm depth	\$ 15,062.00	90%	Commenced in September
	LRS1191	Wedderburn-Brenanah Rd	Resheet 0.8 kms x 4.7 m wide x 100 mm depth	\$ 12,219.00	50%	Commenced in September
	LRS1193	Northlands Rd	Resheet 1.7 kms x 4.7 m wide x 100 mm depth	\$ 27,440.00	50%	Commenced in September
	LRS1158	Nickols Rd	Resheet 1.5km x 4.6m x 100mm	\$ 27,440.00	50%	Commenced in September
	LRS1163	Campbells Rd G	Resheet 1.3km x 4.6m x 100mm	\$ 35,546.00	85%	Commenced in September
	LRS1165	Vinnecombes Rd	Resheet 2.5km x 4.6m x 100mm	\$ 59,792.00	70%	Commenced in September
Local Road Shoulder Sheet	LRS50350B	Dingee Rochester Rd	Shoulder resheet and seal 4.02km x 1.5m x 100mm x 2 sides			Q2
	LRS50304	Inglewood Rheola Rd	Shoulder resheet 1.6km x 1.8 x 100mm x2 sides			Q2
	LRS50346	Arnold West Inglewood Rd	Shoulder resheet 1.7km x 1.8m x100mm x 2 sides			Q2
	LRS50361	Rheola Llanelly Rd	Shoulder resheet 0.9km x 1.8 x 100mm x 2 sides	\$ 10,182.00	70%	Commenced in September
	LRS50362	Rheola Llanelly Rd	Shoulder resheet 1.1km x 1.8 x 100mm x 2 sides	\$ 11,715.00	40%	Commenced in September
	LRS50328	Rheola Llanelly Rd	Shoulder resheet 1.1km x 1.8m x 100mm x 2 sides	\$ 16,310.00	50%	Commenced in September
	LRS50333	Pyramid Cemetary Road	Shoulder resheet 0.930km x 1.5m x 100mm x 2 sides	\$ 7,906.00	33%	Commenced in September
Local Road Construction	LRC0483	Echuca Serpentine Rd	Rehabilitation and widening of existing pavement and seal	\$ 51,344.00	15%	Commenced in September
	LRC0478	Bridgewater Raywood Rd	Rehabilitation & widening of existing pavement & seal - from 3.8m to 7.0m m width			Q3
	LRC0480	New Road off Wet Lane, Inglewood	New road to give access to a property without road access			Q3
	LRC0467	New Road off Teasedale Rd, Appin South	New road to give access to a property without road access			Q3
Safety		Serpentine Rd Prairie Rd intersection	Realign and reconstruct intersection, install safety barriers, and rehabilitate the section of road between the interesection and the Bullock Creek			Q3
		Design and Construct Laanacoorie Newbridge Rd	Upgrade approach barrier rails to Bridge at chainage 8.1 km on Laanacoorie Newbridge Rd			Purchase order submitted
Township St Improvement	TSI0445	Main St, Bridgewater	Concrete footpath has lifted by tree roots. Needs digging up and replacing. 10 m long x 1.5 m wide.			Contract award at November meeting
	TSI0443	Wedderburn High Street	Extend Streetscape past Police Station			Plan submitted to VicRoads for comment
	TSI0437	Godfrey St Wedderburn - Section 3	Requirement for new strategic concrete footpath (approx 143m x 1.5m) from the Eastern side of Nardoo Creek culvert to Western Side - to be provided in conjunction with upgrade of drainage culvert.			Contract award at November meeting
	TSI0441	Lyndhurst St and Lily St Bridgewater	Construction of new strategic concrete footpath on North side (360m x 1.5m) from the intersection with Lyndhurst St to near Brougham St (stop short by 150m)			Contract award at November meeting
	TSI0455	Eucy Distillery Footpath, Inglewood	500m x 1.5 m footpath on west side			Contract award at November meeting
	TSI0303	Kiniry Street, Boort	100m Kerb & Channel			
	TSI0447	Gordon Street, Boort	160 m x 1.5 m footpath on one side			Contract award at November meeting
	TSI0448	Lake View St, Boort	410 m x 1.5 m footpath on one side			Contract award at November meeting
	TSI0398	Malone Street, Boort	80mx1.8m footpath South Side			Contract award at November meeting
	TSI0446	Malone Street, Boort	160m x 1.8m footpath South Side			Contract award at November meeting

Attachment 1: Annual Infrastructure Program 2019 - 2020

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Local Bridges and Culverts	LBCC0380	Sloan's Rd Bridge	Upgrade of the existing wooden bridge to a concrete bridge			Contract award at November meeting
	LBCC0382	Pyramid Hill Culvert upgrades	Pyramid Hill Kelly St Culvert and Coliban Entrance Upgrade			Designs underway
	LBCC0381	Wedderburn Brenanah Rd Drop Structure	Installation of a drop structure to prevent further erosion of table drain and damage to road			Construction commences October 2019
Reseals	XX Projects	Multiple	Spray Seal Contract			Working with Central Goldfields on Tender
Urban Drainage	TSD0150	Safety Upgrade of Old Inglewood Dam	Safety upgrade of the Old Inglewood Dam			Technical documents and plans finalised.
	TSD0151	Old Lead Dam Dunolly	Upgrade of the Old Inglewood Dam to comply with audit requirements from GMW	\$ 8,747.00	15%	First part complete
Parks and Gardens	PGC022	Avenue of Honour Tree Replacement	Removal and replacement of trees			Q3
	PGC021	Jacka Park Soldiers Memorial Fence	Refurbishment of Jacka Park Soldiers Memorial Fence			Q3
	PGC024	Inglewood Town Hall	Upgrade of irrigation system			Q4
	PGC023	Boort Angling Club	Removal and replacement of trees and upgrade of park infrastructure	\$ 4,125.00	15%	Q4
	PGC020	Tree Replacement	Tree removal and replacement - high priority trees first			Q4
Buildings	BLD034	Serpentine Public Toilets	Install vinyl in cubicles with core cornice			Q4
	BLD035	Korong Vale Mech Inst Window renewal	Replace timbers on windows			Q4
	BLD036	Dingee Preschool Lighting Upgrade	Upgrade internal fluoros to LEDs	\$ 1,032.00	25%	Q4
	BLD037	Boort Courthouse Steps installation	Install (replace) steps at rear entrance			Q4
	BLD038	Wedderburn Senior Citizens Downpipes refurbishment	Repair and repaint timber downpipes and railings			Q4
	BLD039	Jacka Park Shelter Refurbishment	Replace rotten timbers on building. Repaint including signwriting			Q4
	BLD040	Tarnagulla Public Toilets Septic Field Replacement	Replace currently failing septic field			Q4
	BLD041	East Loddon School Door Replacement	Replace non-compliant rear door			Q4
	BLD042	Wedderburn Depot floor replacement	Vinyl floor, old and difficult for cleaners to clean, heavily stained. Requires replacement			Q4
	BLD043	Preschool safety glass installation	Replace glass in low lying windows with 'safety glass' to ensure all windows in the kindergarten are compliant and safe for children and staff			Q4
	BLD044	Wedderburn Bowling Club New Cover	Make up and place cover over Backflow Prevention Device (RPZ) at the Wedderburn Bowling Club to prevent frost damage	\$ 1,273.00	75%	Q4
	BLD045	Bridgewater Recreation Reserve RPZ removal	Undertake works as suggested by Coliban Water to remove RPZ. Works include trenching from RPZ to tank and installing poly pipe. Install new pump and float valves for tank.			Q4
	BLD046	Eddington Public Hall septic tank and field replacement	Replace septic tank and field			Q4
	BLD051	Loddon Shire Energy Efficiency Upgrades	Installation of solar and energy efficient lighting systems			Purchase order submitted for solar installs - 16 buildings
	BLD053	Wedderburn Office Evacuation Safety Alert System	Installation of an evacuation safety alert system at the Wedderburn office.			Q4
	BLD057	Boort Courthouse	Foundation refurbishment			Q4
	BLD058	Emergency Evacuation Diagrams	Develop diagrams			Q4
	BLD059	Compliance Audits and Repairs	Compliance Audits and Repairs	\$ 3,885.00	10%	Q4
BLD060	Building Emergency Works Allocation	Allowance for emergency works			Q4	

Attachment 2: Other Projects 2019 - 2020

Project no.	Project Description	Estimated/Budgeted Cost	Expenditure	Responsible Officer	Activity %	Comments
1	Boort Levee	\$ 500,000.00	\$ 138,345.00	PMC, PO	25	Parks Victoria have submitted notice of works to Dja Dja Wurrong. Awaiting outcome.
2	Pyramid Hill Drainage Strategy and Drainage data capture	\$ 500,000.00	\$ 26,730.00	PMC, PO	32	Initial concepts discussed. Ground water monitoring commenced.
3	Township, Locality and Boundary sign replacements	Reserve to be allocated		PMC, PO	10	77 sign faces identified to be replaced this year.
4	Asbestos Audit and Removal	\$ 66,000.00	\$ 17,014.00	BMO	33	Annual cost for 3 year contract
5	Public Facilities and office cleaning (contract)	\$ 160,000.00	\$ 23,000.00	BMO	NA	Under contract
6	Wedderburn township entrance sign	\$ 40,000.00		MAI	10	Designs complete. Awaiting stonemason quote.
7	Pyramid Hill title re-alignment		\$ 2,433.05	PMC, PO	100	Complete
8	Echuca-Serpentine Road Feasibility study	\$ 15,000.00		PMC, PO	15	Grant awarded
9	Our Regions, Our Rivers (Caravan Parks)	\$ 1,196,806.00		PMC, PO, MEC	5	Grant Awarded. Plans to be submitted for DELWP comment/approval.
10	Pyramid Hill Flood Mitigation Works	\$ 1,148,000.00		PMC, PO	10	Proposals finalised. Community consultation to commence in new year.
11						
12						
13						
14						
15						
16						

Responsible Officer

PMC	Project Management Coordinator
PO	Project Officer/Engineer
MAI	Manager Assets and Infrastructure
BMO	Building Maintenance Officer
MEC	Manager Executive and Commercial Services

11 COMPLIANCE REPORTS**11.1 REVIEW OF COUNCIL PLAN AND BUDGET**

File Number: 02/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council resolve that:

1. the Council Plan does not require any adjustments in respect of the next 12 months remaining period of the Council Plan
2. Council does not intend to increase rates above the amount set by the Minister.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

At the ordinary meeting on 27 June 2017 Council adopted the Council Plan 2017-2021.

At the ordinary meeting on 25 June 2019 Council adopted the Annual Budget 2019-2020.

BACKGROUND

Section 125 (7) of the Local Government Act 1989 (the Act) states that "At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan." Where adjustments are anticipated, Council needs to factor in additional time to review the Plan and collect information to support the revised Plan.

Under Section 185D of the Act, the Minister sets the amount by which rates can be increased. Section 185E of the Act states that a Council may apply to the Essential Services Commission for a special order to increase rates above the amount set by the Minister. Where an increase to rates above the amount set by the Minister is anticipated, Council needs to factor in additional time to make the application and collect information in support of the application.

In recent years the Minister has increased the rates by: 2.5% (applicable for the 2017/18 budget), 2.25% (applicable for the 2018/19 budget) and 2.5% (applicable for the 2019/20 budget).

ISSUES/DISCUSSION

The timetable for the development of the Council Plan and budget requires additional time and activities if it is anticipated that the Council Plan will be adjusted or that the budget will include an application for a rate variation.

Council Plan

At the Council Forum on 12 November 2019, it was discussed whether Council wished to make any adjustments in respect of the remaining period of the Council Plan. Council advised that they did not wish to make any adjustments.

Budget

It was also discussed whether Council wished to apply for an increase to rates. Council advised that they did not wish to increase the rates by more than the amount set by the Minister.

A corporate planning timetable will be developed to reflect the fact that the Council Plan does not require adjustments and that there is no intention to increase rates above the amount set by the Minister.

COST/BENEFITS

There are no direct costs associated with the adoption of the recommendation. However, there may be indirect costs involved in not applying for an increase to rates.

RISK ANALYSIS

Adopting the recommendation ensures compliance with the Local Government Act in respect of the annual review of the Council Plan.

There is a risk that Council will not be able to raise sufficient rates (despite applying the increased set by the Minister) to meet the cost of: services; programs; new, improved and adequately maintained assets.

CONSULTATION AND ENGAGEMENT

Councillors were consulted at the commencement of the corporate planning cycle to determine whether any adjustment was required to the Council Plan and whether Council intended to increase rates above the amount set by the Minister.

11.2 PROPOSED ELECTION PERIOD POLICY VERSION 2

File Number: 18/01/002
Author: Sharon Morrison, Director Corporate Services
Authoriser: Wendy Gladman, Director Community Wellbeing
Attachments: 1. Election Period Policy version 2

RECOMMENDATION

That Council adopt the Election Period Policy version 2.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Version 1 of this policy was adopted 22 March 2016.

BACKGROUND

The Election Period Policy version 1 was developed in response to Section 93B (1) of the Local Government Act 1989 (the Act) which states that “a Council must prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election.”

By adopting this policy Council can communicate its commitment to ensuring that the community is aware of how it will conduct business openly and objectively immediately prior to an election. It will also ensure that Council elections are not compromised by inappropriate electioneering by existing councillors, and safeguard the authority of the incoming Council.

In developing the policy reference was been made to Local Government Victoria’s “Reforms arising from the Local Government Amendment (Improved Governance) Act 2015, A guide for Councils”, which contains information about what Council’s policy should include.

ISSUES/DISCUSSION

Version 2 of the policy has been amended to reflect changes in dates for the upcoming election.

For the 2020 election, and application of this policy, the election period is noon Tuesday 22 September 2020 to 6.00pm Saturday 24 October 2020, and Election Day is 24 October 2020.

In accordance with the Act, Councillors will be provided with a copy of the policy upon its adoption, and the relevant staff will be consulted about their role in ensuring that the policy is applied during the election period.

COST/BENEFITS

Adoption of the policy ensures that Council is adhering to legislative requirements, and provides confidence to the community that Council will act appropriately and impartially in the lead up to the 2016 election.

RISK ANALYSIS

Adoption and adherence to the policy should provide protection to Council’s reputation in the lead up to the 2020 election.

CONSULTATION AND ENGAGEMENT

Staff and councillors have been consulted in the review of this policy.



ELECTION PERIOD POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Chief Executive Officer <u>Director Corporate Services</u>
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	.
VERSION NUMBER:	2
REVIEW DATE:	
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	
RELATED LEGISLATION:	Local Government Act 1989 Local Government (Improved Governance) Act 2015 Local Government Act 1989 Local Government (Improved Governance) Act 2015 <u>Local Government Act 2018</u>
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIV\policies and procedures\Policies - adopted PDF and Word\POL Election period policy v1.docx

Policy documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the policies on the Loddon Shire website (Council Policies) or Intranet (Organisational Policies) to ensure that the version you are using is up to date.

This document is available in alternative formats (e.g. larger font) if requested.



ELECTION PERIOD POLICY

1 PURPOSE

This policy has been developed in response to section 93B (1) of the Local Government Act 1989 (the Act) which states that “a Council must prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election.”

By adopting this policy Council can communicate its commitment to ensuring that the community is aware of how it will conduct business openly and objectively immediately prior to an election.

It will also ensure that Council elections are not compromised by inappropriate electioneering by existing councillors, and safeguard the authority of the incoming Council.

2 SCOPE

The policy applies to Councillors and staff of the Loddon Shire Council during the “election period”.

For the ~~2016-2020~~ election, and application of this policy, the election period is ~~midnight-noon~~ Tuesday ~~22-20~~ September ~~2016-2020~~ to 6.00pm Saturday ~~22-24~~ October ~~2016-2020~~, and Election Day is ~~22-24~~ October ~~2016-2020~~.

3 POLICY

3.1 Preventing inappropriate decisions and misuse of resources (section 93B(3)(a))

3.1.1 Major policy decisions

The Council will not make any major policy decisions during the election period.

3.1.2 Inappropriate decisions

The Council will not make any inappropriate decisions during the election period, and will do this by implementing the following controls:

- The Chief Executive Officer will scrutinise content of Council agendas to ensure that:
 - only those matters that must be dealt with are on the agendas during the election period and all other matters are deferred until after Election Day.
 - items that could potentially influence voters’ intentions at the forthcoming election or could encourage candidates to use the item as part of their electioneering are not included on the agendas.
- Councillors will not move motions or raise matters at a meeting during the election period that could potentially influence voting at the election.

3.1.3 Misuse of resources

Councillors must not unreasonably use any Council resource for campaign purposes during the election period or seek reimbursement from Council for costs incurred for a campaign related purpose.



ELECTION PERIOD POLICY

The Councillors Support and Reimbursement of Expenses Policy details resources that will be provided and/or reimbursed to Councillors, and includes clauses around information technology (including computers and mobile phones), vehicles, and travel expenses.

Incidental use of Council provided resources in connection with campaigning is not considered a breach of this policy or any applicable electoral law, as it does not cause any unreasonable or unfair advantage to a current Councillor compared to a candidate. In reaching this position Council has considered:

- Mobile phones, computers, and vehicles are universally available and used by the wider community and there is no special advantage for a Councillor in continuing to have access to one or more of these resources during the election period.
- It would be impractical for a Councillor to have to operate two mobile phones or any other resource to avoid the use of one of those resources in connection with a campaign.
- The Councillors Support and Reimbursement of Expenses Policy documents specific rules around private use of Council resources, and it is expected that Councillors will adhere to those rules when campaigning.
- The Chief Executive Officer authorises claims for reimbursement under the Councillors Support and Reimbursement of Expenses Policy. Additional scrutiny will be applied to claims for reimbursement throughout the election period.
- At the start of the election period the Chief Executive Officer will reinforce the requirements of this policy to Councillors, who under Section 93B (4)(A) of the Act, must be provided with a copy of the policy as soon as practicable after adoption.

3.2 Limiting public consultation and council events [\(section 93B\(3\)\(b\)\)](#)

Every attempt will be made to eliminate all public consultation and Council events during the election period. If, however, it is deemed necessary to hold public consultation during the election period, it will be held only to satisfy normal Council responsibilities and legislative requirements.

3.2.1 [General media](#)

The Chief Executive Officer authorises all media releases. That practice will continue during the election period, with further scrutiny applied to media releases by the relevant director prior to sighting by the Chief Executive Officer to ensure that there is no electoral matter included in the content.

Appendix 1 details the authorisation process for general media during the election period.

3.2.2 [Media comment](#)

Under Council's Levels of Authority, the Mayor and Chief Executive Officer can make comment on behalf of the Council. During the election period, the Chief Executive Officer will make all comment on behalf of the Council.

3.2.3 [Social media](#)

Staff with social media responsibilities will be advised of the election period requirements by the Chief Executive Officer prior to election period commencement.

During the election period all social media content will be monitored and authorised by the relevant director before distribution to the Chief Executive Officer to ensure that no electoral matter is posted on the sites.

Appendix 1 details the authorisation process for social media during the election period.



ELECTION PERIOD POLICY

3.3 Equitable access to Council information (section 93B(3)(c))

The Chief Executive Officer will ensure that access to information provided to candidates for the 2016-2020 election is made equally available to all candidates.

Councillors will continue to access Council held documents during the election period, but only as is necessary for them to perform their current duties and functions.

3.4 Local Government Act 1989 provisions

3.4.1 Prohibition on Council

Section 55D of the Act details certain prohibitions on Council and Council officers during the election period, as follows:

- (1) A Council must not print, publish or distribute or cause, permit or authorise to be printed, published or distributed, any advertisement, handbill, pamphlet or notice during the election period unless the advertisement, handbill, pamphlet or notice has been certified, in writing, by the Chief Executive Officer.

(1A) For the purposes of subsection (1), the publication of a document of a kind specified in that subsection does not include –

- a) publication of any document published before the commencement of the election period; and
b) publication of any document required to be published in accordance with, or under, any Act of regulation.

- (2) The Chief Executive Officer must not intentionally or recklessly certify an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process.
- (3) Despite section 98(2), the Chief Executive Officer must not delegate the power to certify any advertisement, handbill, pamphlet or notice under this section to a member of Council staff.
- (4) A Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill, pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

3.4.2 Misuse of position

Section 76D of the Act states that Councillors, by virtue of their position, must not misuse their position, and includes:

- (1) A person who is, or has been, a Councillor or member of a special committee must not misuse his or her position—
- (a) to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- (b) to cause, or attempt to cause, detriment to the Council or another person.
- (2) For the purposes of this section, circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a special committee include—



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- (a) making improper use of information acquired as a result of the position he or she held or holds; or
 - (b) disclosing information that is confidential information within the meaning of section 77(2); or
 - (c) directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff in contravention of section 76E; or
 - (d) exercising or performing, or purporting to exercise or perform, a power, duty or function that he or she is not authorised to exercise or perform; or
 - (e) using public funds or resources in a manner that is improper or unauthorised; or
 - (f) failing to disclose a conflict of interest as required under this Division.
- (3) This section—
- (a) has effect in addition to, and not in derogation from, any Act or law relating to the criminal or civil liability of Councillors or members of special committees; and
 - (b) does not prevent the institution of any criminal or civil proceedings in respect of that liability.

4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
election day	<ul style="list-style-type: none"> • The day of an election determined under Section 31 (general elections) or Section 38 (by-elections)
election period, in relation to an election, means the period that:	<ul style="list-style-type: none"> • starts on the last day on which nominations for that election can be received; and • ends at 6 p.m. on election day
inappropriate decisions made by a Council during an election period	<ul style="list-style-type: none"> • decisions that would affect voting in an election, or • decisions that could reasonably be made after the election
major policy decision means any decision:	<ul style="list-style-type: none"> (a) relating to the employment or remuneration of a Chief Executive Officer under section 94, other than a decision to appoint an acting Chief Executive Officer; (b) to terminate the appointment of a Chief Executive Officer under section 94; (c) to enter into a contract the total value of which exceeds whichever is the greater of— <ul style="list-style-type: none"> (i) \$100 000 or such higher amount as may be fixed by Order in Council under section 186(1); or (ii) 1% of the Council's revenue from rates and charges levied under section 158 in the preceding financial year; (d) to exercise any power under section 193 if the sum assessed under section 193(5A) in respect of the proposal exceeds whichever is the greater of \$100 000 or 1% of the Council's revenue from rates and charges levied under section 158 in the preceding financial year.



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5 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act. Loddon Shire Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee Health and Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

6 REVIEW

The ~~Chief Executive Officer~~ Director Corporate Services will review this policy for any necessary amendments no later than 1 year ~~after prior to the next election.~~ adoption of this current version.

7 ATTACHMENTS

Appendix 1 Authorisation process for general media and social media



APPENDIX 1: AUTHORISATION PROCESS FOR GENERAL MEDIA AND SOCIAL MEDIA

1	Article is prepared by relevant officer and provided to relevant director for first approval.
2	Relevant director reads the article and scrutinises it for electoral material.
3	When satisfied that the article does not include any electoral matter, the relevant director authorises and forwards to the Chief Executive Officer for final approval.
4	The Chief Executive Officer reads the article and scrutinises for electoral material.
5	When satisfied that the article does not include any electoral matter, the Chief Executive Officer signs the article as authorised and returns to the Executive Assistant to the CEO for submitting to media or publishing on Council's social media.

Authorisation wording that will be attached to all media during the election period:

First approval by relevant director	I have read the attached article and believe it does not contain any electoral material.	Signed: Name: Date: / / 2016 2020
Final approval by Chief Executive Officer	I have read the attached article and believe it does not contain any electoral material.	Signed: Name: Date: / / 2016 2020

11.3 SECTION 86 COMMITTEES - STATUS REPORT

File Number: 02/01/005
Author: Michelle Hargreaves, Administration Officer
Authoriser: Wendy Gladman, A/Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council note the status of the Section 86 Committees of Management.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council noted the status of Section 86 Committees of Management at the Council meeting on 27 November 2018.

BACKGROUND

Section 86 of the Act allows Loddon Shire Council (the Council) to delegate its powers, duties or functions (with certain limitations) to special Committees. These are commonly known as Section 86 Committees. A Section 86 Committee is established by an instrument of delegation by the Council, which outlines the Committee's purpose and specific powers. These Committees typically involve activities such as the management of halls, community centres, pools, recreation reserves and development & tourism within Council boundaries.

In April 2013, the internal auditors conducted a review of Section 86 Committees. The review assessed whether Council:

- has appropriate policies and procedures to effectively govern the delegation of Council's powers, functions and duties under Section 86 of the Act
- complies with the Act in relation to the delegation of powers and functions, the appointment and on-going operation of Section 86 Committees
- has appropriate monitoring and reporting mechanisms in place to enable effective management of the Committees.

The results of the review identified a number of strong controls around the management and operation of Section 86 Committees as well as some opportunities for improvement including:

- the need for formal reporting to the Council on the on-going conduct and financial operations of Section 86 Committees
- monitoring the holding of meetings and provision of financial reports on a consistent basis.

Council indicated at the Council meeting on 24 October 2017 that a half yearly status report would assist in monitoring the status of Section 86 Committees.

ISSUES/DISCUSSION

Annual meetings generally take place at the end of the financial year, generating the requirement for financials and Committee appointments to be provided to Council.

At the time of preparing this report (4 November 2019), the status of Committees was as follows:

Committee Name	Status of Committee (active / disbanded / under review)	Status of Instrument of Delegation (reviewed and approved / under review / draft sent / due for review / overdue for review)	Annual meeting minutes received? (yes / no / comment)	2018/19 financials received to be audited? (yes / no / comment)	Committee appointment received? (yes / no / comment)	Compliant with minutes forwarded (yes / no / comment)
Boort Aerodrome	Active	Reviewed and approved	Yes (late)	Yes	Yes (November Council meeting)	No 4 required 3 of 4 on time; 1 not received
Boort Tourism Development	Active	Reviewed and approved	Yes	No	Yes	No 12 required not all on time 2 not received
Boort Memorial Hall	Active	Reviewed and approved	Yes	Yes	Yes	No 4 required 2 on time 2 not received
Boort Park	Active	Reviewed and approved	No	Yes	No	No 4 required 2 received not on time 2 not received
Bridgewater On Loddon Development	Active	Reviewed and approved	Yes	Yes	Yes (November Council meeting)	No 6 required some not on time 2 not received
Campbell's Forest Hall	Active	Reviewed and approved	Yes	Yes	Yes	No 6 required 6 not on time

Committee Name	Status of Committee (active / disbanded / under review)	Status of Instrument of Delegation (reviewed and approved / under review / draft sent / due for review / overdue for review)	Annual meeting minutes received? (yes / no / comment)	2018/19 financials received to be audited? (yes / no / comment)	Committee appointment received? (yes / no / comment)	Compliant with minutes forwarded (yes / no / comment)
Donaldson Park	Active	Reviewed and approved	Yes (no quorum)	Yes	Yes	No 6 required 4 not on time 2 not received Changed to 4 required
East Loddon Community Centre	Active	Reviewed and approved	Yes	Yes	Yes	No 4 required 3 not on time 1 not received
Inglewood Community Sports Centre	Active	Reviewed and approved	Yes	Yes	Yes	No 4 required 4 not on time
Inglewood Community Elderly Persons Units	Active	Reviewed and approved	Yes	Yes	Yes (November Council meeting)	No 4 required not all on time
Inglewood Town Hall Hub	Active	Reviewed and approved	Yes (late)	Yes	Yes (November Council meeting)	No 12 required not all on time 5 not received
Jones Eucalyptus Distillery Site	Active	Reviewed and approved	Yes	Yes	Yes	No 6 required Not all on time All received

Committee Name	Status of Committee (active / disbanded / under review)	Status of Instrument of Delegation (reviewed and approved / under review / draft sent / due for review / overdue for review)	Annual meeting minutes received? (yes / no / comment)	2018/19 financials received to be audited? (yes / no / comment)	Committee appointment received? (yes / no / comment)	Compliant with minutes forwarded (yes / no / comment)
Kingower Development and Tourism	Active	Under review	Yes	Yes	Yes	No 4 required Not all on time All received
Korong Vale Mechanics Hall	Active	Reviewed and approved	Yes	Yes	Yes	No 4 required 3 on time one missing
Korong Vale Sports Centre	Active	Reviewed and approved	Yes	Yes	Yes	No 1 required 1 not on time
Little Lake Boort Management	Active	Reviewed and approved	Yes (late)	Yes	Yes	No 4 required 2 not on time 2 not received
Loddon Southern Tourism and Development	Active	Reviewed and approved	Yes	Yes	Yes (November Council meeting)	No 12 required 3 not on time 9 not received Changed to quarterly meetings
Pyramid Hill Memorial Hall	Active	Reviewed and approved	Yes	Yes	Yes	Yes
Pyramid Hill Swimming Pool	Active	Reviewed and approved	Yes	Yes	Yes	No 6 required 6 not on time

Committee Name	Status of Committee (active / disbanded / under review)	Status of Instrument of Delegation (reviewed and approved / under review / draft sent / due for review / overdue for review)	Annual meeting minutes received? (yes / no / comment)	2018/19 financials received to be audited? (yes / no / comment)	Committee appointment received? (yes / no / comment)	Compliant with minutes forwarded (yes / no / comment)
Serpentine Bowls and Tennis Pavilion Reserve	Under review	Under review	No	Exempt	No	No 1 required None received since September 2017
Wedderburn Community Centre	Active	Reviewed and approved	No	Yes	No	No 6 required 2 not on time 4 not received
Wedderburn Engine Park	Active	Reviewed and approved	Yes	Exempt	No	Yes 1 required 1 on time
Wedderburn Mechanics and Literary Institute	Active	Reviewed and approved	Yes	Yes	Yes	Yes 6 required 6 on time
Wedderburn Tourism	Active	Under review	Yes	Yes	Yes	No 11 required 5 not on time 6 not received
Yando Public Hall	Active	Reviewed and approved	Yes	Yes	Yes	No 1 required 1 not on time
Results as at October 2019	Total (n=25)	Reviewed and approved = 23 Under review = 2	Yes = 22 No = 3	Yes = 22 No = 1 Exempt = 2	Yes = 21 No = 4	Yes = 3 No = 22

Committee Name	Status of Committee (active / disbanded / under review)	Status of Instrument of Delegation (reviewed and approved / under review / draft sent / due for review / overdue for review)	Annual meeting minutes received? (yes / no / comment)	2018/19 financials received to be audited? (yes / no / comment)	Committee appointment received? (yes / no / comment)	Compliant with minutes forwarded (yes / no / comment)
Results as at April 2019	Total (n=25)	Reviewed and approved = 21 Draft = 1 Under review = 3	Yes = 22 No = 3	Yes = 19 No = 4 Exempt = 2	Yes = 17 No = 8	Yes = 3 No = 22
Results as at end of October 2018	Total (n=25)	Reviewed and approved = 19 Draft = 1 Under review = 5	Yes = 22 No = 3	Yes = 19 No = 4 Exempt = 2	Yes = 17 No = 8	Yes = 2 No = 23
Results as at end of March 2018	Total (n=25)	Under review = 14 Draft sent = 8 Finalised = 3	Yes = 22 No = 3	Yes = 22 No = 1 Exempt = 2	Yes = 23 No = 2	Yes = 3 No/comment = 22
Results as at end of October 2017	Total (n=29)	Under review = 29	Yes = 17 No = 10 Comment = 2	Yes = 16 No = 9 Comment = 4	Yes = 12 No = 15 Comment = 2	Not reported

COST/BENEFITS

There are no costs associated with the preparation of this report. The benefits of preparing this report include responding to previously identified opportunities for improvement identified in 2013 audit review.

RISK ANALYSIS

The risk of not reviewing the Section 86 Committees can be seen in the reputational impact following an investigation by Local Government Inspectorate where it was identified that the Council involved had not reviewed most Instruments of Delegation since 1995. There is also a risk that services for the community may not be suitable.

CONSULTATION AND ENGAGEMENT

Section 86 Committees are contacted on a regular basis to follow up any outstanding documentation required for auditing purposes.

11.4 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-INGLEWOOD COMMUNITY ELDERLY PERSONS UNITS

File Number: 02/01/043
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Inglewood Community Elderly Persons Units Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members do have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Committee of Management or the volunteer commitment by their family members.

As per Council's Staff, Volunteers and Contractors Code of Conduct, section 9.3.2 Community interest, "*Where a staff member is involved in a community group that has contact or dealing with the Council the staff member must advise the community group to use the appropriate channels to deal with its issue with the Council and must not act to provide that group with priority access or special benefits*".

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of Committee members for Inglewood Community Elderly Persons Units Committee of Management on 28 May 2019.

BACKGROUND

Current Section 86 Committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of Committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous Committee members will continue to hold office.

Clause 3.3 Membership of the Committee outlines Council's preferred composition of the Committee specific to each delegation, and states that Council seeks to provide broad representation to the Committees.

For community based Committees, at least 6 community representatives are preferred.

For organisation based Committees, each delegation has a list of organisations that are required to provide representatives for the Committee.

ISSUES/DISCUSSION

Inglewood Community Elderly Persons Units is an organisation based Committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the Committee which meets the minimum requirement:

Name	Organisation
Allan Saunders	Community representative
Tracey Wilson	Inglewood and Districts Health Service
Dallas Coghill	Inglewood and Districts Health Service
Robert Condliffe (President/Treasurer)	Inglewood Lions Club
Frank Stoel	Inglewood Lions Club
Vacant (Secretary)	Loddon Shire Council Community Wellbeing
Vacant	Loddon Shire Council Community Wellbeing

The Council representative for this Committee is Cr Colleen Condliffe.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special Committee and may at any time remove a member from a special Committee".

Council's appointment of Committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of Committee members before formally appointing them as they are the people that will be operating the Committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

**11.5 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-
BRIDGEWATER ON LODDON DEVELOPMENT**

File Number: 02/01/047
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Bridgewater on Loddon Development Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of Committee members for Bridgewater on Loddon Development Committee of Management on 27 November 2018.

BACKGROUND

Current Section 86 Committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of Committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous Committee members will continue to hold office.

Clause 3.3 Membership of the Committee outlines Council's preferred composition of the Committee specific to each delegation, and states that Council seeks to provide broad representation to the Committees.

For community based Committees, at least 6 community representatives are preferred.

For organisation based Committees, each delegation has a list of organisations that are required to provide representatives for the Committee.

ISSUES/DISCUSSION

Bridgewater on Loddon Development is a community based Committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the Committee which meets the minimum requirement:

Name	Position
Shannon Brown	President
Graham Morse	Vice President
Christine Wattie	Secretary
Kathy Bowen	Treasurer
David Edwards	Committee Member
Fred Shea	Committee Member
Graham Hosking	Committee Member
Jenny Hosking	Committee Member
Leanne Edwards	Committee Member
Mick Balaz	Committee Member
Steve Brown	Committee Member
Tim Ferguson	Committee Member

The Council representative for this Committee is Cr Colleen Condliffe.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special Committee and may at any time remove a member from a special Committee".

Council's appointment of Committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of Committee members before formally appointing them as they are the people that will be operating the Committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

11.6 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS: LODDON SOUTHERN TOURISM AND DEVELOPMENT

File Number: 02/01/029
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Loddon Southern Tourism and Development Section 86 committee of management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Loddon Southern Tourism and Development Committee of Management on 26 March 2019.

BACKGROUND

Current Section 86 committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the committee. The committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous committee members will continue to hold office.

Clause 3.3 Membership of the committee outlines Council's preferred composition of the committee specific to each delegation, and states that Council seeks to provide broad representation to the committees.

For community based committees, at least 6 community representatives are preferred.

For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

ISSUES/DISCUSSION

Loddon Southern Tourism and Development is a community based committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Geoff Curnow	President
Isabelle Marshall	Vice President
Sue Horsley	Secretary
Norma Sokolowski	Treasurer
Harold Shipston	Committee Member
Jeanette Shipston	Committee Member
Jill Temby	Committee Member
Justine Smith	Committee Member
Ken Arnold	Committee Member

The Council representative for this committee is Geoff Curnow.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special committee and may at any time remove a member from a special committee".

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

11.7 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-BOORT AERODROME

File Number: 02/01/008
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Boort Aerodrome Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of Committee members for Boort Aerodrome Committee of Management on 27 November 2018.

BACKGROUND

Current Section 86 Committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of Committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous Committee members will continue to hold office.

Clause 3.3 Membership of the Committee outlines Council's preferred composition of the Committee specific to each delegation, and states that Council seeks to provide broad representation to the Committees.

For community based Committees, at least 6 community representatives are preferred.

For organisation based Committees, each delegation has a list of organisations that are required to provide representatives for the Committee.

ISSUES/DISCUSSION

Boort Aerodrome is a community based Committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the Committee which meets the minimum requirement:

Name	Position
Peter Eicher	President/Secretary
Campbell Chalmers	Vice President
Jamie Whitmore	Treasurer
Ken Loader	Airport reporting officer
Adam Wright	Committee Member
Dick Lanyon	Committee Member
Ray Stomann	Committee Member
Ewen Collins	Committee Member

The Council representative for this Committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special Committee and may at any time remove a member from a special Committee".

Council's appointment of Committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of Committee members before formally appointing them as they are the people that will be operating the Committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

11.8 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-INGLEWOOD TOWN HALL HUB

File Number: 02/01/023
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Inglewood Town Hall Hub Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of Committee members for Inglewood Town Hall Hub Committee of Management on 27 November 2018.

BACKGROUND

Current Section 86 Committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of Committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous Committee members will continue to hold office.

Clause 3.3 Membership of the Committee outlines Council's preferred composition of the Committee specific to each delegation, and states that Council seeks to provide broad representation to the Committees.

For community based Committees, at least 6 community representatives are preferred.

For organisation based Committees, each delegation has a list of organisations that are required to provide representatives for the Committee.

ISSUES/DISCUSSION

Inglewood Town Hall Hub is a community based Committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the Committee which does not meet the minimum requirement however the Committee is sharing the duties of Secretary.

Name	Position
Enzo Scafati	President
Brian Rodwell	Vice President
Deb Coon	Secretary
Pauline Wellman	Treasurer
Jean McClymont	Committee Member
Kim Hanlon	Committee Member

The Council representative for this Committee is Cr Colleen Condliffe.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special Committee and may at any time remove a member from a special Committee".

Council's appointment of Committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of Committee members before formally appointing them as they are the people that will be operating the Committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

**11.9 SECTION 86 COMMITTEE OF MANAGEMENT CHANGES TO MEETING CYCLE -
INGLEWOOD TOWN HALL HUB**

File Number: 02/01/023
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council approves the change in meeting cycle from monthly to bi-monthly for Inglewood Town Hall Hub Section 86 Committee of Management.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members are involved in the subject matter of the report but have not been involved in the preparation of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current meeting cycle in the reviewed Inglewood Town Hall Hub Committee of Management Instrument of Delegation signed 19 November 2018.

BACKGROUND

By email dated 30 October 2019 the current Committee of management wrote to Council requesting that the meeting cycle change from monthly to bi-monthly. The proposed dates for meetings are first Wednesday of:

- December
- February
- April
- June
- August (Annual meeting)
- October

ISSUES/DISCUSSION

Section 86(5) of the Local Government Act states that

A Council may require a special Committee to report to the Council at intervals determined by the Council.

Council is keen to reduce the reporting burden on section 86 Committees to respect the voluntary nature of their role. A change in meeting cycle helps to reduce the reporting burden while still meeting the requirements of the Local Government Act.

COST/BENEFITS

There is minimal cost associated with the adoption of the recommendation. The benefit is a reduced reporting burden on section 86 Committees of management and a reduced administrative burden on Council officers.

RISK ANALYSIS

There is a risk that the longer period between reports to Council could result in issues not being addressed in a timely way, however this risk is partially offset by either a Council officer or Councillor attending section 86 Committee of management meetings.

CONSULTATION AND ENGAGEMENT

The change in meeting cycle has been requested by the Committee of management.

**11.10 SECTION 86 COMMITTEE OF MANAGEMENT DETAILS: KORONG VALE
MECHANICS HALL**

File Number: 02/01/26
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Korong Vale Mechanics Hall Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of Committee members for Korong Vale Mechanics Hall Committee of Management on 22 October 2019.

BACKGROUND

Current Section 86 Committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of Committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the Committee. The Committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous Committee members will continue to hold office.

Clause 3.3 Membership of the Committee outlines Council's preferred composition of the Committee specific to each delegation, and states that Council seeks to provide broad representation to the Committees.

For community based Committees, at least 6 community representatives are preferred.

For organisation based Committees, each delegation has a list of organisations that are required to provide representatives for the Committee.

ISSUES/DISCUSSION

Korong Vale Mechanics Hall is a community based Committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the Committee which meets the minimum requirement:

Name	Position
Glenda Brooker	President
Lyn Chapman	Secretary/ Treasurer
Jenni Bligh	Committee Member
Laurie Barby	Committee Member
Milivoj Zec	Committee Member
Rosaliza Azahar	Committee Member
Rita Tosch	Committee Member
Michael Woodburn	Committee Member

The Council representative for this Committee is Cr Neil Beattie.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

The benefit of this report is that Council has an up to date and accurate record of current Committee members to ensure that contact can be made, particularly where Council is requesting Committees to comply with reporting requirements under the legislation.

CONSULTATION AND ENGAGEMENT

Nil

12 GENERAL BUSINESS

13 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 89(2) of the Local Government Act 1989:

13.1 Review of confidential actions

This matter is considered to be confidential under Section 89(2) - (h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Any other matter which the Council or special committee considers would prejudice the Council or any person.

13.2 Contract 465 - Sloans Road Bridge Replacement

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

13.3 Contract 466 Footpath Construction 2019-2020

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

13.4 Appointment of Acting Chief Executive Officer

This matter is considered to be confidential under Section 89(2) - (a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters.

Closing of Meeting to the Public

RECOMMENDATION

That the meeting be closed to the public.

NEXT MEETING

The next Ordinary Meeting of Council will be held on 10 December 2019 at Serpentine commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2018

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