

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

Date:	Wednesday, 26 April 2017
Time:	3pm
Location:	Council Chambers, Serpentine

AGENDA

Ordinary Council Meeting 26 April 2017

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1 OPENING PRAYER

"Almighty God, we humbly beseech thee to bless this Council, direct and prosper its deliberations towards the true welfare of your people of the Shire of Loddon."

2 APOLOGIES

3 DECLARATIONS OF CONFLICT OF INTEREST

4 PREVIOUS MINUTES

4.1 CONFIRMATION OF MINUTES

File Number:	02/01/001
Author:	Lynne Habner, A/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 28 March 2017
- 2. The minutes of the Ordinary Council Meeting of 28 March 2017
- 3. The minutes of the Council Forum of 11 April 2017

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

5 REVIEW OF ACTION SHEET

5.1 REVIEW OF ACTIONS

File Number:	02/01/002
Author:	Lynne Habner, A/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.

Outstanding Actions	Division: Committee: Officer:	Ordinary Council Meeting	Date From: Date To:	1/01/2016 31/12/2018
Action Sheets Report			Printed: Thursd	ay, 20 April 2017 9:19:47 AM

Outstanding actions from previous meetings

ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER
9	28/5/12	9.2	Operations	Manager Technical Services
ACTION				

That Council:

1. Develop a process for the identification and prioritisation of minor community infrastructure projects which will allow for a structured approach in providing in-principle or financial support for external funding applications.

COMMENTS

12/11/14: Action item has been amended following completion of the BRIC gymnasium development project utilising "Putting Local's First" funding. Elements of this action have been simplified to exclude those relating to the BRIC project and focusing now on the remaining action element being the development of operational guidelines for receiving, prioritising and applying for external funding in respect to minor community infrastructure projects.

11/6/2015: Manager Infrastructure has commenced development of a draft project identification template and scoping document along with associated prioritisation criteria and explanatory notes.

11/09/2015: Progress on development of assessment and prioritisation criteria for minor community Infrastructure projects has been delayed due to competing operational priorities. Delivery of this action item shall be raised with the Manager of Infrastructure as a matter of urgency.

11/02/2016: Matter has been raised with the responsible officer however no further progress has been made on development of the required process and guideline.

12/05/2016: Development of minor community infrastructure project assessment and prioritisation guidelines has been incorporated into the 2016/17 performance objectives of the new Manager Technical Services.

10/6/2016: No progress to date - will be considered with review of building assets

11/08/2016: Review of methodology for identification and prioritisation of community infrastructure projects has commenced. Consideration is currently being given to frameworks which have been adopted by other LGA's (i.e. City of Greater Bendigo Capital Investment Assessment Framework).

20/02/2017: Progress on developing community infrastructure project prioritisation guideline has been delayed due to competing priorities and resource constraints. Project is being handed over to the recently appointed Project/Contract Officer for further progression.

19/04/2017: The Manager Technical Services and Project/Contract Officer are working together to progress the establishment of an Assessment Framework based upon the 2017/18 projects.

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Outstanding Actions Action Sheets Report	Division: Committee: Officer:	Ordinary Council M	eeting	Date To:	1/01/2016 31/12/2018 7, 20 April 2017 9:19:47 AM
ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER	, 20 April 2017 9:19:47 AM
66	25/2/14	7.4	Operations	Manager Technical S	Services
ACTION	23/2/14	7.4	Operations		
	fotune secole of buildings on	den Oeureil eeu	the limit is at a summative assumed by the Duilding Assat Man		eart to Oouracil
	ruture needs of buildings un	der Council cor	trol but 'not currently covered by the Building Asset Man	agement Plan and rep	
	eview of the BAMP is sched		in the BAMP. Council have requested that the BAMP be ertaken later this calendar year. At this time a review of a		
			inancial year due to commitments of staff in preparing the and consideration on service levels for various building c		
	BAMP has been rescheduled letion of the Stormwater Ass	-	pletion of the annual asset valuation data. It is expected at Plan in September 2015.	that commencement	of the BAMP review will
focus shall be placed up		ng Asset manag	ainage Asset Management and Road Asset Managemer ement Plan. Due to delays in progress with the developr		
			iew of draft documents is occurring in preparation for disc sary building asset data in preparation of commencemen		
10/6/2016: Consultants by end of 2016.	are currently being interview	ved regarding b	uilding asset system and data capture. Consultant should	be engaged July/Au	gust with data capture due
			ondition assessment of all the Council owned/managed b ng assets with future inclusion of roads and drainage ass		Assetic system has been
			and consultants will be commencing on site inspections a er which time processing and analysis will commence to		
inspections will also iden	tify immediate works require	ed where buildir	Council buildings have been identified for audit. In addition g element conditions are below service level intervention he future investment demand for the LTFP and BAMP.		
			pated that full audit details and population of the Asset N the Asset Management package will then be used to info		
10/11/16: Audit of Coun	cil buildings has been comp	leted. Conditio	n profiles for building stock are now being compiled to inf	orm preparation of dra	aft BAMP. It is anticipated
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	Division: Committee: Officer:	Ordinary Council M	leeting	Date From: Date To:	1/01/2016 31/12/2018
Action Sheets Report	oncer:			Printed: Thurs	day, 20 April 2017 9:19:47 AM
hat presentation of initial	audit results to Council wi	Il occur in either	December or January.		
	tation of audit findings to C		elayed due to resource constraints. Officers are in the pre- s from audit process are also being utilised in the prepara		
being prepared to convey	/ initial findings however de	etailed analysis	ments across the portfolio of Council buildings has now t and adjustment is still required to take into consideration ad. Scenario models will be presented to Council as part	the current policies	contained within the BAMP as
19/04/2017: First Draft of	BAMP is expected in the	first quarter of 2	017/18.		
ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER	
96	24/2/15	7.1	Operations	Manager Technic	al Services
ACTION			1	1	
That a meeting be arrang COMMENTS	jed between council staff a	and the residents	s of Holloway Street, Boort, to discuss the proposed wor	ks for the street.	
5	5		een included within the 2015/16 draft annual infrastructu including consultation with local residents.	re program. It is en	visaged that a consultant will
11/6/15: Further progres 2015/16 budget.	s in developing streetscap	e plans for Hollo	oway Street, including the required public consultation m	eeting are on hold p	ending approval of Council's
engagement of a suitably		to prepare the l	Iloway Street) is still to occur. Council's Infrastructure D Holloway Street Streetscape designs as well as conduct gency.		
	roup have been engaged f		ct plans as well as undertake the necessary community	consultation with loc	al residents It is expected
	will be finalised during May	/ with initial cons	suitations then to follow.		
hat initial concept plans i 10/6/16: Plans are compl existing drainage issues a	will be finalised during May leted to a level beyond the	concept stage.	Plans needed to be progressed closer to a functional sta an't go to the community with a concept they might not a		at can be done with the
hat initial concept plans in 1 0/6/16: Plans are complexisting drainage issues a veeks.	will be finalised during May leted to a level beyond the and other constraints within	concept stage. n this site. We c	Plans needed to be progressed closer to a functional sta	ctually work. Plans	at can be done with the should be available within 4
that initial concept plans of 10/6/16: Plans are compl existing drainage issues a weeks. 6/7/2016: Plans are comp	will be finalised during May leted to a level beyond the and other constraints within	concept stage. n this site. We c eing prepared fo	Plans needed to be progressed closer to a functional sta an't go to the community with a concept they might not a or the whole of the works. Plans can now be communica	ctually work. Plans	at can be done with the should be available within 4
that initial concept plans in 10/6/16: Plans are complexisting drainage issues a weeks. 6/7/2016: Plans are comp 11/8/2016: A consultation 31/08/2016: Design and a envisaged and considera	will be finalised during May leted to a level beyond the and other constraints within pleted and estimates are b in to the community will be in associated cost estimate h tion will be given to how th	concept stage. n this site. We c eing prepared fo implemented wit as now been re ne works can be	Plans needed to be progressed closer to a functional sta an't go to the community with a concept they might not a or the whole of the works. Plans can now be communica	ctually work. Plans ted to the communit ler of \$1.2 Million. T al residents is being	at can be done with the should be available within 4 y for consultation. This is significantly more than
that initial concept plans in 10/6/16: Plans are complexisting drainage issues a weeks. 6/7/2016: Plans are compl 11/8/2016: A consultation 31/08/2016: Design and a envisaged and consideration identification of immediat 10/01/2017: Technical set	will be finalised during May leted to a level beyond the and other constraints within pleted and estimates are b in to the community will be it associated cost estimate h associated cost estimate h tion will be given to how th e asset renewal requirement ervice staff are preparing co	concept stage. n this site. We c eing prepared for implemented with as now been re he works can be ents whilst maint prrespondence f	Plans needed to be progressed closer to a functional sta an't go to the community with a concept they might not a or the whole of the works. Plans can now be communicat thout further delay. ceived. Initial estimates for works required are in the orc progressively delivered over time. Consultation with loc	ctually work. Plans ted to the communit ler of \$1.2 Million. T al residents is being the streetscape. nunity outlining the	at can be done with the should be available within 4 y for consultation. This is significantly more than organised with the focus on details of the Holloway Street

Outstanding Actions	Division: Committee: Officer:	Ordinary Council Meeting	Date From: Date To:	1/01/2016 31/12/2018
Action Sheets Report	omeen		Printed: Thursd	ay, 20 April 2017 9:19:47 AM

services staff will be available to discuss any issues over the phone and attend to any site visits if required.

20/03/2017: Plans yet to be issued to local residents due to competing priorities for technical service resources. Information packages will be issued to residents as soon as possible to prompt initial discussions and feedback regarding current scope of works.

19/04/2017: Meeting times with Residents being progressed for May.

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Dutstanding Actions	Division: Committee: Officer:	Ordinary Cour	ncil Meeting	Date From: 1/01/2016 Date To: 31/12/2018
Action Sheets Report				Printed: Thursday, 20 April 2017 9:19:47 AM
ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER
132	23/8/2016	7.1	Corporate Services	Director Corporate Services
ACTION			1	
	her there had been any furt e the matter and provide ad		garding the Tarnagulla community centre a	nd its separation from the Tarnagulla hall. The Director Corporate
COMMENTS				
DELWP have suggeste		e agreement	be issued to the Community Centre; however	ecent survey of the land. In the meantime, for insurance purposes ver the Hall Committee would need to agree to this. The President
Group and Cr Curnow, DELWP is still insistent Hall Committee, who ha	to discuss the issues. Dire on a s17B licence agreement	ctor Corporat ent between t us on behalt	te Services has been liaising with DELWP t the parties to ensure users are covered by	of the Hall Committee, President of the Community Centre Action to progress the finalisation of the plans by Crown Survey Approvals. insurance. Contact will be made with Barry Rogers, secretary of the is away. A meeting will be scheduled with representatives of
signing. The finalisatio	n of the plans by Crown Su	rvey Approva		sider prior to the Hall Committee offering it to the Action Group for WP will be able to issue a separate management agreement to the tee or its representative.
10/11/2016: Hall Comn management committe	0	vember to dis	scuss entering section 17B licence agreeme	ent with Community Centre until survey is complete and new
	5	0	being prepared for Action Group. Hall Cor igning by the Action Group.	nmittee have advised that Action Group have agreed to enter into
			· · · · · · · · · · · · · · · · · · ·	p as an interim measure while the plans are being completed by
			a separate committee of management to be eement to the committee of management fo	appointed for the Community Centre. r completion. Plans are still being completed by Crown Survey
15/3/2017: The Commi	ttee of Management is cons	sidering the 1	7B licence agreement. Plans are still being	completed by Crown Survey Approvals.
Change seeking assist from the Loddon South that the existing comm	ance to progress the divisio ern Development & Tourisr	n of the title an Committee Public Hall res	as soon as possible. Ă copy of the letter wa requesting assistance with better access to serve is due to expire on 31 July 2017. Pap	Lily D'Ambrosio, Minister for Energy, Environment and Climate as provided to Councillor Curnow. A letter has also been received b and utilisation of the Community Centre. DELWP have advised berwork for reappointment will be forwarded to the committee in the

Outstanding Actions	s Division: Committee: Officer:	Ordinary Council Meetin	ng	Date Fron Date To:	n: 1/01/20: 31/12/20	
Action Sheets Re				Printed: T	hursday, 20 Apr	ril 2017 9:19:47 AM
Гуре	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report 7.2 2016/39	Ordinary Council Meeting 13 December 2016	Carolyn Stephenson Ian McLauchlan	Planning Scheme Amendment to Correct Mapping Errors	27/12/2016	16/12/2016	
RESOLUTION	N 2016/39					
	r Colleen Condliffe r Cheryl McKinnon					
That Council						
	t authorisation from the Minister d in the attached table.	for Planning to	prepare an amendment to the Loddon Plar	nning Scheme to	o correct the	mapping errors a
2. Should a	authorization ha provided proper	e the amendment	and place the amendment on exhibition.			
	autionsation be provided, prepar					
2. 5110010 8	autionsation be provided, prepar					
21 Mar 2017 - 9:38 Exhibition documen	AM - Carolyn Stephenson hts have been submitted to DELWP for appro-	val.		Est Compl	Emolied	CARRIE
21 Mar 2017 - 9:38 Exhibition documen Type	AM - Carolyn Stephenson hts have been submitted to DELWP for appro- Meeting	val. Officer/Director	Subject	Est. Compl.	Emailed	CARRIE
21 <i>Mar 2017 - 9:38</i> Exhibition documen Type New Item	AM - Carolyn Stephenson hts have been submitted to DELWP for appro-	val.		Est. Compl. 27/12/2016	Emailed	
21 Mar 2017 - 9:38 Exhibition documen Type New Item 10.3 19 Apr 2017 - 2:24 Acting Director follo 11 Apr 2017 - 2:54 Action reassigned t 20 Mar 2017 - 12:11 Councils Emergenc 16 Dec 2016 - 2:29 Cr Curnow sought i	AM - Carolyn Stephenson hts have been submitted to DELWP for appro- Meeting Ordinary Council Meeting 13 December 2016 PM - Peter Cownley owing up with Council's Emergency Managem PM - Christine Coombes to Peter Cownley by: Christine Coombes 6 PM - Ian McLauchlan cy Management Co-ordinator has been reque OPM - Lynne Habner	val. Officer/Director Peter Cownley Phil Pinyon nent Co-ordinator Andrew sted to circulate the curre committee. Mr McLauchla	Subject Fire Emergency Management Committee v Hamilton ent attendee register for the Municipal Fire Management Com an undertook to provide information about representation to c	27/12/2016 mittee to each Councill		
21 Mar 2017 - 9:38 Exhibition documen Type New Item 10.3 19 Apr 2017 - 2:24 Acting Director follo 11 Apr 2017 - 2:54 Action reassigned t 20 Mar 2017 - 12:10 Councils Emergenc 16 Dec 2016 - 2:29 Cr Curnow sought i Cou	AM - Carolyn Stephenson hts have been submitted to DELWP for appro- Meeting Ordinary Council Meeting 13 December 2016 PM - Peter Cownley owing up with Council's Emergency Managem PM - Christine Coombes to Peter Cownley by: Christine Coombes 6 PM - Ian McLauchlan cy Management Co-ordinator has been reque o PM - Lynne Habner information about who is represented on the co	val. Officer/Director Peter Cownley Phil Pinyon nent Co-ordinator Andrew sted to circulate the curre committee. Mr McLauchla	Subject Fire Emergency Management Committee v Hamilton ent attendee register for the Municipal Fire Management Com an undertook to provide information about representation to c rtain the effectiveness of the committee.	27/12/2016 mittee to each Councill		
21 Mar 2017 - 9:38 Exhibition documen Type New Item 10.3 19 Apr 2017 - 2:24 Acting Director follo 11 Apr 2017 - 2:54 Action reassigned t 20 Mar 2017 - 12:11 Councils Emergenc 16 Dec 2016 - 2:29 Cr Curnow sought i	 <i>AM - Carolyn Stephenson</i> Ints have been submitted to DELWP for approvided to the determination of the determin	val. Officer/Director Peter Cownley Phil Pinyon nent Co-ordinator Andrew sted to circulate the curre committee. Mr McLauchla eir local brigades to ascer Officer/Director	Subject Fire Emergency Management Committee v Hamilton ent attendee register for the Municipal Fire Management Com an undertook to provide information about representation to c rtain the effectiveness of the committee.	27/12/2016 mittee to each Councill ouncillors.	lor via email.	Completed

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	ons Division: Committee:	Ordinary Council Meeting	g	Date From: Date To:	1/01/2016 31/12/201	
tion Sheets I	Officer: Report			Printed: Th	ursday, 20 April	2017 9:19:47 AM
	•					
10.3 KI	NDERGARTEN SERVICE DEL	IVERY				
RESOLUT	ION 2017/23					
	Cr Cheryl McKinnon Cr Geoff Curnow					
	cil investigate the feasibility of ki V Model Development Report 2		peing delivered by the Education Depart	ment within primary sc	hools in the L	oddon Shire, as
						.CARRIE
tion reassigne Feb 2017 - 11 rector Commu	1:16 AM - Lynne Habner kd to Wendy Gladman by: Lynne Habner 1:37 AM - Christine Coombes nity Wellbeing/Manager Community Service as information comes to hand	es will investigate the options f	for kindergartens to be based in school precincts. As th	is process will be long, a repor	rt will be provided t	o Council at such tim
pe	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
w Item	Ordinary Council Meeting 28 Februa	ary 2017 Indivar Dhakal	FOOTPATHS IN PYRAMID HILL	14/03/2017	10/03/2017	
		Ian McLauchlan				
17/60	DOTPATHS IN PYRAMID HILL					
17/60 1.3 FC	DOTPATHS IN PYRAMID HILL					
17/60 11.3 FC RESOLUTI Moved:						
17/60 1.3 FC RESOLUTI Moved: Seconded: Council not	ION 2017/60 Cr Cheryl McKinnon Cr Geoff Curnow ted concerns raised by Cr Chery	yl McKinnon from mer	nbers of the Pyramid Hill business comr		ing unsafe co	ndition of
17/60 1.3 FC RESOLUTI Moved: Geconded: Council not	ION 2017/60 Cr Cheryl McKinnon Cr Geoff Curnow	yl McKinnon from mer	nbers of the Pyramid Hill business comr		ing unsafe co	
17/60 11.3 FC RESOLUTI Moved: Seconded: Council not ootpaths. I Apr 2017 - 3:4 tion reassigne Apr 2017 - 3:4 tion reassigne Mar 2017 - 12	ION 2017/60 Cr Cheryl McKinnon Cr Geoff Curnow ted concerns raised by Cr Chery lan McLauchlan undertook to in 53 PM - Christine Coombes d to Indivar Dhakal by: Christine Coombes 55 PM - Christine Coombes d to Peter Cownley by: Christine Coombes 2:15 PM - Ian McLauchlan	yl McKinnon from mer vestigate the matter a	nbers of the Pyramid Hill business comr nd report to Council.	nunity about the ongoi	-	CARRIE
RESOLUTI Moved: Seconded: Council not cootpaths. I Apr 2017 - 3: tion reassigne Apr 2017 - 2: tion reassigne Mar 2017 - 12	ION 2017/60 Cr Cheryl McKinnon Cr Geoff Curnow ted concerns raised by Cr Chery lan McLauchlan undertook to in 53 PM - Christine Coombes d to Indivar Dhakal by: Christine Coombes 55 PM - Christine Coombes d to Peter Cownley by: Christine Coombes 2:15 PM - Ian McLauchlan	yl McKinnon from mer vestigate the matter a	nbers of the Pyramid Hill business comr	nunity about the ongoi	-	CARRIE

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Outstanding Action		dinary Council Meeting	g	Date From: Date To:	1/01/2016 31/12/2018	
Action Sheets R				Printed: Th	ursday, 20 April 2	017 9:19:47 AM
8.2 2017/67		Jefferies Ian McLauchlan	Park Street Bridgewater			
RESOLUTIO	N 2017/67					
	r Colleen Condliffe r Geoff Curnow					
That Council	approve the development of the land	d for a dwelling	subject to the proposed conditions attached.			
						CARRIED
07 Apr 2017 - 4:18 NOD issued on th	8 <i>PM - Alexandra Jefferies</i> e 30 March 2017					
Туре	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report 8.3 2017/68	Ordinary Council Meeting 28 March 2017	Indivar Dhakal Ian McLauchlan	Demolition of Council Owned Buildings at Dingee and Murphys Creek	11/04/2017	7/04/2017	
RESOLUTIO	N 2017/68					
	r Colleen Condliffe r Cheryl McKinnon					
That Council:						
1. Resolve	e to demolish the Council owned bui	lding at 789 Din	gee Road, Dingee (Previously known as the ca	etaker's reside	ence).	
2. Resolve	e to demolish the Council owned bui	lding at 3558 W	immera Highway, Murphys Creek (Murphys Cre	ek Recreation	Reserve hall).	
3. Conside	er allocating \$33,000 within the 2017	7-18 budget to fa	acilitate the required demolition works and as ne	cessary, asbe	stos removal.	
						CARRIED
	7 PM - Christine Coombes 000 is in the bulk allocation for building works of \$4	100 000 that will be re	ported to the part Forum			
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report 8.7	Ordinary Council Meeting 28 March 2017	Peter Cownley Phil Pinyon	2017 National General Assembly of Local Government - Call for Motions	11/04/2017	7/04/2017	
1						

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Outstanding Actions Action Sheets Report	Division: Committee: Officer:	Ordinary Council Meetin	Ig	Date	To:	1/01/2016 31/12/2018 7, 20 April 2017 9:19:47 AM
2017/72					cur mursuay	
RESOLUTION 2017/72						
Moved: Cr Cheryl McKinnor Seconded: Cr Gavan Holt	n					
			Government Association National Gener contributions towards the delivery of loc			
						CARRIED
11 Apr 2017 - 2:55 PM - Christine Coombe						
Action reassigned to Peter Cownley by: Ch Type Meeting	Instine Coombes	Officer/Director	Subject	Est. Comp	l. Emai	led Completed
Report Ordinary Council M	leeting 28 March 201	7 Lynne Habner	Memorandum of Understanding with GWM Water - S West Loddon Pipeline Water Supply Project	outh 11/04/2017	7/04/2	2017
8.8 2017/73		Phil Pinyon	·····			
RESOLUTION 2017/73						
Moved: Cr Geoff Curnow Seconded: Cr Cheryl McKinnor	n					
			een Loddon Shire Council and Grampiar finalising the matters requiring resolution		ee Water C	Corporation for the South
						CARRIED
12 Apr 2017 - 11:52 AM - Lynne Habner Work in progress.						

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	Committee: Officer:	Ordinary Council Me	eting	Date To:	31/12/20	6 18
Action Sheets Report				Printed: 1	Thursday, 20 Apri	il 2017 9:19:47 AM
Actions complete	d since last meeting					
ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER		
18	27/1/16	Briefing	Operations	Director Ope	rations	
CTION		1 1		1		
he Memsie State Scho Cr Curnow enquired ab	hat a number of plaques be ol site on Bridgewater-Newt	oridge Road.	g a memorial to Mr Bailey of Newbridge, for visito or Alan Bunnet in Bridgewater. Ian McLauchlan u			se the former site
COMMENTS						
2/05/2016: Scoping a	nd budget estimates for req	uired plaques to b	e followed up during May/June 2016.			
	nains outstanding due to allo wed up during August/Septe		on leave. Development of project scoping docur	nent and associated	budget estimat	es for plaque
			memorial and flag pole in Bridgewater have beer Ar Baily are being investigated in consultation wit		ommittee of Ma	anagement for the
10/11/2016: Officers a	re waiting for further informa	tion relating to the	e background for the proposed plaques, potential	wording as well as p	referred locatio	ons.
	plaque for Mr Baily has bee School before this can be fin		orial for Alan Bunnet also completed. Cr Curnow	is liaising with desce	ndants regardir	ng working to be p
20/03/2017: Cr Curnov	w has confirmed that he is st	ill working on the	preparation of proposed wording for the plaque v	vith relevant stakehol	ders.	
19/04/2017: Completed	. Cr Curnow has supplied d	etailed history of I	Memsie School for plaque. Cr Curnow suggested	use of local rock.		
Type Meet Report Ordin	ing ary Council Meeting 28 February 2	017 Peter Cownley		Est. Compl. 14/03/2017	Emailed 10/03/2017	Completed 19/04/2017
8.6 2017/42	ary council meeting 201 ebruary 2	Phil Pinyon	KERBOIDE WASTE AND RESTOLING FOLIOT	14/03/2017	10/03/2017	13/04/2017
RESOLUTION 2017	/42					
Moved: Cr Geoff Seconded: Cr Collee	++					
That Council:						
	- des filles des tides Marie terres		•			
1. Endorse the	e draft Kerbside Waste an	a Recycling Pol	ICY.			
2. Publically e	vhihit the draft Kerhside V	Vaste and Recv	cling Policy and seek feedback prior to its fin	alisation at a subse	auent Counci	Imeeting
	Ample the drait relibble v			anoution at a babbe		

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Outsta	anding Actions	Division: Committee: Officer:	Ordinary Council Meetin	g	Date From: Date To:	1/01/2016 31/12/2018	
Actio	n Sheets Report	onicer.			Printed: Thursd	ay, 20 April 2017	9:19:47 AM
							CARRIE
							OANIEL
Action 19 Api Policy 11 Api	r 2017 - 2:50 PM - Peter Cownle prepared and reported to Cound r 2017 - 2:54 PM - Christine Coo	, April Council meeting for a y cil for adoption 26 April 201 ombes					
20 Ma	reassigned to Peter Cownley by r 2017 - 12:10 PM - Ian McLauc	hlan	being cought up to 7/		ber waren aball be proposed and pu	and the Courseil	consideration
Type	Meeting	exhibition with submissions	Officer/Director	April 2017. Once submissions have been received a furt Subject			npleted
Repor 8.8 2017/4		cil Meeting 28 February 20	17 Peter Cownley Phil Pinyon	Extension of lease - Mawsons Quarry Pyramid Hill	14/03/2017 10/	03/2017 19/0	04/2017
DEC	OLUTION 2017/44						
Move							
That	Council:						
1.	Agree to extend the ex March 2018 as per the			ns Pty Ltd. over Crown Allotment 1B Sect	ion A Parish of Terrick Te	errick West effe	ective to 30
2.	Authorise the use of the Terrick Terrick West.	ne Council seal for th	ne purposes of ex	xecuting the deed of variation of lease wit	th Mawson & Sons Pty Lto	d for CA 1B Se	c A Parish o
							CARRIE
	r 2017 - 4:07 PM - Peter Cownle	y .		at Ryramid Hill. It has been signed and scaled			
Action 19 Apr Mawso 12 Apr	completed by: Peter Cownley Deed of Variation of L r 2017 - 2:26 PM - Peter Cownle on's Legal representatives are p r 2017 - 11:39 AM - Lynne Habn reassigned to Peter Cownley by	reparing the documentation er		, ,			

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ORDINARY COUNCIL MEETING AGENDA

Outstanding Action	ns	Division: Committee: Officer:	Ordinary Council Meeti	ng	Date From Date To:	n: 1/01/20: 31/12/20	
Action Sheets R	eport	Officer:			Printed: T	Thursday, 20 Apr	il 2017 9:19:47 AM
20 Mar 2017 - 12:	:19 PM - Ian McLauchla	an					
		nsion of lease agreem		me minor errors were identified with respect to the document re			
Туре	Meeting	Maatiaa 00 Maash 00	Officer/Director		Est. Compl.	Emailed	Completed
Report 3.1 2017/66	Ordinary Council	Meeting 28 March 20	17 Peter Cownley Phil Pinyon	Road Asset Management Plan	11/04/2017	7/04/2017	19/04/2017
RESOLUTIO	N 2017/66						
	Cr Colleen Condlif Cr Geoff Curnow	ffe					
That Council	adopt the Road	Asset Managem	nent Plan 2017-202	1.			
							CARRIE
							CARRIE
	6 PM - Peter Cownley by: Peter Cownley						
Action completed Ro 12 Apr 2017 - 11:4	by: Peter Cownley		ouncil at its meeting 28 Ma		Est. Compl.	Emailed	Completed
Action completed Ro 12 Apr 2017 - 11:4 Action reassigned	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner to Peter Cownley by: L Meeting		Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street	Est. Compl. 11/04/2017	Emailed 7/04/2017	Completed 19/04/2017
Action completed Ro 12 Apr 2017 - 11:4 Action reassigned Type Report	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner to Peter Cownley by: L Meeting	Lynne Habner	Officer/Director	Subject			•
Action completed Ro 12 Apr 2017 - 11:- Action reassigned Type Report 8.6	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner to Peter Cownley by: L Meeting	Lynne Habner	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street			•
Action completed Re 12 Apr 2017 - 11:- Action reassigned Type Report 8.6 2017/71	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner i to Peter Cownley by: L Meeting Ordinary Council	Lynne Habner	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street			
Action completed R 12 Apr 2017 - 11:- Action reassigned Type Report 8.6 2017/71 RESOLUTIO Moved: C	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner i to Peter Cownley by: L Meeting Ordinary Council	Lynne Habner Meeting 28 March 20	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street			
Action completed Re 12 Apr 2017 - 11:4 Action reassigned Type Report 8.6 2017/71 RESOLUTIO Moved: C Seconded: C	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner I to Peter Cownley by: L Meeting Ordinary Council ON 2017/71 Cr Cheryl McKinne Cr Geoff Curnow	Lynne Habner Meeting 28 March 20 ON	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street	11/04/2017	7/04/2017	19/04/2017
Action completed Re 12 Apr 2017 - 11:4 Action reassigned Type Report 3.6 2017/71 RESOLUTIO Moved: C Seconded: C	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner I to Peter Cownley by: L Meeting Ordinary Council ON 2017/71 Cr Cheryl McKinne Cr Geoff Curnow	Lynne Habner Meeting 28 March 20 ON	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street playground project	11/04/2017	7/04/2017	19/04/2017 yground project.
Action completed Re 12 Apr 2017 - 11:4 Action reassigned Type Report 8.6 2017/71 RESOLUTIO Moved: C Seconded: C That Council 19 Apr 2017 - 9:44 Action completed	by: Peter Cownley oad Asset Managemen 43 AM - Lynne Habner I to Peter Cownley by: L Meeting Ordinary Council ON 2017/71 Cr Cheryl McKinne Cr Geoff Curnow	Lynne Habner Meeting 28 March 20 on cation of \$47,81	Officer/Director	Subject 2015/16 Community Planning allocation to the Kelly Street playground project	11/04/2017	7/04/2017	19/04/2017

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ORDINARY COUNCIL MEETING AGENDA

Outsta	anding Actions Divisi Comn Office	ittee:	Ordinary Council Meeting]	Date From Date To:	1/01/201 31/12/20	
ctio	n Sheets Report				Printed: Th	nursday, 20 Apri	i 2017 9:19:47 AM
ction 0 Ap	r 2017 - 11:49 AM - Lynne Habner reassigned to Allan Stobaus by: Lynne Habi r 2017 - 1:41 PM - Wendy Gladman et revision documentation submitted to transfe		detailed in the Council repo	rt.			
Гуре	Meeting		Officer/Director	Subject	Est. Compl.	Emailed	Completed
Repor 9.9 017/1	, ,	8 March 20	17 Peter Cownley Phil Pinyon	Planning application 5254- Yemaya Festival	11/04/2017	7/04/2017	19/04/2017
RES	OLUTION 2017/74						
Mov Seco	ed: Cr Geoff Curnow onded: Cr Cheryl McKinnon						
That	planning application 5254 be ref	used on	the following groun	ds:			
1.	The current proposal is not con-	sistent v	vith the approved Cu	Iltural Heritage Management Plan.			
2.	The proposed use is inconsister	nt with t	he purpose of the Fa	arming Zone.			
3.	The proposal is likely to negativ issues.	ely impa	act on surrounding a	gricultural land uses through the spread of	noxious weeds, tre	espassing, tra	affic and parking
4.	Victoria Police have major conc	erns ou	tstanding with regard	d to the proposal.			
5.	There are likely to be unreasona	able am	enity impacts upon s	surrounding properties as a result of noise.			
6.	Adequate documentation and p	lans hav	ve not been provided	t to satisfy concerns with respect to separa	tion of camping an	d car parking	
							CARRIE
Action 12 Ap Action 07 Ap	r 2017 - 3:29 PM - Peter Cownley completed by: Peter Cownley Notice of Refusal issued as directed r 2017 - 11:53 AM - Lynne Habner reassigned to Peter Cownley by: Lynne Hab r 2017 - 4:18 PM - Alexandra Jefferies of refusal issued on the 30 March 2017	-	il resolution 28 March 2017				
Туре	Meeting		Officer/Director	Subject	Est. Compl.	Emailed	Completed
Repor 3.7 2017/4		8 February	2017 Wendy Gladman Wendy Gladman	Advertising the Response to community use of legal and illegal drugs policy for public comment.	14/03/2017	10/03/2017	18/04/2017
PES	OLUTION 2017/43						

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ORDINARY COUNCIL MEETING AGENDA

Outsta	nding Actions	Division: Committee: Officer:	Ordinary Council Meeting	Date Fron Date To:	1/01/20 31/12/2	
ctio	Sheets Report	oncer.		Printed: T	hursday, 20 Ap	ril 2017 9:19:47 AM
Move	ed: Cr Gavan Holt inded: Cr Geoff Curno	w				
That	Council resolve to adv	vertise the propose	ed adoption of the Response to Community Use of	Legal and Illegal Drugs policy	for public co	mment.
						CARRIE
Action	2017 - 9:54 PM - Wendy Glac completed by: Wendy Gladma Draft Policy available 2017 - 10:41 PM - Wendy Gl aft policy will be advertised for	n for public comment from adman	28 March and closing on 28 April. The policy will then be presented t	o the May Council meeting for adoption.		
Гуре	Meeting	public contribution by the c	Officer/Director Subject	Est. Compl.	Emailed	Completed
Repor 3.5 2017/7	-	ncil Meeting 28 March 20	117 Deanne Caserta Fees and charges for the year 1 July 201 Sharon Morrison	7 to 30 June 2018 11/04/2017	7/04/2017	12/04/2017
RES	OLUTION 2017/70					
Move	ed: Cr Geoff Curno onded: Cr Gavan Holt	w				
That	Council:					
1.	approves the Fees a building be set at the		year 1 July 2017 to 30 June 2018, subject to an ar /y,	mendment to table 3.1.1 to sta	te that the fe	e for demolition of
2.	implements the Fees	and Charges from	1 July for items not subject to a notice period,			
3.	implements the Fees	and Charges from	the end of the notice period for those items subject	t to a notice period,		
4.			Corporate Services or Chief Executive Officer, make make amendment to the relevant Fees and Charge			
						CARRIE
12 Api	2017 - 4:41 PM - Deanne Cas completed by: Deanne Caserl					
	These actions are no	w complete and a report	will follow in April regarding the reinstatement of the demolish fee.			

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	ns Division: Committee: O Officer:	rdinary Council Meetin	g	Date From Date To:	n: 1/01/201 31/12/20	
Action Sheets R				Printed: T	hursday, 20 Apr	il 2017 9:19:47 AM
Report	Ordinary Council Meeting 28 March 2017	Sharon Morrison	SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS- INGLEWOOD TOWN HALL COMMITTEE OF MANAGEMENT	11/04/2017	7/04/2017	12/04/2017
10.2 2017/77		Sharon Morrison				
RESOLUTIO	N 2017/77					
	Cr Colleen Condliffe Cr Cheryl McKinnon					
That Council						
	t the persons named in this report (s ement, effective immediately	ection titled Cor	nmittee of Management) as members of the	Inglewood Town	Hall Committ	ee of
	e the amendment to the current dele e the schedule of fees as provided i	.	led in this report (section titled Amendment to ction titled Schedule of Fees).	o Delegation)		
						CARRIE
Action completed	54 AM - Sharon Morrison by: Sharon Morrison etter enailed to secretary of committee					
Letter has been s	9 PM - Sharon Morrison ent to the Secretary of the Committee advising of	the appointment of co	mmittee members			
	5 PM - Christine Coombes I to Sharon Morrison by: Christine Coombes					
Туре	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 28 March 2017	Michelle Hargreaves Sharon	SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAIL-BOORT DEVELOPMENT	11/04/2017	7/04/2017	11/04/2017
10.1 2017/76		Morrison				
2011/10						
	N 2017/76					
RESOLUTIO						
	Cr Geoff Curnow Cr Cheryl McKinnon					

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Outstanding	Committee: Or	dinary Council Meeting	9	Date From Date To:	1/01/201 31/12/20	
Action She	Officer:			Printed: T	hursday, 20 Apr	il 2017 9:19:47 AM
Action comp	7 - 8:23 AM - Michelle Hargreaves bleted by: Michelle Hargreaves committee notify of appointment by letter					CARRIEI
	7 - 8:22 AM - Michelle Hargreaves o notify committee-completed					
Туре	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 28 February 2017	Alexandra Jefferies	Planning Permit 5206 for the use and development of the land for a convenience restaurant (cafe/bistro) in the Township Zone, works within the Heritage overlay, BYO liquor license	14/03/2017	10/03/2017	7/04/2017
8.1 2017/37		lan McLauchlan	and the waiver of car parking and loading bay requirements.			
RESOLU	JTION 2017/37					
Moved: Seconde	Cr Geoff Curnow d: Cr Colleen Condliffe					
	uncil resolve to approve:					
	e use and development of the land for a	café/bistro				
2. AE	BYO liquor license for the café/bistro					
	e display of a business identification sign					
4. Wo	orks within the Heritage Overlay					
5. The	e waiver of car parking requirements					
6. The	e waiver of loading and unloading require	ements.				
						CARRIED
Action comp 20 Mar 2017	7 - 4:16 PM - Alexandra Jefferies bleted by: Alexandra Jefferies Permit issued 7 April 2017 7 - 3:25 PM - Alexandra Jefferies I to objectors 1 March 2017 Planning permit issued 7 April 2017					
Туре	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 28 March 2017	Deanne Caserta	Finance Report for the period ending 28 February 2017	11/04/2017	7/04/2017	7/04/2017

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Outstanding A	C	Division: Committee: Officer:	Ordinary Council Meeting		Date From: Date To:	1/01/2016 31/12/2018	
Action Sheet	-	Jincer.			Printed: Thursda	ay, 20 April 2017 9:19:	47 AM
8.4 2017/69			Sharon Morrison				
RESOLUT	FION 2017/69						
Moved: Seconded:	Cr Colleen Condliffe : Cr Cheryl McKinnon						
That Coun	ncil:						
1.	receives and notes the	e 'Finance re	eport for the period ending 28 Fe	bruary 2017'			
2.	approves budget revis	sions include	ed in the report for internal report	ing purposes only			
3.			ations of rateable and non-ratea d endorses them being incorpo				
						C	ARRIED
	3:58 PM - Deanne Caserta ted by: Deanne Caserta No further action required						

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6 MAYORAL REPORT

6.1 MAYORAL REPORT

File Number:	02/01/001
Author:	Lynne Habner, A/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.

7 COUNCILLORS' REPORT

7.1 COUNCILLORS' REPORTS

File Number:	02/01/001
Author:	Lynne Habner, A/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.

8 DECISION REPORTS

8.1 ADVERTISEMENT OF DRAFT COUNCIL PLAN 2017-2021

File Number:	02/02/003		
Author:	Deanne Caserta, Manager Financial Services		
Authoriser:	Phil Pinyon, Chief Executive Officer		
Attachments:	1. Council Plan 2017-2021 draft		

RECOMMENDATION

That Council approves the Loddon Shire Council Plan 2017-2021 to be placed on public exhibition with advertisements being placed in local papers inviting submissions on this plan in accordance with Sections 125 and 223 of the Local Government Act 1989.

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

Development of the draft Council Plan has been discussed at previous forums and briefings in 2016 and 2017. Council was presented with the draft Council Plan 2017-2021 at the Council Forum held on 11 April 2017.

BACKGROUND

Section 125 of the Local Government Act 1989 requires Council to prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later.

A Council Plan must include:

- a) the strategic objectives of the Council;
- b) strategies for achieving the objectives for at least the next 4 years;
- c) strategic indicators for monitoring the achievement of the objectives;
- d) a Strategic Resource Plan containing the matters specified in Section 126;
- e) any other matters which are prescribed by the regulations.

A person has a right to make a submission under Section 223 on the proposed Council Plan. The Council must ensure that, for at least 28 days after the public notice is published under Section 223 a copy of the proposed Council Plan is:

- available for inspection by the public at the Council office and any district offices;
- published on the Council's Internet website;
- and any other place required by the regulations.

Council must submit a copy of the Council Plan to the Minister by 30 June 2017 or by such time as extended by the Minister.

ISSUES/DISCUSSION

Structure of new Council Plan

The draft 2017-2021 Council Plan builds on the previous 2013-17 Council Plan by reinforcing the mission and values and has developed a new vision.

After extensive consultation a new vision is proposed which reflects the aspirations of the community which is to have a prosperous, vibrant and engaged community. This vision has been distilled from the feedback and input across all consultation sessions.

Council's mission is to enhance the sustainability and liveability of Loddon Shire.

Council's proposed values continue to be leadership, accountability, respect, integrity and impartiality.

Five themes emerged through the consultation process. Excelling in these five areas will help Council to achieve the vision. The themes describe the key areas of focus for the next four years:

- 1. Population
- 2. Economic Prosperity
- 3. Liveability
- 4. Sustainability
- 5. High Performance Organisation

Each theme has a strategic objective, strategies for achieving the objectives and strategic indicators for monitoring the achievement of those objectives. Each strategy has one or more actions.

This structure follows the requirements of the Local Government Act 1989.

The actions will be reported against at least every six months in accordance with the Loddon Performance Framework.

The Council Plan also identifies strategic risks which have been identified through the consultation process. Identifying strategic risks helps to fulfil another requirement in the Loddon Performance Framework.

COST/BENEFITS

Council sees its role being one of delivering services that enhance the sustainability and liveability of our communities. By focusing Council resources on the five strategic objectives and their related strategies detailed in the attached Council Plan, Council believes that it will achieve its vision for the community.

The actions arising from the Council Plan will be considered in the appropriate budget cycles.

RISK ANALYSIS

There are risks involved if Council fails to develop the Council Plan in accordance with the requirements of the *Local Government Act 1989*.

There is a risk that if Council does not plan properly, and within the context of investing Council's limited resources, the effectiveness of the services provided to the community by Council will be reduced.

CONSULTATION AND ENGAGEMENT

Section 125 of the *Local Government Act 1989* requires that Council place on exhibition its draft Council Plan and provide our community with the opportunity to have input into and provide feedback on the draft Council Plan.

A significant amount of consultation has occurred in developing the 2017-2021 Council Plan, this consultation included:

Interviews

In December 2016 and January 2017 thirteen senior staff and all councillors were interviewed to gain an understanding of the key issues, strengths and opportunities facing Loddon Shire Council and its community. Key themes emerging from the interviews include:

- **purpose**: providing relevant community services to enhance lifestyles
- **key trends**: ageing population; declining population; farming consolidation
- **significant developments in next 5 years**: water security; shared council service arrangements; rationalisation of services and facilities; increased tourism
- **prosperous future**: quality services and infrastructure in strategic locations; good job prospects; prospering industries; active, healthy, engaged community; improved visual aspects of towns and streetscapes
- **major decisions on the horizon**: service delivery reviews; strategic asset management; streetscapes
- constraints: financial capability/rate capping; attracting and retaining quality staff
- **core competencies**: respected as deliverers/a 'can do' council; responsible council; financial management.

Community and Business Leaders Workshop

On 6 March 2017 a workshop with community leaders and business leaders was held, attracting strong representation from each ward and various businesses and community groups.

Ward/Group	Number
Boort	13
Inglewood	18
Tarnagulla	9
Terrick	13
Wedderburn	16
Agencies	7
Council Staff and Councillors	18
Total	94

Key themes emerging from the workshop included:

- a prosperous Loddon economy
- a healthy, engaged Loddon community; and
- a vibrant and sustainable built and natural environment.

Community Input

Community members were invited to contribute ideas for the Council Plan and vote on them through an on-line OurSay Forum from 26 March 2017 to 2 April 2017. A commitment was made that the top 10 ideas would help inform the Council Plan. A total of 34 ideas were submitted and 137 votes cast. The top 10 ideas included:

- 1. Implement Donaldson Park Masterplan (60 votes)
- 2. Advocate for access to quality childcare #2 and #5 (18 and 8 votes respectively)
- 3. Improve availability of aged care facilities (9 votes)
- 4. Advocate for improved public transport (8 votes)
- 5. (As above stated in #2)
- 6. Provide work experience opportunities within Council (7 votes)
- 7. Investigate creation of community gardens (5 votes)
- 8. Maximise the solar potential of our region (5 votes)
- 9. Support farmers to remain vital citizens of our communities (4 votes)

10. Promote our region as a tourism destination with natural assets (4 votes)

Youth Engagement

Youth were also invited to contribute ideas. A workshop was conducted attracting 14 participants. Surveys were also distributed with two returned by the end of the survey period. Key issues identified by youth include:

- lack of employment opportunities, part time work after school, work placements along with limited career options/role models in the community
- transport options limited, having to travel to study and work
- more entertainment/community events needed to bring people together.

Site Visits

On 21 March Councillors and staff toured the Shire by bus to gain an understanding of strategic issues affecting the Shire. Feedback (verbatim) provided as a result of the tour included:

- advocate for NBN for all regions
- support City of Greater Bendigo plans to extend living and rail links to Marong
- infrastructure spend in growth areas
- establish agreed service levels with community and focus spending for long term benefits
- better long term costing on projects
- don't always listen to the squeaky wheel
- make our streetscapes appealing including private dwellings on main streets
- clean up unsightly buildings and yards
- attract labouring businesses to the area for employment
- concentrate on main towns improving services and the appeal to attract new residents
- promote water recreation areas
- Resolve infrastructure management at key water recreation areas
- pride in township appearance signage, footpaths, manicured public spaces, no 'unsightly' premises
- good road access farm to market and town to town
- economic development job opportunities be proactive in pursuing investment in Loddon
- get the systems, process and resources right so that we are maintaining our infrastructure sustainably.

LODDON SHIRE COUNCIL

COUNCIL PLAN 2017-2021



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Chief Executive Officer
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	Choose an item.
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Annual Budget 2017/18
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	
	Signed by Chief Executive Officer

FILE LOCATION:

K:\DIRECTOR CORPORATE SERVICES\Council Plan\STR Council Plan 2017 to 2021 v3.docx

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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	1.2	Mission
	1.3	Values
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	2.2	Our people
		.2.7 Income
	2.3	Our economy
•		-
3	ABC 3.1	DUT COUNCIL 12 Councillors 12
	3.2	Staff
		OUT OUR CONTEXT
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	4.2	Trends
	4.3	Strengths
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	6	.4.5 Theme: High Performance Organisation
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	7.2	Budgeted Balance Sheet
	7.3	Budgeted Statement of Changes in Equity
	7.4	Budgeted Statement of Cash Flows
	7.5	Budgeted Statement of Capital Works
	7.6	Budgeted Statement of Human Resources
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EXECUTIVE SUMMARY

to be added to final version

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MESSAGE FROM THE MAYOR

to be added to final version

Cr Neil Beattie, Mayor

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

to be added to final version

Mr Phil Pinyon, CEO

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1 INTRODUCTION

1.1 Vision

Loddon Shire Council's vision is to be a prosperous, vibrant and engaged community.

1.2 Mission

Its mission is to enhance the sustainability and liveability of Loddon Shire.

1.3 Values

Loddon Shire is guided by the following values in everything it does. We strive for:

Leadership	Means acting ethically, dealing with suspected wrongdoing, doing the right thing even in the face of adversity, giving proper advice fearlessly, taking initiative, being innovative and acting strategically
Integrity	Means obeying the law, following the intention of policies and procedures, fully disclosing actual or potential conflicts of interest, acting honestly and responsibly and observing organisational values and codes of conduct
Accountability	Means having justifiable reasons for decisions and actions, obtaining value to money, continuously improving, keeping proper records, and submitting to scrutiny
Impartiality	Means being fair by being fully informed, considering only relevant matters, and dispassionately assessing without fear, favour or bias
Respect	Means being open to feedback and other views, communicating with clarity and sensitivity, giving all relevant information, providing reasons for decisions, collaborating and working effectively in teams, being courteous and being punctual

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2 ABOUT OUR COMMUNITY

2.1 Our location

Loddon Shire is within the Central Victorian Goldfields which is part of the area known as Victoria's 'Golden Triangle'. It has an area of almost 6,700 square kilometres.



Figure 1: Loddon Shire within Victoria

Loddon Shire is within the Loddon Mallee Regional Development Australia region which constitutes almost a quarter of the state and is a region known for the highest number of small towns in Victoria.

The geography of the Shire is diverse with rolling hills and Box Ironbark forests, granite outcrops, pockets of premium agricultural land as well as the river in the south which brings tourist and lifestyle benefits. In contrast the northern part of the Shire features broad flat plains of dry land, wetlands, rivers, lakes, woodlands and irrigated farming areas as well as granite outcrops and well preserved heritage and cultural features.

The municipality is a 'community of communities', comprising a number of small towns dispersed throughout the shire including the towns of Bridgewater, Inglewood, Wedderburn, Dingee, Mitiamo, Serpentine, Newbridge, Tarnagulla, Boort, Pyramid Hill and other surrounding towns and communities. These townships are diverse but connected by our Council which strengthens them as a whole.

The northern part of the Shire holds valuable irrigation infrastructure and is connected to the Murray Darling irrigation system. This supports intensive agriculture including dairy and horticulture.

Two major highway arteries run through the Shire, the Calder Highway which is the main passage through the Mallee and Sunraysia and the Loddon Valley Highway which runs through to Kerang and connects with the Murray Valley Highway. These have a long history of being major transport routes and today connect with Melbourne carrying road freight and passenger traffic. The southern parts of the Shire are approximately half an hour from the greater Bendigo region and the Shire is well-connected to Melbourne with a freeway connecting Bendigo with Melbourne, and a reliable and frequent passenger rail service.

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The towns within the southern portion of the Shire are steeped in 150 years of gold rush and farming history and have strong cultural and heritage links, with the goldfields influencing past wealth and prosperity along with hardship and pioneering traditions.

The Shire enjoys a Mediterranean climate with warm summers and fine sunny winter days. The average rainfall in the Shire is approximately 500mm.

2.2 Our people

The release of the 2016 census data is anticipated after the adoption of this Council Plan therefore the 2011 census provides the most recent demographic data on the people in our Shire. Updated information reflecting the 2016 census will be provided via a link on the Loddon Shire Council website after it becomes available. Some data is provided that relies upon profile id as referenced.

2.2.1 Population

The estimated residential population of Loddon Shire is 7,283¹. This is made up of an estimated residential population of more than 2,750 in the north of the Shire compared with over 4,670 in the south.²



Figure 2: Loddon Shire population areas

2.2.2 <u>Age</u>

The median age of the population is 50^3 , 9 years older than the median age for regional Victoria and 13 years older than the median age for Victoria and Australia.

2.2.3 Ethnicity

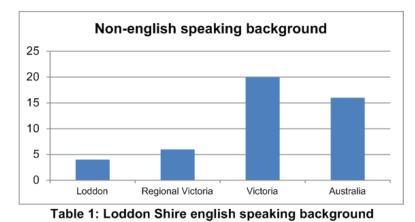
The Shire has a lower percentage of non-english speaking backgrounds (4%) than regional Victoria (6%), Victoria (20%) and Australia (16%).⁴

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¹ http://profile.id.com.au/loddon/population-estimate

² http://profile.id.com.au/loddon/population?WebID=10

³ http://profile.id.com.au/loddon/highlights



2.2.4 Education

University attendance is 1% compared to 2% for regional Victoria, 5% for Victoria and 4% for Australia. 5

2.2.5 Employment

Of the 2,932 people living in Loddon Shire in 2011 who were employed, 61% worked full-time and 36% worked part-time.⁶

In 2011 the unemployment rate was equal to the national average (5.6%)⁷ however in the 2016 September quarter, the unemployment rate in Loddon Shire was 6.49%.

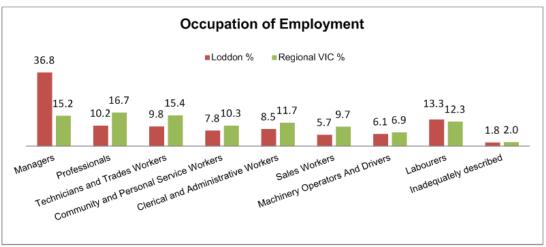


Table 2: Loddon Shire occupation groups

2.2.6 Unpaid work

Unpaid work includes volunteering, domestic work, care and childcare. Loddon has a higher rate of volunteerism than regional Victoria⁸, a higher rate of people doing more than 30 hours of

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⁴ http://profile.id.com.au/loddon/highlights

⁵ http://profile.id.com.au/loddon/highlights

⁶ http://profile.id.com.au/loddon/employment-status

⁷ http://profile.id.com.au/loddon/highlights

⁸ http://profile.id.com.au/loddon/volunteering

unpaid domestic work per week (15.9% versus 12.3% for regional Victoria)⁹, a higher rate of assistance provided to a person with a disability, long term illness or old age in 2011 (13.3% versus 12.4% for regional Victoria)¹⁰ and almost a quarter (23.4%) of the population aged over 15 years provided unpaid childcare¹¹.

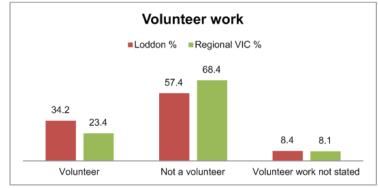


Table 3: Loddon Shire volunteer work

2.2.7 Income

Loddon Shire has a median weekly household income of \$402, less than half the median for regional Victoria (\$926) and less than a third of the median for Victoria (\$1214) and Australia $($1230)^{12}$.

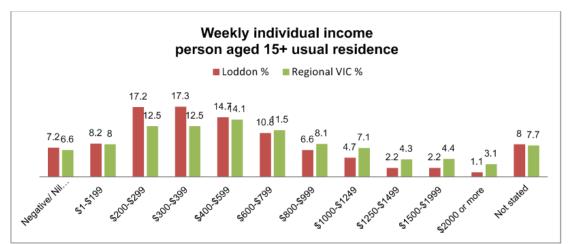


Table 4: Loddon Shire weekly individual income persons aged 15+ usual residence

⁹ http://profile.id.com.au/loddon/domestic-work

¹⁰ http://profile.id.com.au/loddon/unpaid-care

¹¹ http://profile.id.com.au/loddon/unpaid-childcare

¹² http://profile.id.com.au/loddon/highlights

2.2.8 Households

Couples with children represent 22% of the population compared with 27% in regional Victoria 21% in Victoria and 31% in Australia¹³. There is a higher percentage of older couples without children (14%) than regional Victoria (11%), Victoria (9%) and Australia (9%)¹⁴.

People living in Loddon are less likely to have a mortgage (23%) than regional Victoria (32%), Victoria (34%), Australia (33%)¹⁵ and more likely to have a lower median weekly rent (\$103) than regional Victoria (\$192), Victoria (\$280) and Australia (\$289)¹⁶.

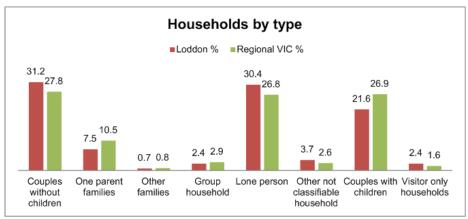
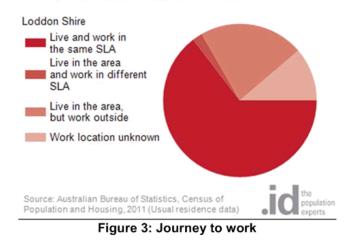


Table 5: Households by type

2.2.9 Journey to work

In 2011, of the 2,490 people who worked in Loddon Shire, 1,963 or 78.8% also lived in the area.¹⁷ By contrast 647 (22.0%) of Loddon Shire's working residents travelled outside of the area to work.¹⁸

Employment location of resident workers, 2011



- 13 http://profile.id.com.au/loddon/highlights
- 14 http://profile.id.com.au/loddon/highlights
- ¹⁵ http://profile.id.com.au/loddon/highlights
- ¹⁶ http://profile.id.com.au/loddon/highlights
- 17 http://profile.id.com.au/loddon/workers

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¹⁸ http://profile.id.com.au/loddon/residents

2.2.10 Socio-Economic Indexes For Areas (SEIFA)

The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of census characteristics. It provides a general view of the relative level of disadvantage in one area compared to others, and is used to advocate for an area based on its level of disadvantage.

The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations.

A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

The Shire's SEIFA Index of Disadvantage as at 2011 is 934 compared with regional Victoria (978), Victoria (1010) and Australia (1002)¹⁹.



Table 6: SEIFA index

2.3 Our economy

In 2011 Agriculture, Forestry and Fishing was the largest employer in Loddon Shire, making up 43.9% of total employment.²⁰ This represents a decline from 46.8% in 2006. Health care/social assistance, education/training, retail trade, and manufacturing make up the rest of the top 5 and a further 30.9%.

2.3.1 Gross product

Loddon Shire's Gross Regional Product is estimated at \$0.41 billion, which represents 0.1% of the state's GSP (Gross State Product).²¹

2.3.2 Employment

There were 3,048 jobs located in the Loddon Shire in the year ending June 2015.²² In the 2016 September quarter, the unemployment rate in Loddon Shire was 6.49%.²³

2.3.3 Building approvals

The Shire's building approvals are used as an indicator of the general level of residential development, economic activity, employment and investment. Residential building activity depends on many factors that vary with the state of the economy including interest rates, availability of mortgage funds, government spending, and business investment. The Shire has maintained a consistent level of residential building approvals over recent years.²⁴

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¹⁹ http://profile.id.com.au/loddon/highlights

²⁰ http://economy.id.com.au/loddon/employment-census

²¹ http://economy.id.com.au/loddon

²² http://economy.id.com.au/loddon/local-jobs

²³ http://economy.id.com.au/loddon/unemployment

²⁴ http://profile.id.com.au/loddon/building-approvals

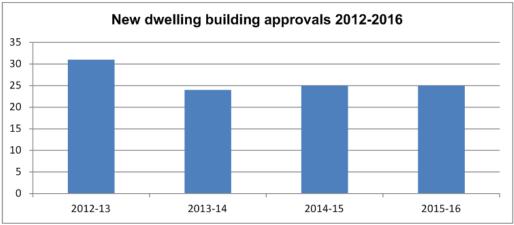


Table 7: Loddon Shire new dwelling building approvals 2012-2016

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3 ABOUT COUNCIL

Council is made up of five publicly elected Councillors who each serve a four year term. The day-to-day operations of the organisation are led by the Chief Executive Officer, who is appointed by Council. Council provides more than 100 different community services and functions, ranging from town planning and local laws to swimming pools, maternal and child health and roads.

In designing this Council Plan, it was important to clearly articulate the scope of Council's role, that is, 'why we exist'. The Council Plan aims to guide Council in our varied roles of:

3.1 Councillors

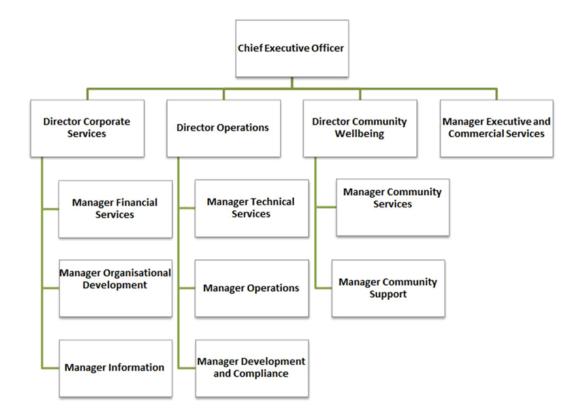
Councillor Geoff Curnow Tarnagulla Ward	Geoff Curnow has a family history to be proud of – his Cornish forebears have been in the Laanecoorie district for 150 years and he is the third generation of his own family to farm the home property since it was taken up in 1914. Educated at Laanecoorie and Maryborough, Cr Curnow returned to the farm while still in his teens and has amassed a wealth of agricultural knowledge. Today, together with wife Merna, he runs a prime lamb enterprise paired with some grain production at Laanecoorie. He is a keen traveller and finds great enjoyment in his contacts with people through his community work. Cr Curnow served as Mayor during 2011-2013.
Councillor Gavan Holt Wedderburn Ward	Gavan Holt is a fifth-generation resident in the Wedderburn district with an extensive family history of local government involvement. Cr Holt was elected to Loddon Shire Council in 2003 and re-elected in 2005, 2008, 2012 and 2016. He served as Mayor in 2005-07, 2009-11 and 2013-15. After completing a commerce degree from the University of Melbourne, he taught for 10 years at various secondary schools across Victoria and he is now a businessman with interests in farming, investment and hotels. He lists his personal interests as politics, international affairs, travel and sport.

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Councillor Neil Beattie Boort Ward	 Neil Beattie was first elected in 2005 and re-elected in 2008, 2012 and 2016. Cr Beattie lives at Catumnal, west of Boort, running a dryland and irrigation farm along with a trucking operation. He is chairman of the Little Lake Boort Management Committee, a member of the Boort Football Club, and a life member of the North Central Football League, in addition to representing Council on several other committees. Cr Beattie was elected as Mayor in November 2015 and in
Councillor Cheryl McKinnon Terrick Ward	2016 for a further term. Cheryl McKinnon was raised on a sheep and dairy farm at Dingee and moved to Pyramid Hill in 1976, when she married local farmer Glenn McKinnon. The couple now run an irrigated property producing prime lambs and vealers alongside dryland cropping of canola, wheat and barley. Cr McKinnon worked at Pyramid Hill College for many years assisting students with disabilities and later moved to Central Victoria Group Training's Youth Connections program. She also established and ran the Coffee Bank in Pyramid Hill from early 2008 to mid-2009. A grandmother of two, Cr McKinnon lists among her personal interests horses, music and woodwork.
Councillor Colleen Condliffe Inglewood Ward	Colleen Condliffe lives with husband Robert at Salisbury West, running a dryland cropping enterprise and a dairy herd of 200-plus cows. Among her many community interests, she is a member of the Country Women's Association, has been active in numerous farming bodies, has completed the Loddon Murray Leadership Program and was the first woman elected to Loddon Shire Council. Mrs Condliffe formed the Landcare group at Salisbury West and organised the 1997 Women on Farms Gathering at Bendigo. In 2005-06, she completed the Australian Rural Leadership Program and, in 2009, her name was added to the Victorian Honour Roll for Women. Mother of four children and a grandmother to seven, Mrs Condliffe is a keen tennis player and football follower.

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3.2 Staff



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4 ABOUT OUR CONTEXT

The Council Plan has been informed by a range of strategic documents and trends.

4.1 Strategic documents

Key strategic documents include:

Council documents

- Asset Management Strategy
- Audit Committee Charter
- Bridges Asset Management Plan
- Building Asset Management Plan
- Business Continuity Framework
- Climate Proofing Sport and Recreational Facilities strategy
- Community Access and Inclusion
 Plan
- Community Care Strategy
- Councillor Code of Conduct
- Domestic Animal Management Plan
- Domestic Wastewater Management
 Plan
- Economic Development Strategy
- Environmental Sustainability
 Strategy
- Event Management a Guide for Organisers of Events
- Footpath Asset Management Plan
- Healthy Minds Network Strategic
 Plan
- Loddon Visitor Information Centre
 Business Plan
- Municipal Early Years Plan

External documents

Bendigo Region Destination
 Management Plan

- Municipal Emergency Management
 Plan
- Municipal Fire Management Plan
- Municipal Public Health and Wellbeing Plan
- Nature Tourism Plan
- Neighbourhood Safer Places Plan
- Parks Asset Management Plan
- Performance Reporting Framework
- Project Management Framework
- Recreation Strategy
- Risk Management Framework
- Road Asset Management Plan
- Road Management Plan
- Rural Zones Review
- Social Media Strategy
- Staff and Contractors Code of Conduct
- Strategic Document Policy and Procedure Framework
- Swimming Pool Development Plan
- Tourism Strategy
- Waste Management Strategy
- Youth Strategy

4.2 Trends

This section of the plan outlines key factors in the social environment which could have a significant impact in shaping outcomes in Loddon Shire over the next four years. These factors were identified during consultation with the community, councillors and staff and provide the broad context against which the Council Plan was developed.

• Population ageing and decline

Census figures estimate the population of Loddon Shire has declined by 8% in the past decade. Such a decline reduces the capacity of Council to raise revenue through rates, and increases the per capita cost of maintaining regional infrastructure and amenities.

The median age of people in the Shire is 50, which is 9 years higher than the regional Victoria average and 13 years higher than the state average. An ageing population is a global trend impacting western countries, however Loddon's demographic profile is expected to continue to age faster than the state average.

This has influenced the Council Plan by:

- retaining, growing and diversifying Loddon Shire's population is a key strategic objective for Council
- attracting young families to the region is critical through the provision of quality infrastructure, facilities and services.
- retaining youth and attracting young families is a key to ensuring greater balance to Loddon's demographic profile.

Urbanisation and changing social values

Urbanisation refers to the global trend towards migration to major city centres. Urbanisation has been the great trend of Australian lifestyles over the past century, and all population forecasts naturally predict this movement to continue. Whether or not this continues at the same pace is the question. The urbanisation movement has coincided with the rise of materialism and historically, Australians have had to flock to cities in search of employment, education, entertainment and for connection to family and friends.

However, the rise of other influencing factors, unique to 2017, means that the mere extrapolation of urban appeal into the future cannot be guaranteed. These factors include:

- emerging post-materialistic values which place greater emphasis on lifestyle factors over economic achievement
- an ageing population aspiring to retire in so-called lifestyle regions
- housing affordability issues which force people to look beyond urban centres and suburbs to find housing that they can financially manage.

How has this influenced the Council Plan?

- Urban growth over the next decade is likely to be slower than in preceding decades as more and more people choose to live in regional and coastal areas.
- Loddon Shire, with its abundance of space and proximity to Bendigo and Melbourne, is well placed to take advantage of the growing appeal of regional living.
- The Council Plan places an emphasis on improving liveability in Loddon to attract 'treechanger'.
- The Council Plan places an emphasis on advocating for improved essential services such as aged care, child care, education, and transport services to improve the appeal of Loddon Shire to prospective residents.

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• Technology and innovation

Technological innovation is somewhat of a double-edged sword for the Loddon community. On the one hand, innovation in farming has led to automation and job losses in agribusinesses throughout the Shire. However, technology offers the opportunity for Loddon to take advantage of increasingly online and mobile lifestyles which lessen the relationship between geography, employment, income and connectedness. The rise of an entrepreneurial and knowledge economy, enabled by technology is seeing the rise of 'e-changers', individuals and entrepreneurs who are able to work remotely and are increasingly choosing to live in regional locations.

How has this influenced the Council Plan?

- The Council Plan places an emphasis on improving liveability in Loddon to attract 'echanger'.
- The Council Plan places an emphasis on advocating for improved services such as NBN and mobile coverage to improve the appeal of Loddon Shire to prospective residents and employers.

Economy

The Australian economy is likely to feel the mounting impact of technological efficiency on employment and community morale. As a result, there are likely to be growing incidences of employee displacement and social isolation caused by innovation, digital disruption, and the global drive for productivity efficiencies.

As Australian industries, particularly large employing traditional institutions, are impacted by the rolling impact of workforce automation, a social epidemic of 21st century illiteracy could emerge. That is, people without the 21st century skills or knowledge that enable them to cope or prosper in times of dynamic economic change become the new illiterates.

As a result of such a scenario, a sustained period of rising unemployment, low interest rates, low wages growth, and low economic growth is plausible. Consequently, there are likely to be increasing feelings of social displacement throughout Australian communities (*"Where do I fit in?"*) and a growing desire for a sense of community belonging and connection.

How has this influenced the Council Plan?

- Supporting development of a prosperous and diverse economy is a council planning priority.
- Realising Loddon's tourism potential is a priority for diversifying and developing the economy as Council seeks to capitalise on our natural, historical and cultural assets.
- Facilitating improvement in the business capabilities of Loddon traders and entrepreneurs is seen as essential to building resilience within our economy.
- Optimising the potential for all residents to pursue economic and lifestyle choices by advocating for quality childcare services.
- The Council Plan recognises the critical importance of fostering community pride and resilience by encouraging opportunities for community engagement and inclusion.

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Budgetary constraints

Challenging economic conditions, combined with an ageing population will ensure that all Australian governments will be under budgetary pressures for the foreseeable future. This is against a backdrop of rising expectations in terms of the infrastructure and services individuals want from their governments.

How has this influenced the Council Plan?

- With approximately two-thirds of revenue coming from external government sources, Loddon Shire Council will be under increasing pressure to secure adequate federal and state funding which support infrastructure and service delivery.
- The Council Plan commits to ensuring the economic viability of Loddon Shire Council operations and seeks to address expenditure by undertaking comprehensive service delivery reviews across Council.
- The Council Plan recognises the challenging funding environment by pledging to improve the awareness of local businesses to available grants and to provide support and guidance for securing such grants.

Transparency

Transparency refers to the increasing exposure of an individual's, organisation's or industry's behaviours. Essentially, the trend of transparency, enabled by the development of technology and greater curiosity and standards from the public, calls on all organisations to be open and honest in their communications with customers or constituents.

How has this influenced the Council Plan?

- The Council Plan recognises the importance of improving communications with Loddon residents.
- The Council Plan also recognises how critical community understanding, buy-in, and support for the plan is in terms of successful execution and achievement of its ultimate goals.

• Environment and sustainability

Environmental awareness, sustainability and social responsibility have been emerging social trends for the past twenty years. Increasingly, individuals and governments have become aware of the need to practise sustainable behaviours which maintain and support our natural resources.

How has this influenced the Council Plan?

- The Council Plan emphasises the need to effectively support our natural assets and to deliver adequate, efficient and sustainable waste management services.
- The Council Plan recognises the opportunities to capitalise on Loddon's abundance of land, wind and sun by promoting economic opportunities in emerging renewable energy industries.
- Council seeks to achieve social sustainability by promoting policies and activities which facilitate community harmony and engagement.

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4.3 Strengths

Loddon Shire is a region of many varied strengths and the Council Plan has been designed to capitalise on the opportunities these strategic advantages present.

Goldfields heritage

The Shire is within the Central Victorian Goldfields which is part of the area known as Victoria's 'Golden Triangle'. Towns within the southern part of the Shire are steeped in 150 years of goldfields history and remain popular with weekend prospectors to this day. A number of historic landmarks, buildings, huts and houses reinforce images of Australia's pioneering gold rush days. Such an authentic history provides opportunities to further develop goldfields tourism.

Natural resources

Loddon's abundance of water resources including the Loddon River, Boort lakes, Laanecoorie Reservoir and Skinners Flat provide the platform for strategic tourism positioning around a 'festival of water'. These resources are supported by state and national parks including Terrick Terrick National Park and Leaghur State Park, which provide the platform to position and promote Loddon Shire as 'Victoria's natural playground'.

Loddon Shire enjoys a Mediterranean climate which lends itself to take advantage of strategic opportunities in emerging renewable energy industries.

Indigenous culture

Opportunities to further develop indigenous tourism exist with cultural landmarks such as the Boort scarred trees in the northern part of the Shire.

• Space, time and affordability

The Shire is approximately 6,700 square kilometres, offering abundant space and extremely low population density. As Australia's capital cities become increasingly dense and congested, as lifestyles become busier, and as the aspiration for metropolitan home ownership becomes unreachable for many, Loddon Shire can appeal to prospective residents looking for space, personal time and affordable housing.

• Proximity and accessibility

The south eastern part of Loddon Shire is a comfortable 30-minute drive from the major regional centre of Bendigo, and is approximately 2 hours north-west of Melbourne. Proximity to Bendigo in particular, presents opportunities for population growth in fringe towns to the West of Bendigo. Two major highway arterials cut across the Shire providing access to strategic freight routes. There are opportunities to capitalise further on existing rail corridors.

Agribusiness

The region upholds a strong and diverse agricultural sector supported by large areas of flat, fertile and affordable land. Access to irrigation water in areas to the north of the Shire supports highly productive, diverse agricultural and horticultural enterprises. Water security initiatives currently being implemented in the southern part of the Shire open up further opportunities for intensive farming and value-adding industries in the future.

Council reputation

Loddon Shire Council enjoys an enviable reputation as a 'can do' council, providing high quality services to its constituents, and executing its funding commitments successfully. Council has a sound reputation with regards to financial management, active consultation with its community, and is renowned as a training ground for high quality staff by other councils.

4.4 Risks

This section outlines some of the potential challenges or threats to Council achieving their objectives outlined in this plan.

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Managing for growth

Loddon Shire's population is in long-term decline and ageing faster than the rest of Victoria. Arresting these two trends will not result from adopting a 'business-as-usual' approach to the future. As leaders within the Shire, Council are at a fundamental fork in the road and need to honestly address the challenges facing the region: "Are we managing the decline or going for growth?"

Going for growth requires the bold pursuit of a compelling vision of prosperous, vibrant and engaged communities. It requires the pursuit of tourism, economic development and demographic objectives designed to turn around the fortunes of the region.

• Federal and State Government budgetary pressures

Approximately two-thirds of Loddon Shire's budget is reliant upon state and federal government grants. With Australia's economy facing fundamental challenges including an ageing population, declining consumerism and changing structural dynamics, government budgets are likely to remain under considerable stress into the foreseeable future. Consequently, opportunities for funding are likely to become more challenging and competition for funding is only likely to become more intense.

Such a likely outcome places pressure on Loddon Shire to maintain its excellent record at securing adequate financial support to deliver community facilities. Developing and communicating a compelling vision for the future will be critical to securing funding support in the future.

• Community communication and consultation

Facing external challenges and internal budgetary pressures, it's essential that Council be transparent with its communities and effectively communicates why the objectives and actions outlined in this plan are so necessary. Many people are resistant to change and the success of Council's plans are reliant on community understanding and buy-in to Council's vision for the future. Without such support, many Council initiatives are likely to be met with community resistance.

• Climate variability

Loddon Shire is particularly vulnerable to volatile or sustained weather conditions such as floods or drought. Both extreme conditions represent challenges to agricultural output, tourism, regional prosperity and attractiveness, and to the upkeep of community infrastructure and amenities.

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6 ABOUT THE COUNCIL PLAN

According to the Municipal Association of Victoria, a Council Plan is:

"the 'Peak' Plan...that clearly identifies what the Council is planning to achieve in the next 4 years, as part of a longer-term journey"

The agreed purpose of this Council Plan is to outline the five Councillors' collective aims for this four year term and to inform the annual business plans of Council management.

6.1 Strategic planning framework

The Council Plan is not developed in isolation. It sits within a broader planning framework as illustrated below, and should be read in conjunction with the Strategic Resource Plan.



6.2 Developing the Council Plan

The Council Plan 2017-2021 was developed with the input of everyone it affects – Councillors, Council staff, and importantly, the community. Council undertook a community consultation project, asking the community *"What is your great idea for Loddon Shire?"*

A significant amount of consultation has occurred in developing the 2017-2021 Council Plan.

Interviews

In December 2016 and January 2017 thirteen senior staff and all Councillors were interviewed to gain an understanding of the key issues, strengths and opportunities facing Loddon Shire Council and its community. Key themes emerging from the interviews include:

- **purpose**: providing relevant community services to enhance lifestyles
- key trends: ageing population, declining population; farming consolidation
- **significant developments in next five years**: water security; shared council service arrangements; rationalisation of services and facilities; increased tourism
- prosperous future: quality services and infrastructure in strategic locations; good job prospects; prospering industries; active, healthy, engaged community; improved visual aspects of towns and streetscapes
- major decisions on the horizon: service delivery reviews; strategic asset management; streetscapes
- · constraints: financial capability/rate capping; attracting and retaining quality staff
- core competencies: respected as deliverers/a 'can do' Council; responsible Council; financial management.

Community and business leaders workshop

On 6 March 2017 a workshop with community leaders and business leaders was held, attracting strong representation from each ward and various businesses and community groups.

Ward/group	Number
Boort	13
Inglewood	18
Tarnagulla	9
Terricks	13
Wedderburn	16
Agencies	7
Council Staff and Councillors	18
Total	94

Key themes emerging from the workshop included:

- a prosperous Loddon economy
- a healthy, engaged Loddon community
- a vibrant and sustainable built and natural environment.

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Community input

Community members were invited to contribute ideas for the Council Plan and vote on them through an online OurSay Forum from 26 March 2017 to 2 April 2017. A commitment was made that the top 10 ideas would help inform the Council Plan. A total of 34 ideas were submitted and 137 votes cast. The top 10 ideas include:

- 1. Implement Donaldson Park Masterplan
- 2. Advocate for access to quality childcare
- 3. Improve availability of aged care facilities
- 4. Advocate for improved public transport
- 5. Advocate for access to quality childcare (same idea as #2, different submitter)
- 6. Provide work experience opportunities within Council
- 7. Investigate creation of community gardens
- 8. Maximise the solar potential of our region
- 9. Support farmers to remain vital citizens of our communities
- 10. Promote our region as a tourism destination with natural assets.

Youth engagement

Youth were also invited to contribute ideas. A workshop was conducted attracting 14 participants. Surveys were also distributed to youth attending Council's pools with two returned by the end of the survey period. Key issues identified by youth include:

- lack of employment opportunities, part time work after school, work placements along with limited career options/role models in the community
- transport options limited, having to travel to study and work
- more entertainment/community events needed to bring people together.

Site visits

Councillors and staff toured the Shire to gain an understanding of strategic issues affecting the Shire. Feedback provided as a result of the tour included:

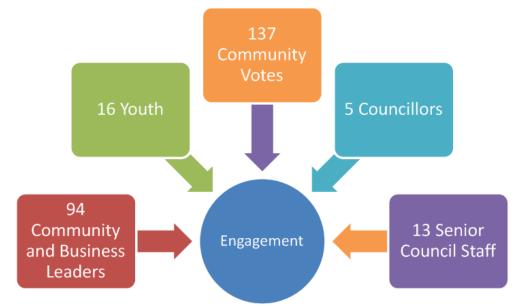
- advocate for NBN for all regions
- support City of Greater Bendigo plans to extend living and rail links to Marong
- infrastructure spend in growth areas
- establish agreed service levels with community and focus spending for long term benefits
- better long term costing on projects
- don't always listen to the squeaky wheel
- make our streetscapes appealing including private dwellings on main streets
- clean up unsightly buildings and yards
- attract labouring businesses to the area for employment
- concentrate on main towns improving services and the appeal to attract new residents
- promote water recreation areas
- resolve infrastructure management at key water recreation areas
- pride in township appearance signage, footpaths, manicured public spaces, no 'unsightly' premises
- good road access farm to market and town to town
- economic development job opportunities be proactive in pursuing investment in Loddon
- get the systems, process and resources right so that we are maintaining our infrastructure sustainably.

All of the feedback and information the community provided was collated, with common themes and issues identified to pin-point the great ideas that matter most to our community.

This information was then presented to Councillors, who reviewed it further, finalising our Strategic Objectives, Strategies, Strategic Indicators and Actions.

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These details were outlined in a Draft Council Plan document. The community was given the opportunity to review the Draft Council Plan and share their ideas on it with Council before the final Council Plan 2017-2021 was officially endorsed and adopted by Council.



The Council Plan sets out how we will work towards our vision to be a prosperous, vibrant and engaged community over the next four years.

It will be used to guide management and delivery of Council services and functions and inform Council's annual planning and budget processes.

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6.3 Strategy map

The 2017-2021 Council Plan is built around five high level strategic objectives grouped into five strategic themes. Each strategic theme has a number of strategic indicators and strategies. Each strategy has objectives and actions.

Theme
Strategic Objective
Strategies
Action/s
Strategic Indicator/s

Strategic Themes

Strategic Themes are an area in which the organisation must excel in order to achieve its vision/mission.

Strategic Objectives

The Council Plan is structured around five Strategic Objectives that we will strive towards.

Strategies

Within each Strategic Objective are a number of Strategies. Each strategy has one or more actions.

Actions

Actions are what we will do to deliver against each strategy.

Strategic Indicators

Each Action has a number of Strategic Indicators.

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6.4 The next four years

Strategic Themes and Objectives

Strategic Themes and Objectives outline the strategies necessary for Loddon Shire Council to achieve its vision and mission over the years 2017 – 2021.

In all, five Strategic Themes and Objectives have been identified:

Strategic Theme	Strategic Objective		
Population	Grow and invigorate Loddon's population		
Economic Prosperity	Support development of a prosperous and diverse economy		
Liveability	Develop attractive, vibrant and well-serviced communities		
Sustainability	Provide leadership which contributes to the sustainability of our region		
High Performance Organisation	Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation		

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6.4.1 Theme - Population

Strategic Objective: Grow and invigorate Loddon's population

Strategies	Actions	Strategic Indicators	
Population growth and diversity Develop a more balanced and sustainable demographic profile	Advocate for the provision of quality facilities and services which attract and retain families	Implement the Donaldson Park Master Plan	
Quality childcare services Optimise the potential for all residents to pursue employment opportunities and lifestyle choices	Develop feasibility study, business case and advocacy strategy for required level of childcare services	Complete feasibility study for childcare services Complete business case for childcare services	
Infrastructure, amenities and services Support community needs with high standard infrastructure, facilities, services and programs	Maintain high quality roads, buildings, parks and gardens, and provide quality amenities and recreation facilities	95% or more of road defects completed within timeframe allocated Complete reviews of Asset Management Plans	
Attractive housing policies Encourage population growth by improving the ease of transition for new residents	Ensure positive and sustainable outcomes are achieved through appropriate use of regulations, permits and controls	90% or more of Council planning decisions upheld at VCAT Review the Settlement Strategy	
Public transport services Improve the mobility and accessibility of residents to lifestyle needs and choices	Determine the level of community need for additional public transport and advocate for appropriate public transport services	Complete feasibility study on increase to public transport Work in collaboration with Loddon Campaspe Regional Partnership to examine opportunities for transport for smaller communities	

6.4.2 Theme: Economic Prosperity

Strategic Objective: Support development of a prosperous and diverse economy

Strategies	Actions	Strategic Indicators		
Tourism Realise Loddon's tourism potential by supporting and promoting our natural, historical and cultural assets	Develop a comprehensive, cohesive and compelling story which positions and promotes Loddon Shire as 'Victoria's natural playground'	Complete a review of the Tourism Strategy		
Economic development Encourage economic development by providing support which facilitates business initiatives and growth	Attract new business opportunities and maintain support for traditional industries	Maintain and enhance resources to ensure timely processing of planning and building applications Continue to provide forums for business networks that provide training and support		
Water security Secure adequate water access to maintain the viability of diverse economic activities	Ongoing advocacy for water security initiatives which support economic development	Pursue advocacy opportunities for water security initiatives which support economic development as they arise		
Economic infrastructure Support the delivery of key public infrastructure that facilitates improved economic returns	Advocate for, and where appropriate, deliver quality roads and strategic freight routes and improved reliability and capacity of essential services	Review Road Asset Management Plan Pursue advocacy opportunities for essential infrastructure and services		
Business capability Facilitate improvement in the business capabilities of Loddon traders and entrepreneurs	Provide support to existing business to encourage take up of self-improvement opportunities	Provide communication and training opportunities about available grants and tender processes Develop and implement a policy to provide a framework to access Council's heritage loans scheme		

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6.4.3 Theme: Liveability

Strategic Objective: Develop attractive, vibrant and well-serviced communities

Strategies	Actions	Strategic Indicators	
Township appearance Ensure our townships are presented to a high standard	Improve character and appearance of townships	Implement streetscape improvements in key townships Identify and manage rectification of unsightly premises	
Community engagement Build relationships and foster community engagement, pride and resilience	Support and promote initiatives which encourage community inclusion and engagement	Develop a volunteer strategy Explore opportunities to rejuvenate a Youth Council in partnership with 'Youth Building Places and Spaces' project Continue to support provision of library services Provide opportunities for the community to develop community gardens	
Lifestyle infrastructure Provide quality infrastructure which supports the desired lifestyles of our residents	Identify appropriate levels of service across all infrastructure categories within relevant Asset Management Plans	Develop a plan for rationalisation of unnecessary assets with a direction towards future use of multi-purpose facilities	
Water security Secure adequate water access which supports lifestyle needs and recreational choices	Advocate for ongoing water security initiatives which support liveability in Loddon	Pursue advocacy opportunities for water security initiatives which support lifestyle needs and recreation choices as they arise	

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6.4.4 Theme: Sustainability

Strategic Objective: Provide leadership which contributes to the sustainability of our region

Strategies	Actions	Strategic Indicators
Economic sustainability Ensure the ongoing economic viability of Loddon Shire Council operations	Undertake comprehensive service delivery reviews across council	Complete a minimum of three service delivery reviews per year
Environmental sustainability Deliver adequate, efficient and sustainable environment and waste management services	Identify and manage issues impacting on the environment Complete roadside management plan and associated works programs and policies	Complete Urban Drainage Asset Management Plan Complete Roadside Management Plan
Social sustainability Actively promote policies and activities which facilitate community harmony and engagement	Promote multi-purpose facility sharing opportunities which meet community needs Extend the community planning focus to develop a holistic and realistic longer term vision for Loddon Shire communities Ensure appropriate levels of support for smaller communities	Review the Small Towns Policy Complete a long term community plan for Loddon Shire Review the Community Support Policy

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6.4.5 Theme: High Performance Organisation

Strategic Objectives: Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation

Strategies	Actions	Strategic Indicators	
Financial management Practise responsible and sustainable financial behaviours	Deliver responsible cash flow management	Prepare an annual budget with a budgeted cash surplus	
Quality customer service Improve communication with community and customers	Create better opportunities for the community to access council information, services and support	Review the Customer Service Charter and develop a Customer Service Strategy Review the Communication and Community Engagement Policy	
IT infrastructure Improve internal and external service delivery	Implement the software purchases and upgrades as identified within the IT strategy	Upgrade finance, human resource, document management and payroll software Replace phone system	
Leadership and representation Deliver results in line with the direction of Council	Implement Council Plan 2021		
Organisational development Develop the necessary culture and capabilities to achieve Council's strategic and operational objectives	Continue to develop a high- performance culture	Complete a Workforce Strategy Adopt a Childsafe Standards Policy Undertake staff climate survey and address outcomes	
Compliance and reporting Meet our legislative requirements and improve internal efficiencies	Identify and implement opportunities to streamline processes which improve performance	Implement corporate planning and reporting software Maintain an ongoing focus on the principle of continuous improvement	

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7 STRATEGIC RESOURCE PLAN

7.1 Budgeted Comprehensive Income Statement

	Forecast	Budget	Strategic Resource Plan Projections		Projections
	2016/17	2017/18	2018/19	2019/20	2020/21
Income					
Rates and charges	\$10,105,251	\$10,406,865	\$10,537,935	\$10,767,370	\$11,002,049
Statutory fees and fines	\$257,417	\$248,670	\$254,887	\$261,259	\$267,790
User fees	\$1,744,874	\$1,432,607	\$1,213,297	\$1,246,296	\$1,280,391
Grants - operating	\$9,902,028	\$9,844,316	\$9,830,312	\$10,025,832	\$10,225,262
Grants - capital	\$6,192,226	\$3,343,519	\$7,134,608	\$2,733,422	\$2,496,756
Contributions - monetary	\$115,331	\$15,000	\$384,000	\$100,000	\$108,000
Net gain/(loss) on disposal of					
property, infrastructure, plant and					
equipment	\$0	\$0	\$0	\$0	\$0
Share of net profits/(losses) of					
associates and joint ventures	\$0	\$0	\$0	\$0	\$0
Other income	\$1,424,947	\$1,393,967	\$1,434,965	\$1,443,995	\$1,453,211
Total income	\$29,742,074	\$26,684,944	\$30,790,004	\$26,578,174	\$26,833,459
Expenses					
Employee costs	\$10,212,285	\$10,809,393	\$11,135,429	\$11,587,133	\$12,050,383
Materials and services	\$10,212,014	\$8,606,761	\$7,773,026	\$7,849,834	\$8,309,711
Bad and doubtful debts	\$0	\$0	\$0	\$0	\$0
Depreciation and amortisation	\$8,757,634	\$8,976,575	\$9,200,989	\$9,431,017	\$9,666,790
Borrowing costs	\$0	\$0	\$0	\$0	\$0
Otherexpenses	\$299,116	\$304,738	\$310,473	\$316,322	\$322,289
Total expenses	\$29,481,049	\$28,697,467	\$28,419,917	\$29,184,306	\$30,349,173
Surplus/(deficit) for the year	\$261,025	(\$2,012,523)	\$2,370,087	(\$2,606,132)	(\$3,515,714)
Other second sector because					
Other comprehensive income					
Net asset revaluation					
increment/(decrement)	\$0	\$0	\$0	\$0	\$0
Shares of other comprehensive					
income of associates and joint					
ventures	\$0	\$0	\$0	\$0	\$0
Total comprehensive result	\$261,025	(\$2,012,523)	\$2,370,087	(\$2,606,132)	(\$3,515,714)

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7.2 Budgeted Balance Sheet

Forecast		Strat	egic Resource	Plan
Actual	Budget			
2016/17	2017/18	2018/19	2019/20	2020/21
\$10,517,319	\$8,924,586	\$6,255,484	\$4,394,899	\$1,218,284
				\$507,605
			\$0	\$0
			\$53,606	
+,		+++++++++++++++++++++++++++++++++++++++	+	+,
\$190,356	\$190,356	\$190,356	\$190,356	\$190,356
				\$1,967,171
¢11,121,010	\$0,101,100	\$1,000,000	\$0,141,040	\$1,001,111
\$87.000	02	\$0	\$0	\$0
\$67,000	φU		φ0	φ0
\$262.225	¢262.225	¢262.225	\$262.225	\$262.225
\$302,225	\$302,225	\$302,225	\$302,225	\$362,225
©220 527 020	\$220 050 407	\$245 247 020	COFE 400 040	POCE 745 444
\$334,062,765	\$341,840,153	\$354,322,994	\$362,320,145	\$369,729,199
	· · · · · ·			\$291,291
		\$237,573		\$214,410
\$2,064,708	\$1,999,895	\$1,932,291	\$1,861,983	\$1,788,863
\$0	\$0	\$0	\$0	\$0
\$2,667,668	\$2,542,867	\$2,442,055	\$2,363,673	\$2,294,564
\$2,605,475	\$2,898,347	\$3,204,510	\$3,523,953	\$3,857,259
				\$0
\$2,605,475	\$2,898,347	\$3,204,510	\$3,523,953	
\$5,273,143	\$5,441,214	\$5,646,565	\$5,887,626	\$6,151,823
\$328 789 622	\$336 398 939	\$348 676 429	\$356 432 510	1\$363 577 376
\$328,789,622	\$336,398,939	\$348,676,429	\$356,432,519	\$363,577,376
\$328,789,622	\$336,398,939	\$348,676,429	\$356,432,519	\$363,577,376
\$104,969,130	\$103,270,779	\$104,631,429	\$101,597,035	\$98,593,222
\$104,969,130	\$103,270,779 \$227,388,368	\$104,631,429 \$237,295,771	\$101,597,035 \$247,657,993	\$98,593,222
	Actual 2016/17 \$10,517,319 \$651,343 \$0 \$62,522 \$190,356 \$11,421,540 \$362,225 \$320,537,638 \$1,654,362 \$322,641,225 \$334,062,765 \$334,062,765 \$339,721 \$263,239 \$2,064,708 \$2,605,475 \$0 \$2,605,475 \$0	Actual Budget 2016/17 2017/18 \$10,517,319 \$8,924,586 \$651,343 \$592,820 \$0 \$0 \$62,522 \$59,397 \$190,356 \$190,356 \$11,421,540 \$9,767,159 \$87,000 \$0 \$362,225 \$362,225 \$320,537,638 \$330,056,407 \$1,654,362 \$1,654,362 \$322,641,225 \$332,072,994 \$3334,062,765 \$341,840,153 \$3339,721 \$292,895 \$263,239 \$250,077 \$2,064,708 \$1,999,895 \$0 \$0 \$2,064,7668 \$2,542,867 \$2,605,475 \$2,898,347 \$0 \$0 \$2,605,475 \$2,898,347	Actual Budget 2018/19 2016/17 2017/18 2018/19 \$10,517,319 \$8,924,586 \$6,255,484 \$651,343 \$592,820 \$587,101 \$0 \$0 \$0 \$62,522 \$59,397 \$56,427 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$190,356 \$10,54,362 \$1,654,362 \$362,225 \$322,641,225 \$332,072,994 \$345,217,039 \$1,654,362 \$1,654,362 \$1,654,362 \$334,062,765 \$341,840,153 \$354,322,994 \$3339,721 \$292,895 \$272,191 \$263,239 \$250,077 \$237,573 \$2,064,708 \$1,999,895 \$1,932,291 \$0 \$0 \$0 <t< td=""><td>Actual 2016/17 Budget 2017/18 Projections 2018/19 Projections 2018/19 1 2018/19 2019/20 1 1 1 1 1</td></t<>	Actual 2016/17 Budget 2017/18 Projections 2018/19 Projections 2018/19 1 2018/19 2019/20 1 1 1 1 1

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7.3	Budgeted	Statement of	Changes i	n Equity
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		Accumulated	Revaluation	Other
2018	Total	surplus	reserve	reserves
Balance at beginning of the				
financial year	\$328,789,622	\$104,969,130	\$217,766,528	\$6,053,964
Surplus/ (deficit) for the year	(\$2,012,523)	(\$2,012,523)	\$0	\$0
Net asset revaluation increment /				
(decrement)	\$9,621,840	\$0	\$9,621,840	\$0
Transfer to other reserves	\$0	(\$2,182,392)	\$0	\$2,182,392
Transfer from other reserves	\$0	\$2,496,564	\$0	(\$2,496,564)
Balance at end of financial year	\$336,398,939	\$103,270,779	\$227,388,368	\$5,739,792

\$336 398 939			
\$336 308 030	A		
\$555,550,555	\$103,270,779	\$227,388,368	\$5,739,792
\$2,370,087	\$2,370,087	\$0	\$0
\$9,907,403	\$0	\$9,907,403	\$0
\$0	(\$2,405,871)	\$0	\$2,405,871
\$0	\$1,396,434	\$0	(\$1,396,434)
\$348,676,429	\$104,631,429	\$237,295,771	\$6,749,229
	\$9,907,403 \$0 \$0	\$9,907,403 \$0 \$0 (\$2,405,871) \$0 \$1,396,434	\$9,907,403 \$0 \$9,907,403 \$0 (\$2,405,871) \$0

2020	Total	Accumulated surplus		Other reserves
Balance at beginning of the				
financial year	\$348,676,429	\$104,631,429	\$237,295,771	\$6,749,229
Surplus/ (deficit) for the year	(\$2,606,132)	\$2,606,132	\$0	\$0
Net asset revaluation increment /				
(decrement)	\$10,362,222	\$0	\$10,362,222	\$0
Transfer to other reserves	\$0	(\$2,031,303)	\$0	\$2,031,303
Transfer from other reserves	\$0	\$1,603,041	\$0	(\$1,603,041)
Balance at end of financial year	\$356,432,519	\$106,809,299	\$247,657,993	\$7,177,491

2021	Total	Accumulated surplus		Other reserves
Balance at beginning of the				
financial year	\$356,432,519	\$106,809,299	\$247,657,993	\$7,177,491
Surplus/ (deficit) for the year	(\$3,515,714)	(\$3,515,714)	\$0	\$0
Net asset revaluation increment /				
(decrement)	\$10,660,571	\$0	\$10,660,571	\$0
Transfer to other reserves	\$0	(\$1,986,437)	\$0	\$1,986,437
Transfer from other reserves	\$0	\$2,498,338	\$0	(\$2,498,338)
Balance at end of financial year	\$363,577,376	\$103,805,486	\$258,318,564	\$6,665,590

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7.4 Budgeted Statement of Cash Flows

	Forecast		Strat	egic Resource	Plan
	Actual	Budget		Projections	
	2016/17	2017/18	2018/19	2019/20	2020/21
Cash flows from operating activ	ities				
Receipts					
Rates and charges	\$10,209,775	\$10,447,938	\$10,431,144	\$10,809,043	\$11,015,627
Statutory fees and fines	\$416,673	\$259,697	\$251,857	\$274,926	
User fees	\$1,704,165			\$1,309,210	
Grants - operating	\$10,148,557	\$10,041,202	\$10,026,919	\$10,226,349	\$10,429,767
Grants - capital	\$6,723,111	\$3,410,389	\$7,277,300	\$2,788,090	\$2,546,691
Contributions - monetary	\$117,638	\$15,300	\$391,680	\$102,000	\$110,160
Interest received	\$497,078	\$378,000	\$378,759	\$380,653	\$382,557
Trust funds and deposits taken	\$0	\$0	\$0	\$0	\$0
Other receipts	\$1,153,419	\$1,036,285	\$1,077,329	\$1,084,608	\$1,092,066
Net GST refund/payment	(\$128,775)	(\$116,670)	(\$132,926)	(\$116,043)	(\$117,027)
Operating receipts	\$30,841,641	\$26,960,635	\$30,903,048	\$26,858,836	\$27,036,280
		+			+,,
Payments					
Employee costs	(\$10,165,275)	(\$10.619.581)	(\$10,935,882)	(\$11,377,790)	(\$11.830.785)
Materials and services	(\$10,253,154)	(\$8,827,383)	(\$7,946,073)	(\$7,999,662)	(\$8,458,889)
Trust funds and deposits repaid	(\$13,855)	(\$13,162)		(\$11,878)	(\$11,285)
Other payments	(\$299,662)	(\$304,738)	(\$310,473)	(\$316,322)	(\$322,289)
Operating payments			(\$19,204,932)		
	(\$20,101,040)	(\$10,704,004)	(\$10,204,002)	(\$10,100,002)	(\$20,020,240)
Net cash provided by/(used in)					
operating activities	\$10,109,695	\$7,195,771	\$11,698,116	\$7,153,184	\$6,413,032
		<i></i>		**,***,***	<i> </i>
Cash flows from investing activi	ties				
infrastructure, plant and					
equipment	(\$17,368,087)	(\$8.873.504)	(\$14,454,218)	(\$9,013,769)	(\$9,589,647)
infrastructure, plant and	(****,===,===*,	(**********	(****	(***,****,****,	(********
equipment	\$0	\$0	\$0	\$0	\$0
Decrease in term deposits	\$1,750,000	\$0	\$0	\$0	\$0
advances	\$69,000	\$79,000	,	\$0	\$0
Net cash provided by/(used in)	+ 1				
			<i>Q(1),000</i>		
investing activities	(\$15,543,087)			(\$9,013,769)	(\$9,589,647)
	(\$15,543,087)		(\$14,367,218)	(\$9,013,769)	(\$9,589,647)
investing activities				(\$9,013,769)	(\$9,589,647)
investing activities Cash flows from financing activi	ties	(\$8,788,504)	(\$14,367,218)		
investing activities Cash flows from financing activi Finance costs	ties \$0	(\$8,788,504) \$0	(\$14,367,218)	\$0	\$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings	ties \$0 \$0	(\$8,788,504) \$0 \$0	(\$14,367,218) \$0 \$0	\$0	\$0 \$0
investing activities Cash flows from financing activit Finance costs Proceeds from borrowings Repayment of borrowings	ties \$0	(\$8,788,504) \$0	(\$14,367,218)	\$0	\$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings	ties \$0 \$0	(\$8,788,504) \$0 \$0	(\$14,367,218) \$0 \$0	\$0	\$0 \$0 \$0 \$0
investing activities Cash flows from financing activit Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in)	ties \$0 \$0 \$0	(\$8,788,504) \$0 \$0 \$0 \$0	(\$14,367,218) \$0 \$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in) financing activities	ties \$0 \$0 \$0 \$0 \$0	(\$8,788,504) \$0 \$0 \$0 \$0	(\$14,367,218) \$0 \$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0 \$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in) financing activities Net increase/(decrease) in cash	ties \$0 \$0 \$0 \$0	(\$8,788,504) \$0 \$0 \$0 \$0 \$0	(\$14,367,218) \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in) financing activities Net increase/(decrease) in cash and cash equivalents	ties \$0 \$0 \$0 \$0 \$0	(\$8,788,504) \$0 \$0 \$0 \$0	(\$14,367,218) \$0 \$0 \$0 \$0	\$0 \$0 \$0	\$0 \$0 \$0 \$0
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in) financing activities Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at	ties \$0 \$0 \$0 \$0 (\$5,433,392)	(\$8,788,504) \$0 \$0 \$0 \$0 (\$1,592,733)	(\$14,367,218) \$0 \$0 \$0 \$0 \$0 (\$2,669,102)	\$0 \$0 \$0 \$0 \$0 \$0 (\$1,860,585)	\$0 \$0 \$0 \$0 (\$3,176,615)
investing activities Cash flows from financing activi Finance costs Proceeds from borrowings Repayment of borrowings Net cash provided by (used in) financing activities Net increase/(decrease) in cash and cash equivalents	ties \$0 \$0 \$0 \$0	(\$8,788,504) \$0 \$0 \$0 \$0 \$0	(\$14,367,218) \$0 \$0 \$0 \$0 \$0 (\$2,669,102)	\$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0

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Forecast		Strategic Resource Plan		
Actual	Budget		Projections	
2016/17	2017/18	2018/19	2019/20	2020/21
\$6,143,370	\$645,500	\$0	\$0	\$0
\$1,035,325	\$793,500	\$410,000	\$410,000	\$1,660,000
\$253,353	\$317,363	\$92,101	\$92,154	\$92,208
\$1,763,077	\$844,100	\$834,100	\$1,251,681	\$1,620,275
\$497,467	\$293,755	\$249,699	\$261,057	\$278,185
\$7,153,362	\$3,767,452	\$3,470,988	\$3,268,521	\$3,307,913
\$254,650	\$1,558,000	\$5,250,000	\$350,000	\$350,000
\$187,380	\$790,000	\$3,163,000	\$420,000	\$1,045,000
\$404,600	\$354,500	\$1,215,000	\$3,270,000	\$1,630,000
\$0	\$0	\$0	\$0	\$0
\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581
\$2,086,777	\$1,051,100	\$846,201	\$1,263,835	\$1,632,483
				\$2,451,617
				\$2,130,000
				\$3,769,481
\$17,692,584	\$9,364,170	\$14,684,888		\$9,983,581
	Actual 2016/17 \$6,143,370 \$1,035,325 \$253,353 \$1,763,077 \$497,467 \$7,153,362 \$254,650 \$187,380 \$404,600 \$0 \$17,692,584 \$2,086,777 \$4,727,261 \$7,048,293 \$3,830,253	Actual Budget 2016/17 2017/18 \$6,143,370 \$645,500 \$1,035,325 \$793,500 \$253,353 \$317,363 \$1,763,077 \$844,100 \$497,467 \$293,755 \$7,153,362 \$3,767,452 \$254,650 \$1,558,000 \$187,380 \$790,000 \$404,600 \$354,500 \$0 \$0 \$2,086,777 \$1,051,100 \$4,727,261 \$3,488,562 \$7,048,293 \$4,469,008 \$3,830,253 \$355,500	Actual Budget 2016/17 2017/18 2018/19 \$6,143,370 \$645,500 \$0 \$1,035,325 \$793,500 \$410,000 \$253,353 \$317,363 \$92,101 \$1,763,077 \$844,100 \$834,100 \$497,467 \$293,755 \$249,699 \$7,153,362 \$3,767,452 \$3,470,988 \$254,650 \$1,558,000 \$5,250,000 \$187,380 \$790,000 \$3,163,000 \$497,467 \$293,755 \$249,699 \$7,153,362 \$3,767,452 \$3,470,988 \$254,650 \$1,558,000 \$5,250,000 \$187,380 \$790,000 \$3,163,000 \$404,600 \$354,500 \$1,215,000 \$404,600 \$354,500 \$1,215,000 \$2,086,777 \$1,051,100 \$846,201 \$4,727,261 \$3,488,562 \$2,474,904 \$7,048,293 \$4,469,008 \$5,815,000 \$3,830,253 \$355,500 \$5,548,783	ActualBudgetProjections2016/172017/182018/192019/20\$6,143,370\$645,500\$0\$0\$1,035,325\$793,500\$410,000\$410,000\$253,353\$317,363\$92,101\$92,154\$1,763,077\$844,100\$834,100\$1,251,681\$497,467\$293,755\$249,699\$261,057\$7,153,362\$3,767,452\$3,470,988\$3,268,521\$254,650\$1,558,000\$5,250,000\$350,000\$187,380\$790,000\$3,163,000\$420,000\$404,600\$354,500\$1,215,000\$3,270,000\$17,692,584\$9,364,170\$14,684,888\$9,323,413\$2,086,777\$1,051,100\$846,201\$1,263,835\$4,727,261\$3,488,562\$2,474,904\$2,327,273\$7,048,293\$4,469,008\$5,815,000\$2,920,000\$3,830,253\$355,500\$5,548,783\$2,812,305

7.5 Budgeted Statement of Capital Works

	Forecast		Strategic Resource Plan		
	Actual	Budget		Projections	
	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure type					
Labour	\$269,940	\$316,989	\$273,461	\$267,294	\$269,751
Oncost	\$190,995	\$183,966	\$144,400	\$141,155	\$142,449
Plant	\$585,619	\$639,733	\$577,317	\$561,064	\$564,845
Creditors	\$6,765,690	\$4,231,651	\$4,576,604	\$3,406,205	\$4,300,556
Contractors	\$9,880,340	\$3,991,831	\$9,113,106	\$4,947,695	\$4,705,980
Total capital works expenditure	\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581

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7.6 Budgeted Statement of Human Resources

	Forecast		Strategic Resource Plan		
	Actual	Budget		Projections	
	2016/17	2017/18	2018/19	2019/20	2020/21
Staff expenditure					
Employee labour - operating	\$9,942,345	\$10,492,404	\$10,861,968	\$11,319,839	\$11,780,632
Employee labour - capital	\$269,940	\$316,989	\$273,461	\$267,294	\$269,751
Total staff expenditure*	\$10,212,285	\$10,809,393	\$11,135,429	\$11,587,133	\$12,050,383
Staff numbers EFT**	EFT	EFT	EFT	EFT	EFT
Employees	135.09	135.09	135.09	135.09	135.09
Total staff numbers EFT	135.09	135.09	135.09	135.09	135.09
* Excludes employee oncost	** Equivalent Ful	ll Time			

A summary of human resources expenditure categories according to the organisation structure of Council is included below:

Department	Budget 2017/18	Permanent Full Time	Permanent Part Time
Staff cost			
Economic development and tourism	\$569,861	\$331,298	\$238,563
Leadership	\$367,876	\$272,262	\$95,614
Works and infrastructure	\$3,024,421	\$3,024,421	\$0
Good management	\$2,794,073	\$2,010,192	\$783,881
Environment	\$342,799	\$251,634	\$91,165
Community services and recreation	\$3,393,374	\$1,240,596	\$2,152,778
Total permanent staff expenditure	\$10,492,404	\$7,130,403	\$3,362,001
Casuals and other expenditure	\$0		
Capitalised labour costs	\$316,989		
Total expenditure	\$10,809,393		

A summary of the number of equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget 2017/18	Permanent Full Time	Permanent Part Time
Staff EFT			
Economic development and			
tourism	5.63	3.00	2.63
Leadership	4.23	3.00	1.23
Works and infrastructure	42.00	42.00	0.00
Good management	28.95	19.00	9.95
Environment	4.26	3.00	1.26
recreation	45.02	15.00	30.02
Total permanent staff EFT	130.09	85.00	45.09
Casuals and other	0.00		
Capitalised labour	5.00		
Total EFT	135.09		

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	Forecast		Strategic Resource Plan Projections		
	Actual	Budget			
	2016/17	2017/18	2018/19	2019/20	2020/21
Discretionary					
Land and buildings reserve	\$283,400	\$618,400	\$653,400	\$653,400	\$203,400
reserve	\$27,919	\$35,919	\$43,919	\$51,919	\$59,919
Unspent grants reserve	\$0	\$0	\$0	\$0	\$0
Capital expenditure reserve	\$0	\$0	\$0	\$0	\$0
Rates reserve	\$0	\$0	\$0	\$0	\$0
Information technology reserve	\$1,113,000	\$955,000	\$1,014,000	\$1,073,000	\$1,132,000
Valuations reserve	\$202,914	\$57,914	\$19,914	\$114,914	\$76,914
Units reserve	\$72,955	\$80,682	\$88,195	\$95,472	\$102,491
Economic development reserve	\$178,180	\$118,180	\$203,180	\$288,180	\$233,180
Skinner's flat reserve	\$12,908	\$12,908	\$12,908	\$12,908	\$12,908
Community planning reserve	\$0	\$0	\$0	\$0	\$0
Plant replacement reserve	\$610,518	\$912,078	\$1,234,888	\$1,270,109	\$1,020,856
Fleet replacement reserve	\$513,120	\$543,126	\$558,132	\$582,276	\$672,382
GSP restoration reserve	\$786,698	\$507,607	\$989,676	\$1,071,159	\$1,154,215
Urban drainage reserve	\$316,127	\$108,127	\$108,127	\$108,127	\$108,127
Landfill rehabilitation reserve	\$274,047	\$308,417	\$375,657	\$375,657	\$409,277
Lake Boort water reserve	\$17,815	\$17,815	\$17,815	\$17,815	\$17,815
Reserves improvement reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
reserve	\$246,567	\$15,823	\$15,242	\$14,759	\$14,310
Superannuation liability reserve	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Unspent contributions reserve	\$0	\$0	\$0	\$0	\$0
War memorial reserve	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Heritage loan scheme reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Major projects reserve	\$44,796	\$44,796	\$44,796	\$44,796	\$44,796
Unsightly premises enforcement					
provision reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Swimming pool major projects					
reserve	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Total discretionary reserves	\$6,053,964	\$5,739,792	\$6,782,849	\$7,177,491	\$6,665,590

7.7 Budgeted Statement of Reserves

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8.2 ROAD MANAGEMENT PLAN 2017

File Number:	14/01/001	
Author:	Indivar Dhakal, Manager Technical Services	
Authoriser:	Peter Cownley, A/Director Operations	
Attachments:	1. Road Management Plan 2017 (Draft)	

RECOMMENDATION

That Council, pursuant of Section 54 of the Road Management Act 2004 (the Act), provide public notice on government gazette and local newspaper of its proposal to amend the Loddon Shire Councils Road Management Plan (the Plan)

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

The Council was presented with a draft of the Plan with proposed changes at a Council Forum held on March 2017. Councillors were advised of all the proposed changes including but not limited to service levels and changes to reflect internal organizational restructure.

BACKGROUND

Council has adopted a Road Management Plan in accordance with the Section 54 of the Act to manage the operation and maintenance of its road and footpath assets. This plan outlines the inspection regime, defect intervention and allowable time for Council to respond to any defect in the road and footpath assets. The Plan was previously developed in 2014.

Pursuant to Section 54 of the Act and Part 3, Division 1 of Road Management (General) Regulations 2016 (the Regulation), if a municipal Council develops and publishes a Road Management Plan, they are required to conduct and complete a review of its Road Management Plan within the period of referred to in section 125(1) of the Local Government Act 1989 or, if that period is extended in accordance with the section 125(4) of the Local Government Act, within that extended period.

With the recent restructure of the organisation and changes in the systems used for maintenance management of the road assets, it was deemed necessary to revise the Plan which was developed in 2014. Some service levels encompassed within the existing plan also required amendment to meet the risk assessment criteria and justify Council's resources.

Pursuant to Part 3, Division 2, Regulation 10(1) and (2) of the Regulation, any amendment that decreases the standard previously determined under Section of 41 of the Act, must be published in government gazette and local newspaper and any person who is aggrieved by the proposed amendment shall be given an opportunity to make a submission on the proposed amendment.

ISSUES/DISCUSSION

Pursuant of the Road Management Act, Road Management Regulation and the Local Government Act, Council is required to undertake and complete a review of its Road Management Plan within 6 months after the general Local Government election or by 30 June of the following year, whichever is later.

With the recent indoor and outdoor restructure within the organization, it was deemed necessary to revise the Plan to reflect the changes. Also, in 2015 Council purchased "Reflect" software package to undertake its maintenance management activity which is reflected in the proposed amendment.

The major changes in the level of service provided include the grading frequency of local road sealed shoulders and grading of formed roads.

The current plan provides for a frequency of "once per year" for the grading of narrow seal gravel shoulders. However, it has been identified during the routine inspections that annual grading is not always required and it is now proposed to grade "as identified during the road and street inspections."

For formed roads, the current plan provides for a frequency of grading "once in two years". Given the very low volume of traffic on formed roads and the lack of gravel (no pavement) in this hierarchy of road, the need of grading decided on the basis of customer request and available resources is more appropriate. It is proposed to change the grading frequency to "upon request and as resource permit" for formed roads.

The other notable change proposed is the response timeframe for surface scours, potholes or rutting greater than 100mm in depth and 300mm in diameter in formed roads. Currently, the response time for this particular defect is 12 months. However, due to the very low traffic use and the lack of gravel pavement in this hierarchy of road, it is proposed to change the response time to "as not applicable".

It is proposed to separately identify "the obstruction to a safe sight distance of regulatory signs due to roadside vegetation" and consider a higher risk for this defect. It is also proposed to identify fallen branches from roadside vegetation as a defect in footpaths.

Another of the key issues identified in the plan is the management of tracks and trails which are not recognised as a footpath. The Council officers within different departments are still in discussion regarding tracks and trails. However, pursuant to the Regulation, inclusion of tracks and trails in the Plan is considered to be an increase in level of service which does not require Council to provide notice of amendment.

COST/BENEFITS

The proposed amendments will not create any additional cost to the Council. The service levels defined in the plans are mainly unchanged from its previous version and only formalises any practice that Council has been undertaking in managing its road and footpath assets.

The proposed changes in the Plan reflect the changes occurred in the organisation in the past few years, making the plan a more accurate and reliable document.

RISK ANALYSIS

There is no risk identified in the adoption of the proposed Plan. However, it is a statutory and a regulatory requirement for Council to review its Road Management Plan in accordance with the Act.

The impact of the proposed changes in the risk matrix and the service levels are deemed to be insignificant and will remain largely unchanged in relation to the existing plan.

CONSULTATION AND ENGAGEMENT

The proposed changes are as a result of significant discussion and consultation between the Technical Services Department and the Operations Department. In addition, the plan has been discussed at the Loddon Leaders group meeting, MEG meeting and at the Council Forum as well.

Council officers have also engaged Macquarie Lawyers to review the proposed plan so as to ensure that the plan complies with all the provisions of the Act, Codes of Practice made under Section 28 of the Act and addresses any decision of the Court of Appeal of the Supreme Court in Victoria relation to the Plan.

LODDON SHIRE COUNCIL

ROAD MANAGEMENT PLAN 2017



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Technical Services
INTERNAL COMMITTEE ENDORSEMENT:	Click here to enter text.
APPROVED BY:	Council
DATE ADOPTED:	1/07/2017
VERSION NUMBER:	2
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DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES: RELATED LEGISLATION:	Road Management Act 2004
EVIDENCE OF APPROVAL:	
	Signed by Chief Executive Officer

FILE LOCATION:

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 purpose of this document is to provide details of Council's policies, service standards and actions relating to the management the local road network, specifically the routine inspection and maintenance of road related assets.

Part 4, Division 5, section 49 of the Road Management Act 2004 enables Council to produce a Road Management Plan (RMP).

Section 50 of the Road Management Act 2004 states

"The purposes of a Road Management Plan are having regard to the principal object of road management and the works and infrastructure management principles:

- to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources; and
- to set the relevant standard in relation to the discharge of duties in the performance of those road management functions".

In accordance with Section 39 of the Road Management Act, this plan will be regarded as a policy decision by Council in relation to the performance of its statutory road management function. As a result, it may be used in the defence of any common law proceedings in relation to the exercise of that road management function.

2 BUDGET IMPLICATIONS

The various actions and levels of service identified for delivery under this plan require the provision of both operational (e.g. staff & equipment) and financial resources. In order for Council to achieve full compliance with its RMP, service level, inspection or intervention targets must be appropriately matched to available resources.

Where it is identified that operational capacity may be insufficient to meet the required demands imposed by this plan, allocation of additional resources or alternatively modification of the plans requirements may be necessary to ensure service level targets are achievable and sustainable.

Resources deployed to achieve the objectives and deliverables of the RMP are predominately provided through the Operations department, and subsequently funded under the local road maintenance provisions within Council's annual budget.

As part of the annual budget development process, each year a review of road maintenance resource demand and distribution is conducted. This review examines a number of factors in determining appropriate resource levels to facilitate achievement of the RMP objectives. Such factors include:

- historical compliance against service targets
- competing resource demands or works commitments e.g. maintenance work vs. capital renewal
- alternative work methodologies, treatments or productivity improvement opportunities
- staff migration or vacancy levels.

A subsequent road maintenance budget bid is prepared annually by the Manager Operations and submitted for Council consideration as part of the budget development process.

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3 RISK ANALYSIS

Determination of appropriate inspection regimes, intervention timeframes and service levels as specified within the RMP, is largely based upon the identification of risks associated with the existence or operation of various road elements including pavements, trees, level crossings and footpaths.

In assessing the level of risk, consideration is given to the likelihood of road users encountering adverse road conditions i.e. defects such as potholes, fallen trees etc., and the likely consequence of such exposure. The combination of identified risk and availability of resources is then used to establish appropriate intervals between routine inspections as well as the determination of acceptable timeframes to undertake necessary repairs or remedial works.

In developing the RMP, Council has given careful consideration to the setting of intervention standards (i.e. at what point Council will undertake repair works, e.g. size & depth of potholes) and response times for rectification of defects (i.e. how long does Council have to undertake the required repair), so as to fulfil general community expectations and control the level of risk to road users.

The plan also provides a mechanism to deal with exceptional circumstances where the requirements of the plan cannot be met e.g. during times of natural disaster. In general the plan establishes maintenance standards, inspection regimes and response times which are affordable, deliverable and responsible.

The RMP may provide Council with a defence mechanism against possible litigation in relation to the execution of its road management functions.

4 COSTING AND FUNDING OF ACTIONS

The ability to accurately cost deliverables under the RMP is somewhat compromised by the vast, variable and for the most part unpredictable nature of the road network. To a large extent the overall condition of the road network, including ancillary assets such as footpaths, is accurately known and regularly assessed however the maintenance effort required across the network is subject to rapid or significant fluctuation.

Problems in estimating required funding to deliver the RMP stem from the variable rate of pavement or asset deterioration due to such contributing factors as:

- weather (drought, flood, rain, seasonal variations)
- topography and geology (e.g. plains vs. hills or clay vs. sand)
- surrounding land use & development
- changing transport trends (e.g. larger trucks & varying transport trends).

Meeting the requirements specified within the RMP will undoubtedly incur significant operational expense. Monitoring of compliance against RMP targets as well as operational expenditure on road maintenance activities is routinely conducted. These measures provide an indication as to how well the targets specified within the RMP match resource availability.

Historical trends are also utilised in setting the annual road maintenance budget as discussed in section 2 above.

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5 INTRODUCTION

5.1 Contents of Road Management Plan

A Road Management Plan, under the Ministerial Code of Practice - Road Management Plans should include:

- a description of those assets on public roads for which a road authority is responsible
- the standard or target condition, of those assets to be maintained by a road authority
- a management system as established and implemented by a road authority to discharge its duty to inspect, maintain and repair public roads for which it is responsible.

5.2 Scope of assets included

This plan is applicable to the following assets (as at 30/6/2017), for which Council is the Responsible Road Authority (RRA):

934	km	sealed road and street pavements
2556	km	unsealed gravel road and street pavements
1232	km	formed or unformed roads and streets
210	No.	bridges, major culverts and structures
36	km	constructed footpaths
. –		

47 km kerb and channel

These assets are:

- listed in Council's infrastructure asset registers or
- located on public roads, listed in the Register of Public Roads, for which Council is the Coordinating Road Authority (CRA).

This Plan also applies to road and footpath assets, at other locations where Council is the RRA, as determined by section 37 of the Road Management Act 2004 and the Code of Practice for Operational Responsibility for Public Roads. For the purposes of this code "urban area" is defined in Section 3 - Definitions in the Road Management Act 2004.

This plan is not intended to apply to un-constructed, private or non-Council assets such as foot trodden tracks, private driveways on government road reserves or roads on private land.

This plan does not include other infrastructure on roads as detailed in 3.3.8 Other Infrastructure on Roads.

5.3 Stakeholders

Stakeholders with an interest in the use or management of municipal public roads and road related infrastructure include:

- the general community
- residents and businesses adjoining the road network
- · pedestrians, including those with disabilities and the elderly with restricted mobility
- users of a range of miscellaneous smaller, lightweight vehicles such as motorised buggies, wheel chairs, prams and bicycles
- vehicle users such as trucks, buses, commercial vehicles, cars and motor cycles
- · tourists and visitors to the area
- emergency authorities such as Police, Fire, Ambulance and SES
- utilities as prescribed in Section 3 of the Road Management Act 2004
- Council as the RRA.

5.4 Duty of the road user

Under the Road Management Act 2004 and the Road Safety Act 1968, road users have an obligation to drive or use roads in a safe manner having regard to the relevant conditions/factors.

Section 17A, Obligation of road users, of the Road Safety Act 1986 specifies that:

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- 1. A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all relevant factors
- 2. A road user other than a person driving a motor vehicle must use a public highway in a safe manner having regard to all relevant factors.

The relevant factors include (without limiting the generality):

- the physical characteristics of the road
- the prevailing weather conditions
- the level of visibility
- the condition of any vehicle the person is driving or riding on the highway
- · the prevailing traffic conditions
- the relevant road laws and advisory signs
- the physical and mental condition of the driver or road user.

A road user must:

- have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users
- have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
- have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve."

Highway (public highway) is as defined in Road Safety Act 1986 Sections 3, Definitions.

5.5 Property owner obligations

5.5.1 Driveways

The Road Management Act 2004, provides that a road authority is not liable for cost of construction or maintenance of private driveways, on road reserves, that provide access to the public road from adjoining land. Landowners shall be required to obtain consent for construction or reconfiguration of driveways from the CRA or Council

Driveways in town areas are the responsibility of the landholders, specifically the:

- slabs or culverts over kerb and channel
- layback through kerb
- driveway between kerb and edge of footpath
- driveway infill between edge of footpath and property line.

In rural areas and in towns where no kerb and channel exists, landholders are responsible for:

- entrance culverts over open drains
- driveway from edge of road pavement to property line (footpath is excluded in town area).
- lengths of driveway which may extend along a government road reserve for the purposes of accessing a preferred property entrance point as opposed to the nearest point to the existing recognised road network.

The land holder is responsible for maintaining the driveway, and the immediate surrounds impacted by the driveway, in a safe condition.

Loddon Shire Council Local Law No. 2 Streets and Roads 2010 Part 2, Division 2, Clause 8 requires owners to provide vehicle crossings when required by Council and to repair them when directed by Council.

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5.5.2 Vegetation overhanging footpaths

Loddon Shire Council Local Law No 2 - Streets and Roads 2010, Part 2, Division 1, Clause 6 states that landholders must not allow any tree or plant in or growing on land owned or occupied by that person, to obstruct or interfere with vehicles or pedestrians.

5.5.3 Obstructions to footpaths

Landholders adjacent to footpaths are responsible to keep footpaths clear of obstructions including goods, signs, tables and chairs in town areas and to comply with Loddon Shire Council Local Law No.2 Streets and Roads 2010, Part 4, Divisions 1, 2, 3 and 4.

5.6 Terms and definitions

Unless the context otherwise requires, terms used in this Road Management Plan have the same meaning as defined in the Road Management Act 2004.

For the purpose of this plan the following additional terms are defined:

"Defect" is a localised deficiency or fault in a sub-asset e.g. pothole.

"Intervention Level" is the point at which it is determined that a defect has deteriorated beyond an acceptable level and requires rectification e.g. nominal depth or diameter of pothole.

"Hazard" is a defect or circumstance:

- which may impact on road user safety or
- has a required response time of 72 hours.

"Inspection Frequency" is the period of time between the due dates of successive inspections.

"Patrol area" is a designated area within which the maintenance activities of a specific work group are undertaken. There are 4 work groups operating within Loddon Shire.

"Inspection areas" are subdivisions of Patrol areas, within which roads are grouped for coordination of proactive inspections.

6 ASSET MANAGEMENT POLICY FRAMEWORK

6.1 Asset Management Policy

Council's Asset Management Policy outlines a framework for the management of Council's substantial asset base in a sustainable, co-ordinated and structured way.

Loddon Shire will maximise the potential of infrastructure through efficient and effective Asset Management practices to meet its responsibilities to provide a level of service to the community that responds to its needs and to provide and maintain community infrastructure in a condition that supports the services provided.

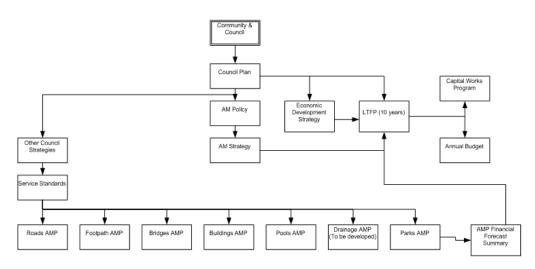
6.2 Council Plan

Loddon Shire Council Plan 2017-2021 outlines the Loddon community vision and Council mission. The development and implementation of a responsible road management plan is critical in performing the role and achieving the outcome as outlined in the Loddon community vision and Council mission of the Council Plan.

6.3 Relationship with other strategic documents

The Road Management Plan is a key component of Council's planning and asset management process. Figure 1 below illustrates the relationship between the Road Management Plan and other strategic and operational Council documents.

Figure 1 - Relationship between Road Management Plan and other Council strategic documents.



6.4 Asset management budget and program development

Funding for local road infrastructure competes against a range of other Council services including HACC, Maternal Child Health, Regional Agribusiness, Economic Development, Tourism, Local Laws, Urban Drainage, Waste Management, Recreation and Regional Library Services.

Annual funding for the various Council services is based on the Long term Financial Plan, modified in consideration of current priorities, community and other forecast needs.

When developing content for capital infrastructure or road maintenance programs, consideration is given to Council's Risk Management Policy, with priority given to projects which meet one or more of the following criteria:

- address high priority safety risks
- · maximise the life of the asset

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- reduce operating cost of the asset
- meet agreed service levels
- fit with community plans
- achievable in consideration of Councils resource constraints.

The adopted annual budget provides the financial resources for funding road infrastructure maintenance.

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7 REGISTER OF PUBLIC ROADS

7.1 Road and street hierarchy

Council road assets are classified on a functional/surface type basis for Rural Roads and Town Streets.

Local Town Streets change to Rural Roads at the 100kph speed signs, or where no 100km/hr speed sign exists, at the end of the built up area.

See Appendix 12.1 Local Rural Roads and Town Streets Hierarchy

7.2 Footpath hierarchy

Council footpaths are classified on a functional basis.

See Appendix 12.2 Footpath Hierarchy.

7.3 Keeping a road register

The Road Management Act 2004 section 19 requires that ".a road authority must keep a register of public roads specifying the roads in respect of which it is the coordinating road authority."

With respect to local roads, The Road Management Act 2004 section 17 (3) requires that "the relevant coordinating road authority must register on its register of public roads a road in respect of which the road authority has made a decision that the road is reasonably required for general public use."

7.4 Availability of Register of Public Roads

The Register of Public Roads is available for inspection, free of charge, during normal business hours at the Shire Office, 41 High St, Wedderburn and on Council's website www.loddon.vic.gov.au.

7.5 Criteria for roads included in Register of Public Roads

Criteria for a road to be included in Loddon Shire Councils Register of Public Roads:

- · Council must be able to be deemed the CRA for the particular road, and
- the road is 'reasonably' required for general public use

7.6 Criteria for roads excluded from Register of Public Roads

Roads meeting one or more of the following criteria are excluded from Loddon Shire Councils Register of Public Roads:

- sections of road with gates or cross fences
- sections of road occupied under un-used road licence, or the like
- assets not directly associated with a road area, e.g. pathways on crown land, access roads located on land other than a road reserve such as recreation reserves access or off-road trails
- roads which are located on crown land other than road reserves, but as qualified by Code of Practice - Operational Responsibility for Public Roads
- roads not reasonably required for general public use, including road reserves where there is no evidence of regular vehicular use, private roads, etc.

7.7 Contents of Register of Public Roads

The Register of Public Roads contains a list of roads in alphabetic order which includes:

- roads
- streets
- laneways

all of which are limited to the extent identified in Councils asset registers.

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The Register of Public Roads contains the following information:

- road name
- location and extent
- date road became a public road
- classification within Road Hierarchy
- · any agreements with other authorities re responsibility
- details of all changes to the Register and date of any such changes.

The Register of Public Roads is updated from time to time.

7.8 Unused (paper) roads

These are road reserves that are recorded on survey maps. They typically comprise dirt tracks. None of these roads are included in Council's Road Register. Council intends to progressively notify the Department of Environment, Land, Water and Planning (DELWP) that these roads are no longer required for public use and where appropriate recommend control revert back to the Crown Land manager.

7.9 Other authorities roads within the municipality

State arterial roads including highways are included on VicRoads Register of Public Roads.

DELWP roads and tracks and Parks Victoria roads and tracks will be on the relevant State Authority Register of Public Roads.

For state arterial roads through towns the operational responsibility is shared between VicRoads and Council. Generally through towns, VicRoads has the authority for the through traffic lanes, unobstructed flanks, kerbs and side drains, with the balance of operational responsibility allocated to Council, but the Code of Practice for Operational Responsibility for public roads provides more detailed demarcation of responsibilities.

For arterial roads in rural areas, VicRoads is both the CRA and RRA.

7.10 Boundary roads with adjoining municipalities

Boundary Agreements with adjoining municipalities were formulated and adopted in the late 1990's. Because all boundary roads are rural in nature there are no assets, such as footpaths, on the same section of boundary road reserve where operational responsibility needs to be shared. A more practical approach was adopted, with agreements being reached to equitably allot operational responsibility for full road width for specific sections of boundary roads to each municipality.

The sections of boundary roads for which Loddon Shire is the Operational Road Authority (ORA) are included in Loddon Shire Councils Register of Public Roads. Those sections for which Loddon Shire Council is not the Operational Road Authority are listed in the adjoining municipality's Register of Public Roads.

The boundary with Northern Grampians Shire is the centre of the Avoca River, over which there are several bridges. Northern Grampians Shire undertakes the operational responsibilities for these bridges, with costs being equally shared with Loddon Shire Council.

Part of the boundary with Campaspe Shire is the western bank of the Bendigo Creek and Mount Hope Creek. The bridges over the Bendigo Creek are therefore solely in Campaspe Shire. Thus Campaspe Shire Council is the Coordinating and Operational Road Authority for those structures.

Loddon Shire and City of Greater Bendigo (CoGB) adopted an agreement that CoGB is responsible for maintenance of boundary roads, bridges and culverts from the intersection of Lakeys Road and Douglas Road towards north up to the intersection of Fitzpatricks Road and Loddon Valley Highway. Boundary roads north of this intersection are maintained by Loddon Shire Council with an exception of Elmore –Raywood Rd, which will be maintained by CoGB. Page 9 of 35

7.11 Railway level crossings

The rail authority is responsible for repair of the road pavement, any lights or boom gates, and all "cross bucks", regulatory and width marker signs within 3.0m of the outside rail and as detailed in Safety Interface Agreements between road and rail authorities.

Council maintains line marking and advanced warning signs on the approaches to railway level crossings as per AS 1742.7:2007 – Manual of uniform traffic devices Part 7:Railway Crossings and the road surface beyond 3.0m from the outside rail, as detailed in Safety Interface Agreements between the road and rail authorities. Council also maintains intersection sight distance clearance within the road reserve. In some cases VicRoads is responsible for warning signs where arterial roads running parallel and adjacent to the railway line are required to have side road signage. VicRoads are the CRA for major traffic control devices including regulatory signs on local and arterial roads level crossings.

7.12 Other infrastructure on roads

The following infrastructure may be located on various roads and streets:

- Utility Authorities' assets including assets for, town water supply, sewerage, power supply and telecommunications which are dealt with as described in the Road Management Act 2004, the Code of Practice for Management of Infrastructure in Road Reserves, and the Road Management (Works and Infrastructure) Regulations 2005
- 2) private and company car parks on road reserves
- 3) car parks and entrances to hospitals, schools, public halls, etc.
- 4) private weighbridges and access to those facilities
- 5) other authority's weighbridges and access to those facilities
- 6) other private and company assets.

For infrastructure described in items 2, 3, 4, 5, & 6 above the 'owners' of those assets are the responsible authority for those assets and are treated as infrastructure managers or works managers under the Road Management Act 2004.

7.12.1 Other authorities bridges, culverts and channels on road reserves

Across the local road network numerous open channels and drains run parallel to or pass under local roads. These channels and drains are owned or operated by water and irrigation authorities, private owners, or private schemes, generically referred to here as 'other asset owners'.

The channels and drains are the responsibility of the 'other asset owner'.

Section 3 Definitions, in the Road Management Act 2004, exclude bridges and culverts over water authorities channels or drains from the definition of road infrastructure, hence relieving Council of responsibility and directing responsibility to the 'other asset owner'.

In section 48 – Bridges, of the Code of Practice for Operational Responsibility for Public Roads under the Road Management Act 2004, the other authority is the owner of bridges and culverts over its channels and drains.

Under this section Council is responsible for maintenance of the road surface and road related infrastructure.

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Component	Maintenance	Rehabilitation, replacement or improvement
Bridge or culvert	'Other Asset Owner'	'Other Asset Owner'
Structure under road	'Other Asset Owner'	'Other Asset Owner'
Road warning signs	LSC	LSC
Road surface	LSC	LSC
Road pavement	LSC	'Other Asset Owner'- where result of bridge defect. LSC - where extensive pavement upgrade
Bridge railing	LSC	'Other Asset Owner'
Approach guard railing	LSC	'Other Asset Owner'

Table 1- Summary of responsibilities for bridges over water authority channels and drains

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8 LEVELS OF SERVICE

8.1 Community levels of service

A community satisfaction survey for Loddon Shire was conducted during the period of 1 February 2016 to 30 March 2016. This survey provides Council with the community's expectation regarding all the services Council provides including roads and footpaths.

The Community Level of Service table included below is an interpretation of the results of community satisfaction survey 2016 and other various public consultations taking into account affordability and resources available for road maintenance.

Characteristic	Level of service	Level of service target	Strategy
Accessibility	Continuous access available at all reasonable times	Continuous access is available on collector and access roads except during unforeseen incidents or during emergencies.	Comply with specified levels of service within this plan and Council's Road Asset Management Plan.
Road Safety	Safety of road network maintained and improved.	All road assets inspected in accordance with program and faults rectified within tabled response times.	Implement provisions of Road Management Plan.
Responsiveness	Responses to customer complaints are prompt	Customer complaints and works requests are responded to within target response times in RMP and timeframes in Customer Service Charter	Implement prioritising and recording provisions of Road Management Plan
Quality	Roads maintained to maintenance quality targets.	Roads maintained to standards set in Intervention Standards and Response Times	Maintenance undertaken to targets in Road Management Plan
Affordability	Provide road maintenance in an efficient, cost effective manner.	Road maintenance program delivered within budget.	Monitor Road Management Plan and Budget and review as required.

Table 2 – Community levels of service for maintenance

8.2 Technical levels of service

8.2.1 Maintenance levels of service

The Maintenance Level of Service for the local road network is detailed within:

- inspection regimes
- defect intervention and response tables
- maintenance grading program.

Inspection frequency tables may be found at Appendix 12.3 - Road and Street Inspection Regime and Appendix 12.4 - Footpath Inspection Regime. These tables provide details regarding the following levels of service:

inspection type

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• inspection frequency for particular Road Hierarchies.

Defect intervention and response tables may be found at Appendix 12.6 - Defect Intervention Levels and Response Times for Roads and Bridges and Appendix 12.7 - Defect Intervention Levels and Response Times for Footpaths. These tables provide the following levels of service detail:

- type of defect
- defect intervention level
- rectification response time
- the maintenance grading program (See Section 9.4.3) provides details of grading frequency for individual road hierarchies.

Maintenance is limited to the extent detailed within Table 6 in section 9.

9 MAINTENANCE MANAGEMENT SYSTEM

9.1 Maintenance management system

The Road Management Act 2004 provides for Council to establish a management system for the road management functions of a road authority which is based on policy and operational objectives and available resources.

Council's Management System involves a process of:

- enquiry
- inspection
 - proactive
 - safety hazard
 - reactive
- prioritising identified works
- programming maintenance works
- recording
- review

The maintenance management system is summarised in figures 2 & 3, of this plan.

Council uses the application "Reflect" developed by Asset Edge as its Maintenance Management System for roads, bridges, streets and footpaths. Reflect enables:

- · scheduling and recording of both programmed and reactive field inspections
- recording of defects
- prioritising of rectification works
- issuing works orders
- signing off on repairs
- reporting on compliance with inspection regimes and repair response times.

9.2 Inspections

Inspections are focused towards identification of:

- defects for inclusion in maintenance programs
- hazards requiring urgent response.

Inspections on roads, streets, bridges and footpaths undertaken include:

- safety/ hazard Inspections
- defect Inspections.

Inspection regimes were determined by reviewing past inspection practices and balancing a responsible approach with affordability.

The specified inspection regimes are considered appropriate as Loddon Shire's local sealed rural roads have relatively low traffic volumes which range from less than 100 vehicles per day (vpd) to 500 vpd.

Formed and Unformed Roads are not proactively inspected.

Safety/hazard Inspections are undertaken concurrently with programmed road defect inspections and on a reactive basis in response to customer requests.

Inspection types and inspection frequencies for each road and footpath hierarchy and for bridges are detailed in Appendix 12.3 - Road and street inspection regime and Appendix 12.4 - Footpath inspection regime.

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9.2.1 Safety/hazard inspections

Hazards are identified during nominated defect inspection cycles and have 72 hour response time in the defect intervention and response tables as seen within Appendix 12.6 - Defect intervention levels and response times for roads and bridges and Appendix 12.7 - Defect intervention levels and response times for footpaths.

9.2.2 Defect inspections

Defects to be identified during nominal inspections are as listed in the defect intervention level and response tables in appendices 12.6 and 12.7. Defects detected are recorded in the field using "Reflect" application via mobile devices.

9.2.3 Railway interface inspections

Programmed railway crossing inspections of approaches to railway crossings on local roads are undertaken at intervals detailed at Appendix 12.3 - Roads and bridges inspection regime. Inspections confirm that the items that are Council's responsibility, as detailed in an inventory for railway crossings, are in place, in serviceable condition and compliant with AS 1742.7:2007 – Manual of uniform traffic devices Part 7: Railway Crossings.

9.3 Risk assessment of maintenance works

Levels of risk for maintenance works are assessed based on:

- the likelihood of an incident and
- the associated consequence.

It is a reasonable assumption that defects/hazards on roads with higher usage have a higher likelihood of an incident. In developing the risk matrix for inclusion in the Road Management Plan, traffic volume ranges expected in Victorian municipalities were applied to Council's Corporate Risk Matrix as per the following table.

Traffic volume range (vehicles per day)	Likelihood
5000 plus	A (almost certain)
1000-5000	B (likely)
500-1000	C (moderate)
100-500	D (unlikely)
0-100	E (rare)

Table 3 - Likelihood for traffic ranges

As road traffic volumes on Loddon Shire's local roads are generally below 500 vehicles per day, the lower 2 lines only of the matrix apply.

Utilising principles listed in the "Risk Management Framework – ISO 31000" under principle 3, the corporate risk matrix has been tailored to suit road maintenance purposes as follows:

- by using the lower two lines of the corporate risk matrix
- by the introduction of additional levels of risk (medium low and very low) to provide a more comprehensive spread of response times.

The Risk Matrix adopted for road maintenance is shown at Appendix 12.5 - Risk matrices for roads, streets and footpaths.

Control actions and response times for each level of risk are as per the action table at appendix 12.5.

All defects associated with road maintenance have been identified for each road hierarchy. A qualitative risk analysis has been carried out to assess the level of risk for all defects, recognising any circumstances that would elevate the level of risk for a particular defect.

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Response times for the levels of risk for each defect are included on the defect intervention and response table shown in appendices 12.6 and 12.7.

In the table in appendix 12.6 - Defect intervention levels and response times for roads and bridges, various hierarchies have been grouped to streamline maintenance management practices. Groupings are as shown in table 4.

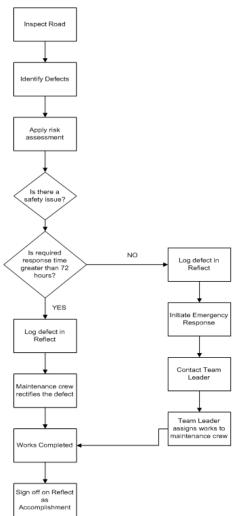
Road grouping	Road hierarchies included	
Sealed	RSC,RSA,TSC,TSA	
Gravel collector and access	RGC,RGA,TGC,TGA	
Gravel minor	RGM, TGM	
Formed	RF,TF	
Unformed	RUF, TUF	

Table 4 - Road hierarchy groupings

9.4 Proactive maintenance

Proactive Maintenance is carried out as illustrated in the flow chart below.

Figure 2 - Proactive maintenance



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Designated road inspectors undertake formal inspections to identify defects and hazards on rural roads and town streets, at frequencies shown in appendix 12.3 - Road and street inspection regime and in appendix 12.4 - Footpath inspection regime. Inspections are recorded using Reflect on mobile devices.

If the required response time is 72 hours i.e. the defect is a hazard requiring treatment as an emergency response, section 9.4.2 outlines the required "Emergency response".

On sealed roads the extent of potholes, edge repairs, pavement failures, minor reseals and regulations are painted/marked on the sealed surface at the time of identification.

Where defects or hazards relating to other authorities infrastructure are encountered, the quantity and location is recorded, and the responsible authority is notified.

9.4.1 Defect intervention levels and response times

Tables detailing defect intervention levels and response times are set out in appendix 12.6 - Defect intervention levels and response times for roads and bridges and appendix 12.7 - Defect intervention levels and response times for footpaths.

Response times have been determined in consideration of financial and resource constraints..

Routine maintenance pavement repairs are generally undertaken by council staff using:

• Patrol Truck and Road Maintenance Unit using multiple application of bituminous emulsion and sealing aggregate.

9.4.2 Emergency response

Emergency response may be activated during proactive safety-hazard inspections or reactive inspections following customer reports.

Public contact for 24 hours emergency response is by telephone on 5494 1200. Where the defect is a hazard (rectification response time of 72 hours), emergency response is instigated.

In situations where circumstances prevent a hazard being rectified within the time specified in the defect intervention level and response tables, appropriate warning of the hazard is provided until the repair can be completed.

Appropriate interim warning measures may include:

- provision of warning signs or barricades
- traffic control action
- diverting traffic around the site
- installation of a temporary speed limit
- lane closure
- closure of the road to use by certain vehicles (e.g. load limit)
- road closure.

In extreme circumstances such as during times of natural disaster, the nominated response times or interim measures may not be achievable due to resource limitations or lack of accessibility.

9.4.3 Maintenance Grading Program

The maintenance grading program operates with grading frequencies for road hierarchies as listed in Table 5.

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Road hierarchy	Grading frequency	
All sealed road shoulders	As identified through road and street inspection regime	
Gravel Collector roads	Twice per year	
Gravel Access roads	Twice per year	
Gravel Minor roads	Once per year	
Formed roads	Upon request and as resources permit	
Unformed roads	Upon request and as resources permit	
Rural Fire Access roads	As per fire access roads grading program or on request	

Table 5 - Maintenance grading frequency

The Maintenance Grading Program is set up with individual roads listed for grading in nominated quarters of the year. Roads to be graded are grouped by locality within individual inspection areas in each patrol area.

The Works Coordinator sets up, coordinates and monitors progress of the Maintenance Grading Program. Team leaders allocate roads to be graded to individual grading crews.

Prior to commencing grading on an individual road the road is inspected by the team leader or grader driver to confirm that grading is required, based on the intervention standards in appendix 12.6 - Defect intervention levels and response times for roads and bridges.

Completed maintenance grading is recorded in a "works program" spreadsheet maintained and updated by Operations Department. For each individual road the grading crew identify as requiring grading, the date on which grading was undertaken is recorded.

If the inspection demonstrated no grading was currently required and the condition of the road is likely to remain satisfactory through to the next cycle, then the date of the inspection and the inspector's identity is recorded and the treatment shall be deferred.

If a road requires additional maintenance grading outside the Maintenance Grading Program a defect is recorded and programmed through Reflect and completed works are signed off.

9.5 Reactive maintenance

9.5.1 Safety/hazard inspections

Safety/hazard inspections may also be undertaken on a reactive basis in response to customer requests, as described in 9.4 - Proactive maintenance and 9.2.1 - Safety /hazard inspections.

9.5.2 Routine maintenance and customer requests

Refer to figure 3 - Reactive maintenance.

Reactive maintenance may be undertaken in response to reported problems or complaints from the public or Council staff on:

- sealed roads and streets between formal inspections
- gravel roads and streets between formal inspections
- formed and unformed roads and streets, where there is no formal inspection process
- footpaths
- bridges.

Council has implemented "Merit", a Customer Request Management (CRM) system which is utilised to log customers' requests and assign it to the respective Team Leader.

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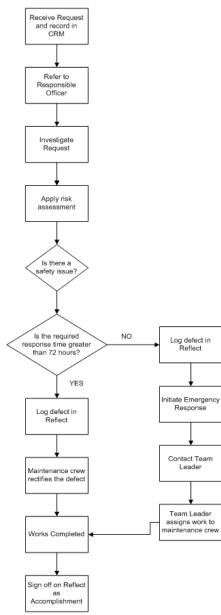
Reported complaints and problems may emanate from:

- customers through
 - verbal reports
 - o letters
 - telephone calls
- inspections by team leaders
- observations by other staff

An outline of the reactive complaint process is shown in figure 3 - Reactive Maintenance Flowchart.

Where defects or hazards relating to other authorities infrastructure are reported or observed, the quantity and location is recorded, and the responsible authority is notified. Data is stored in the CRM and is available for retrieval as required.

Figure 3 - Reactive maintenance



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9.5.3 <u>Reactive maintenance grading of gravel roads</u>

Complaints regarding defects or hazards on gravel roads which are reported between scheduled inspections and the next programmed maintenance grading under the Maintenance Grading Program, are assessed as to whether immediate intervention is required as outlined in the figure 3 "Flow chart 2 Reactive maintenance".

9.5.4 Reactive maintenance grading of formed and unformed roads

Complaints regarding defects or hazards on formed roads identified between maintenance grading activities under the Maintenance Grading Program will be inspected and graded on a reactive basis as per 9.5.2 "Routine maintenance and customer requests".

Complaints regarding defects or hazards on unformed roads will be inspected and graded on a reactive basis as per 9.5.2 "Routine maintenance and customer requests", but works will be limited as detailed in 9.7 "Limitation of maintenance works".

9.6 Weeds and rabbits

Council has an obligation to manage roadside weeds and rabbits on its local road network. Available funding is directed to treatment aimed at the eradication of Regionally Prohibited Weed infestations and the containment of Regionally Controlled Weeds and rabbits. Council supports community groups and individual landholders as detailed in Council's Roadside Weed and Rabbit Control Plan.

Regular inspections are undertaken during the programmed proactive inspections of roads. Reactive inspections are undertaken as in section 9.5 Reactive maintenance.

9.7 Records

Council keeps records specifying details of inspections, defects requiring repairs, location of defects, details of repairs, temporary actions (i.e. signage installation) and date of completed repairs.

9.7.1 Customer works request and reactive maintenance

Customer works request information and outcomes are stored electronically in Council's CRM.

Details of date, road, location and quantity of works activity undertaken are entered into Reflect.

9.7.2 Inspections and proactive maintenance

Programmed inspections undertaken by designated road inspectors are recorded in Reflect. Data captured includes inspector identity and date of inspection as well as specific details of all defects identified for each section of road (road segment) along with a nominated rectification (repair) timeframe.

Completed rectification works are signed off against these entries including what works were undertaken and by whom along with a completion date.

9.7.3 Electronic records

Reflect is a cloud based package and Council and Asset Edge have agreed that Asset Edge will backup database in Reflect and Council can access whenever required. Information on CRM is backed up daily in Council's internal server.

9.8 Limitation of maintenance works

The level of inspection and maintenance varies depending on the category/classification of individual roads or road related assets. A number of lower category roads e.g. formed, unformed and fire access roads receive limited maintenance. Maintenance limitations for these low priority assets are detailed within table 6 below.

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The decision to limit maintenance on low priority roads is driven by the need to prioritise allocation of Councils operational and financial resources. It is considered that the road classifications identified for limited maintenance pose low levels of risk given minimal traffic use and lower significance of functionality.

Council does not undertake any planned or unplanned maintenance or inspections on unused road reserves, nor warrants their safety or accessibility for public use.

Hierarc hy code	Hierarchy	Limits of maintenance	
RF & TF	Formed	No programmed inspections are undertaken. Reactive routine maintenance is undertaken based on "Defect intervention levels and response times for roads and bridges".	
RUF & TUF	Unformed	No programmed inspections or regular routine maintenance is undertaken. Reactive grading may be undertaken. No regular routine tree trimming is undertaken. Limited minor tree trimming may be undertaken to provide clearance for utility type vehicles. Removal to provide greater clearance may be undertaken subject to inspection and demonstrated need.	
RFA	Fire Access	No programmed inspections or regular routine maintenance is undertaken. Reactive grading may be undertaken prior to fire season.	
IF	Informal Footpaths	No programmed inspection or routine maintenance is undertaken.	

Table 6 - Limitation of maintenance works

9.9 Resources deployed in road management

Routine maintenance is generally undertaken utilising in-house staff and supplemented with contractors when and if required.

9.10 Exceptional circumstances

Council will make every effort to meet its obligations under its Road Management Plan.

However, there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the Road Management Plan. These include but are not limited to; natural disasters, such as fires, floods, or storms, prolonged labour or resource shortage or due to a need to commit or redeploy Council staff and/or equipment elsewhere.

In the event that the Chief Executive Officer (CEO) of Council determines that for either financial or operational reasons that the requirements of the Road Management Plan cannot be met, then pursuant to Section 83 of the Wrongs Act, the CEO will write to Council's Officer in charge, Manager Technical Services (MTS) of its Plan and inform the officer that some, or all of the timeframes and responses in Council's RMP are to be suspended.

As the circumstances which may have led to either the partial or full suspension of the RMP continue, periodic consultation between Council's CEO and Council's MTS will occur, to ascertain which parts of Council's RMP may be reactivated.

Council will endeavour to inform residents of any suspension or reduction of the services outlined under the Road Management Plan, including how any required works shall be prioritised and the period for which the suspension is likely to be in effect.

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9.11 Performance measures and targets

Council is provided with a quarterly report detailing compliance against the inspection and defect rectification targets specified within the RMP. The performance measures as listed in table 7 are used to form the basis of this report.

Table 7 - Performance measures

Performance measure	Target
Programmed inspections are carried out as per schedule.	100% as specified
Actual response times for rectification works are as detailed in the Defect intervention levels and response time tables.	100% as specified

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10 REVIEW AND REPORTING

Review of this Road Management Plan is due by 30 June 2021 as prescribed in section 301 (1) and (3(b)) of the Road Management (General) Regulations 2005 and section 131 (1) and 125 (1) of the Local Government Act 1989.

The Manager Operations reports quarterly to Council on the performance measures in section 9.10 "Performance measures and targets".

11 REFERENCE DOCUMENTS

Loddon Shire Council Asset Management Policy.

Loddon Shire Council Corporate Risk Management Policy.

Council Plan.

Register of Public Roads.

Road Management Act 2004.

Code of Practice for Operational Responsibility for Public Roads.

Road Management (Works and Infrastructure) Regulations 2001.

Road Management (General) Regulations 2005.

Code of Practice for Road Management Plans.

Loddon Shire Council Local Law No. 2 - Streets and Roads 2010.

Loddon Shire Council Roadside Weed and Rabbit Control Plan.

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12 APPENDICES

12.1 Local rural roads and town streets hierarchy

Loddon Sh	Loddon Shire road hierarchy						
Hierarchy code	Hierarchy	Function	Comments				
Rural roads	(R) & Towns	ship Streets (T)					
RSC & TSC	Sealed Collector	Sealed Collector roads distribute traffic between arterials and primary access roads.	Connecting roads traditionally accommodating higher volumes of traffic or providing efficient access or an alternative to the arterial network.				
RSA & TSA	Sealed Access	Sealed Access roads provide primary access to residential properties or other developments or provide for service or tourist traffic.	Usually accommodate high to medium traffic volumes and service multiple residential properties.				
RGC & TGC	Gravel Collector	Gravel Collector roads distribute traffic between arterials and primary access roads	Gravel connecting roads generally accommodating moderate traffic volumes.				
RGA & TGA	Gravel Access	Gravel Access roads provide primary access to residential properties or other developments or provide for service traffic, tourist traffic, school buses, or milk tanker traffic.	Lower use roads primarily used for access to groups or individual residential properties.				
RGM & TGM	Minor Gravel	Minor Gravel roads provide access to rural properties, or alternative access to rural residential properties.	Low use gravel roads providing access to rural properties (non-residential).				
RF & TF	Formed	Rural formed roads provide access to rural properties	Earthen roads only, access is often limited to dry weather conditions.				
RUF & TUF	Unformed	Rural unformed roads provide access to rural properties	No road formation, represented by tracks or worn surfaces only.				
RFA	Fire Access	Rural Fire Access roads provide access for firefighting purposes	Generally located on 'unused' and 'unlicensed' road reserves.				

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12.2 Footpath hierarchy

Loddon Shire footpath hierarchy					
Hierarchy code	Hierarchy	Function			
Town street foo	tpaths				
BF	Business Area Footpath	Moderate use fully constructed footpaths in shopping areas and near schools and other pedestrian traffic generators			
SF	Strategic Footpath	Moderate use footpath which may be gravel or fully constructed. Includes footpaths to specific locations			
RF	Residential Area Footpath	Low use fully constructed footpaths or part constructed gravel footpaths in residential areas.			
IF	Informal Footway	Un-constructed footways with little use.			

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12.3 Road and street inspection regimes Road and street inspection regimes

Local road and st	reet inspections							
		Inspection frequency						
	Extent	Road hierarchy						
Inspection type		Sealed	Gravel Collector & Access	Gravel Minor	Formed & RFA	Unformed		
		RSC, RSA, TSC & TSA	RGC, RGA & TGA	RGM & TGM	RF, TF & RFA	RUF & TUF		
Cyclic inspections								
Maintenance & hazard	Rural Roads & Town Streets	3 mths	2 yrs	2 yrs	Reactive only	Reactive only		
Night inspection	Rural Roads & Town Streets	4 yrs	4 yrs	Nil	Nil	Nil		
Level 1 local bridges	All Rural & Town Bridges & Major Culverts	6 mths	6 mths	6 mths	6 mths	Nil		
Railway crossing inspection	All crossings	3 mths	12 mths	12 mths	12 mths	12 mths		
Night railway crossing inspection	Rural Roads & Town Streets	4 yrs	4 yrs	4 yrs	4 yrs	4 yrs		
One-off inspections	3							
Customer requests	As identified in request	As required						
Emergency	Effected area	ea As required						
Notes	ion froquencies s	no not nee		ion of 10%				
Nominated inspect Night inspections a				1011 01 10%	is allowabl	e		
. and the pool of a	is staggered ove		0.1010					

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12.4 Footpaths inspection regime Footpath inspection regimes

Footpath inspe								
		Footpath hierarchy Inspection frequency						
Inspection	Extent							
type	Extent	Business Footpath (BF)	Strategic Footpath (SF)	Residential Footpaths (RF)	Informal Footways (IF)			
Cyclic inspection	าร							
Maintenance & hazard	Paved, sealed & gravel footpaths in Towns	6 months	6 months	6 months	Nil			
Night inspection	Paved, sealed & gravel footpaths in Towns	Nil	Nil	Nil	Nil			
One -off inspect	ions							
Customer requests	As identified in request	As required	As required	As required	As required			
Emergency	Effected area	As required	As required	As required	As required			
Notes								
Nominated inspe	ection frequencies a	re not precise	; a variation	of 10% is allow	able.			

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Local roads, streets and footpaths							
Levels of risk							
T	1.11 11	Consequences					
Type or hierarchy	Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic	
Roads							
Sealed	Unlikely	VL	L	ML	м	н	
Gravel Collector & Access	Rare	VL	L	ML	М	н	
Minor Gravel	Rare	VL	L	ML	ML	М	
Formed	Rare	VL	L	L	ML	ML	
Unformed	Rare	VL VL L L				L	
Footpaths							
Business & Strategic	Unlikely	VL	L	ML	М	н	
Residential	Rare	VL	VL	L	ML	М	

12.5 Risk matrices for roads, streets and footpaths

	Action Plan							
Risk Level	Description	Description Action						
н	High	rectify within 72 hours or provide appropriate warning						
М	Medium risk	rectify within 4 working weeks or provide appropriate warning						
ML	Medium to low risk	rectify within 3 months or provide appropriate warning						
L	Low risk	rectify within 6 months						
VL	Very Low risk	rectify within 12 months						

This Matrix is applicable to Loddon Shire Council local roads and footpaths (including footpaths in Arterial Roads within townships). Refer to the respective RRA's Road Management Plan for risk assessment and response times for works relating to other roads.

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	Intervention level	Response time					
Defect		Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads	
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF	
Pavement cleaning							
Cleaning of pavement to remove materials	On traffic lanes causing serious obstacle to traffic	72 hrs	4 wks	4 wks	3 mths	6 mths	
which are:	Water ponding > 300 mm deep on traffic lane	72 hrs	4 wks	4 wks	3 mths	6 mths	
Slippery substances or a danger to road users or preventing the free flow of drainage water from the pavement area	Materials in traffic lanes resulting in a slippery surface	72 hrs	4 wks	4 wks	3 mths	6 mths	
Sealed pavement and s	surface						
Potholes	On sealed traffic lane >400 mm dia. or > 100 mm deep	72 hrs	N/A	N/A	N/A	N/A	
	>50mm in depth or >300mm wide	3 mths	N/A	N/A	N/A	N/A	
Edge breaks	>75 mm in width over 20 m length	6 mths	N/A	N/A	N/A	N/A	
Minor sealed surface faults	Stripping > 5 m ² in area with approximately 50% loss of aggregate.	6 mths	N/A	N/A	N/A	N/A	
	"Crocodile" cracking > 1 m ² in area	6 mths	N/A	N/A	N/A	N/A	
	When bleeding and seal pick up is occurring or imminent; or seal is flushing and there is evident loss of vehicle traction, for an area > 5 m^2 .	6 mths	N/A	N/A	N/A	N/A	
	1	1	1		1		

12.6 Defect intervention levels and response times for roads and bridges

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Defect	Intervention level	Response time					
		Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads	
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF	
solated pavement ailures and	On sealed traffic lane > 100 mm under 3 m straight edge	72 hrs	N/A	N/A	N/A	N/A	
deformation	All other surface level variations > 2m ² and > 50 mm deep under a 1.2 m straight edge	12 mths	N/A	N/A	N/A	N/A	
Unsealed shoulder - solated faults	When edge drops onto unsealed shoulder > 100mm in depth under a 1.2 m straight edge	72 hrs	N/A	N/A	N/A	N/A	
	When edge drops onto unsealed shoulder >60mm in depth under a 1.2 m straight edge over 20m length	3 mths	N/A	N/A	N/A	N/A	
	When shoulder subgrade is exposed or slippery for > 50 m^2	12 mths	N/A	N/A	N/A	N/A	
	Potholes, roughness, scouring and > 75mm deep under a 1.2 m straight edge or when holds water	3 mths	N/A	N/A	N/A	N/A	
Unsealed pavements							
Potholes unsealed roads	When in traffic lane >500mm dia. or > 150mm deep	NA	4 wks	4 wks	N/A	N/A	
	Surface scours, potholes or rutting >100 mm in depth > 300 mm diameter	N/A	3 mths	6 mths	N/A	N/A	
	Corrugations >50 mm in depth for >200 m of road surface	N/A	6 mths	12 mths	N/A	N/A	
	Loose material >50 mm in depth for >200 m	N/A	6 mths	12 mths	N/A	N/A	
	When >100 <300 m ² in 1 km is slippery or bare subgrade exposed	N/A	6 mths	12 mths	N/A	N/A	

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		Response time				
Defect	Intervention level	Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF
Signs and delineation						
Signs - illegible or missing	Bridge load limit signs are ineffective	72 hrs	4 wks	4 wks	3 mths	N/A
	Non-Regulatory Signs Missing signs or signs which are illegible at 150m under low beam of car headlights or in daylight.	12 mths	12 mths	12 mths	12 mths	N/A
	Warning & hazard signs Missing signs or signs which are illegible at 150m under low beam of car headlights or in daylight at curves or intersections or on the approaches to railway level crossings.	3 mths	3 mths	3 mths	6 mths	N/A
	Regulatory signs Missing signs or signs which are illegible at 150m under low beam of car headlights or in daylight at curves & intersections	4 wks	4 wks	3 mths	N/A	N/A
Guide posts or	Missing on curves.	4 wks	4 wks	3 mths	N/A	N/A
delineators missing or not clearly visible at	When >2 posts in a row are missing	6 mths	6 mths	6 mths	N/A	N/A
150m at night on low beam.	Every missing culvert marker post.	6 mths	6 mths	6 mths	6 mths	N/A
Linemarking and pavement markings - llegible or missing	Linemarking and pavement markings not clearly visible at 50m	12 mths	N/A	N/A	N/A	N/A

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		Response time				
Defect	Intervention level	Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF
Vegetation						
Roadside vegetation	Fallen branches/trees on road surface	72 hrs	4 wks	4 wks	3 mths	12 mths
tree, bushes and grass	Branches, bushes or saplings obstruct safe intersection sight distance or restrict view of regulatory signs	4 wks	4 wks	3 mths	N/A	N/A
	Branches, bushes or saplings obstruct restrict view of warning or hazard signs.	3 mths	3 mths	3 mths	6 mths	N/A
	Roadside vegetation obstructs sight distance at railway level crossings.	4 wks	4 wks	3 mths	3 mths	N/A
	Branches infringe into the vegetation clearance envelope	12 mths	12 mths	12 mths	12 mths	N/A
	Sight distances obstructed by grass.	4 wks	N/A	N/A	N/A	N/A
	Grass >300mm high on shoulders.	12 mths	N/A	N/A	N/A	N/A
Drainage						
Road surface drainage and verges	Where ponding of water is adversely affecting the safety aspects for road users or causing identifiable deterioration of the road formation	12 mths	12 mths	12 mths	12 mths	N/A
	When drains are < 75% operating capacity	12 mths	12 mths	12 mths	12 mths	N/A
	When culverts and pits are <75% of operating capacity.	12 mths	12 mths	12 mths	12 mths	N/A
	Culverts and pits become non-functional or creates a danger to public	6 mths	6 mths	6 mths	6 mths	N/A

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		Response time				
Defect	Intervention level	Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF
Bridge maintenance						
Damaged bridge component	When damage affects structural performance. Missing or damaged bridge deck plank. Protruding deck spikes.	72 hrs	4 wks	4 wks	3 mths	N/A
Obstructed deck drainage	Scuppers blocked or partially blocked	6 mths	6 mths	6 mths	6 mths	N/A
Split /cracked deck planks	Defect affects >10% of area of a deck plank.	6 mths	6 mths	6 mths	6 mths	N/A
Settled or damaged running or wearing surface	Settling or depression > 50mm under 1.5m straight edge	6 mths	6 mths	6 mths	6 mths	N/A
Broken, misaligned railing or posts	All visible faults which affect traffic safety	6 mths	6 mths	6 mths	6 mths	N/A
Loose, missing rail connectors	Rail connectors loose or missing	6 mths	6 mths	6 mths	6 mths	N/A
Spalled concrete above deck	Spalling which exposes steel reinforcing	12 mths	12 mths	12 mths	12 mths	N/A
Obstructed stream flow	>25% blocked	6 mths	6 mths	6 mths	6 mths	N/A
Minor scours in pavement	All scours	6 mths	6 mths	6 mths	6 mths	N/A
Subsidence in abutment fill	Subsidence or pothole in traffic lane >50 mm deep under 1.2m straight edge	4 wks	4 wks	3 mths	3 mths	N/A

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	Defect intervention levels and res	ponse times for r	oads and bridg	es		
Response time						
Defect	Intervention level	Sealed roads	Gravel roads	Minor gravel	Formed roads	Unformed roads
		RSC,TSC,RSA, TSA	RGC, RGA, TGA	RGM, TGM	RF,TF	RUF,TUF
Other						
Vandalism, graffiti	All graffiti	12 mths	12 mths	12 mths	12 mths	
Road openings	Reinstate the sealed surface when notified	4 wks	4 wks	3 mths	3 mths	6 mths
Litter control	Deposit of litter or rubbish > 1m ³	3 mths	3 mths	3 mths	6 mths	6 mths
Roadside weeds and	rabbits					
Wheel Cactus	When infestation exceeds greater than 100m in length within a road segment.	ARP	ARP	ARP	ARP	ARP
Patersons Curse	When infestation exceeds greater than 100m in length within a road segment.	ARP	ARP	ARP	ARP	ARP
Rabbit	Any rabbit warren with signs of activity in a road segment.	ARP	ARP	ARP	ARP	ARP

Glossary of terms and definitions				
Weeks	Working weeks.			
Hours	Any hours of time.			
Mths	Calendar months in a year			
Yrs	Years			
ARP	As resources permit			
Vegetation clearance envelope	Area to a height of 5 metres above the road surface between outside edges of shoulders.			

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		Response times		
Defect	Intervention levels	Business Footpath	Strategic Footpath	Residential Footpaths
Footpaths				
Subsided, heaved and	Lips or step in path surface levels >30mm	4 wks	4 wks	3 mths
scoured	Lips or step in path surface levels >20mm	3 mths	3 mths	6 mths
	Depressions >300mm diameter and >50mm depth	3 mths	3 mths	6 mths
	Mounding,>40mm under 1.2m straight edge	4 wks	4 wks	3 mths
	Mounding, >30mm under 1.2m straight edge	3 mths	3 mths	6 mths
Cracking	Longitudinal cracking >20mm wide over 300mm length	6 mths	6 mths	12 mths
Edge breaks and edge drops	Reduction in original footpath width >300mm over a 20m length	6 mths	6 mths	12 mths
or lips	Edge drop > 100mm over 20m length	3 mths	3 mths	6 mths
	Edge lip > 25mm above the footpath surface level	6 mths	6 mths	12 mths
Loose material	Loose material >15mm deep on sealed footpath surface	3 mths	3 mths	6 mths
Vegetation	Foliage < 2.5m above footpath	3 mths	3 mths	6 mths
	Foliage < 150mm from outside edge of path	3 mths	3 mths	6 mths
	Fallen branches/trees on footpath	4 wks	4 wks	3 mths

12.7	Defect inte	rvention levels and response time	es for footpaths

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8.3 PERMANENT CLOSURE OF NANKERVILLS ROAD, CAMPBELLS FOREST AND WILKINSONS ROAD, LEAGHUR

File Number:	14/01/002		
Author:	Indivar Dhakal, Manager Technical Services		
Authoriser:	Peter Cownley, A/Director Operations		
Attachments:	1. Submissions for Nankervills Road, Campbells Forest		
	2. Submissions for Wilkinsons Road, Leaghur		
	3. Footbridge at Nankervills Road, Campbells Forest		

RECOMMENDATION

That Council resolve permanent closure and subsequent removal from Register of Public Roads of

- 1. Nankervills Road, Campbells Forest
- 2. Wilkinsons Road, Leaghur

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 seeking public comment regarding the proposed permanent closure

of Nankervills Road and Wilkinsons Road at the Council meeting held in January 2017.

BACKGROUND

Council advertised the proposed closure seeking public comment in the Bendigo Advertiser and the Loddon Times during February 2017. A four week period from the publication of the first notice was provided to allow for any submissions regarding the closures.

Council received 5 submissions regarding Nankervills Road closure encompassing 4 objections and 1 in favour of the closure.

Council received 7 submissions objecting to the proposed closure of Wilkinsons Road.

Nankervills Road, Campbells Forest

Nankervills Road Campbells Forest is located between Loddon Valley Highway and Campbells Rd and is a 580 metre long road classified as "Rural Formed". The road is gazetted as a public road in Council's road register, but the existing condition of the road is not suitable for vehicular movement.

The purpose of a "Rural Formed' road as specified in Council's Road Asset Management Plan 2017 (RAMP) has a functional use of providing access to undeveloped non-residential properties. The road does not provide a primary access to any of the adjacent undeveloped properties.

The adjoining property on both sides of the entirety of the road is owned by the same owner. The owner has shown interest in leasing the road reserve through the Department of Environment, Land, Water and Planning (DELWP).

Wilkinsons Road, Leaghur

Wilkinsons Road Leaghur, is located between Parkers Road and Frosts Lane and is a 3.2 km long road classified as "Rural Formed". The road is gazetted as a public road in Council's road register, but the existing condition of the road is not suitable for vehicular movement.

The purpose of a "Rural Formed road as specified in Council's Road Asset Management Plan 2017 (RAMP) has a functional use of providing access to undeveloped non-residential properties. The road does not provide a primary access to any of the adjacent undeveloped properties.

The majority of the property adjacent to the road is owned by Sawers Farms Pty Ltd., who has expressed an interest to lease the road reserve through DELWP. One parcel of property adjacent to the road reserve is not owned by Sawers Farms and is currently accessed via Parkers Rd.

ISSUES/DISCUSSION

Nankervills Road, Campbells Forest

Council received 5 submissions of which 4 are objections from members of the community and 1 in favour of closure.

Each submission regarding the closure is discussed below.

1. Objection by Donald Rothacker and Russell Rothacker

The objection is primarily based on the Nankervills Rd being used by the objector as a shortcut between their properties. This argument is inconsistent with the Council's RAMP as a function of a Rural Formed road is to provide an access to the undeveloped property not a shortcut to a property. With Council's limited resources, it is recommended that as the proposed road closure does not provide a primary or secondary access to either of the objector's properties, Council not agree to the objection.

2. Objection by Ann-Maree and Gary Davis

The objection is primarily based on a fire safety issue and historical background. The fire safety issue is based upon the unlikely event that Oswalds Road being inaccessible due to fire and Nankervills Road therefore providing an alternate route for fire trucks. The fire station is located in Sebastian Road and in an event where Oswalds Road is closed due to a fire event, Loddon Valley Highway is considered to be an appropriate alternate route to access Nankervills Road.

It should also be noted that although access via Nankervills Road would be a shorter distance, it would require more travel time due the classification of road, when compared to the emergency vehicles using Loddon Valley Highway and Campbells Road. In an event of a fire emergency west of Oswalds Road at Campbells Road, Marwoods Road is deemed more suitable.

If the proposed road closure is to be approved with a subsequent grazing lease of the reserve to the adjoining property owner, fire access has to be maintained as a condition of the lease. Council officers will ensure this is a condition when providing consent to DELWP. In addition, there is precedence where fire trucks have travelled through paddocks and creeks in case of a fire emergency.

The historical background is based on an old footbridge located at Nankervills Road within the proximity of the creek. The footbridge is not in a usable condition (Attachment 3) and is not listed under the Victorian Heritage Database by Heritage Council of Victoria.

3. Objection by Campbells Forest & District Community Action Planning Group Inc.

The objection is primarily based on the maintaining fire access and the historical structure over the creek which has been discussed in Objection 2. The objector has raised that in the unlikely event where both Oswalds Road and Loddon Valley Highway are closed due to fire, then Nankervills Rd is the only access. The likelihood of this event is very unlikely and there is precedence where CFA operators have cut the fences to driven through paddocks in case of such event.

The objector has also raised the issue of the additional cost that Council has spent in the form of the staff time for consultation, newspaper advertisement, recent repair work at the creek and other administrative costs. These are considered as normal Council operational costs and are not extra

costs for this road closure. In addition, the ongoing maintenance costs of the road, which does not meet the RAMP criteria for a Rural Formed road, is significant when compared to Council's administrative cost.

The objection has been signed by 15 members of the group of some of which have also lodged submissions.

4. Objection by Fred Shea

The arguments for objection by Fred Shea are very similar to the previously discussed objections. The movement of livestock and farm machinery is another issue that the objector has raised. This issue was also raised by the community group and Ann-Maree and Gary Davis. As mentioned earlier, the proposed section of the road does not provide any form of primary or secondary access to any property with the exception of the adjoining property owner. The argument to avoid Loddon Valley Highway for stock movement and farm machinery movement is not deemed to be reasonable as the proposed section only links to Loddon Valley Highway from Campbells Road and hence stock and machinery movement on the highway is inevitable.

5. Support by Jodi White

The basis for the support from Jodi White is that the existing condition of the road being unsafe and unsuitable as described in this report. However, the objectors claim that the road has been damaged by Jodi White to restrict any movement along the road but there is no evidence to support this claim.

In 2016, Council officers were notified of an illegal structure that was put across Nankervills Road and upon investigation it was identified that the structure was set up by Jodi White. Council officers removed the illegal structure and verbally notified Jodi not to reinstall the structure. Since then, no illegal structure has created an obstruction to the road.

The supporter has also raised concerns of safety of her property and stock by the use of Nankervills Road. However this argument is not supported.

The supporter has indicated her intentions to seek the leasing of the road reserve through DELWP in future, subject to Council's consent.

Wilkinsons Road, Leaghur

Council received 7 submissions objecting to the proposed closure.

Each submission regarding the closure is discussed below:

1. Objection by S. O'Connor for and on behalf of Kevin Thomas (both objectors have also submitted individual submissions)

The basis for the objections is the transport of farm machinery and stock movement, Aboriginal cultural heritage and roadside vegetation. Closure of Wilkinsons Road is not considered to have any significant effect on farm machinery and stock movement as there are alternate routes available.

There are very strong legislation and regulations around protection of Aboriginal cultural heritage and roadside vegetation. Private land, road reserve and leased land through DELWP have restrictions around any activity that deteriorates the Aboriginal and cultural heritage. The proposal presented by the Council officers is a discontinuance of Wilkinsons Road as a public road and subsequent removal from register of public roads. The Council will remain the land manager for the reserve until such time when DELWP leases the reserve with conditions ensuring the preservation of Aboriginal and cultural heritage.

Preservation of roadside vegetation is also considered in a similar manner. There are very rigid planning requirements for removal of any native vegetation from the road reserve, private and/or leased land.

The other argument put forward by the objector is around the natural waterway. There appears to be a natural waterway crossing the road, however this is not on the North Central Catchment Management Authority's (NCCMA) declared waterway maps. Most of the declared and/or

undeclared waterway passes through paddocks and crown land with declared waterways managed by NCCMA.

S. O'Connor has lodged another separate submission based on similar grounds with an added argument around possible impact upon endangered birds. Maintenance of a road does not have any impact on the population of the birds. However, an indirect relationship between road, roadside vegetation and birds is being implied in the objection. Preservation of roadside vegetation has been discussed earlier.

The objectors have requested in writing that they be given an opportunity to address the Council.

2. Objection by Cathie & Paul Haw

The objectors have raised concerns about the environment and vegetation deterioration in the past they attribute to Sawers Farm. This is a planning and compliance related issue and maintenance of a road has no direct impact in either deterioration or preservation of vegetation and the environment.

The objectors have raised concerns over activities of Sawers Farm, which again is a separate issue and does not provide a reason for Council to not move forward with the closure.

In addition, the objectors have raised concerns over their predicted scenario when and if Sawers Farm decides to sell the individual blocks of land that they own along the proposed section of road. Buying and selling of property is within the jurisdiction of the prospective buyer and seller and it is buyer's responsibility to ensure that the land parcel has adequate road access. There exists strict planning and building regulations around subdivision of a land and development of a dwelling.

Fire access is another issue that the objector has raised. If Sawers Farm were to lease the reserve through DELWP, they will be required to provide fire access through the leased reserve. Also, there is precedence whereby fire truck operators and volunteers have cut through fences in case of a fire emergency.

3. Objection by Elder Robert Nicholls & Elder Gary Murray for Teerap Balug Clan and Yung Balug Clan

This objection is primarily focused around the preservation of the Aboriginal and cultural heritage of the area. The proposed closure of the road is not considered to have any adverse effect on the Aboriginal and cultural heritage of the area.

The other argument by the objector is regarding the legislative requirement for Council to maintain the road. This is not the case as pursuant to Section 12, Road Management Act 2004, Council has the authority to discontinue a road by notice published in the Government Gazette.

The objectors have requested in writing along with their submission to be given an opportunity to speak to the Council.

4. Objection by Ash & Ros Gawne

The objectors' primary concern is around the movement of livestock which has been discussed earlier in this report. In addition, the objectors have raised the issue of tomato trucks using Parkers Road which makes stock movement difficult. Parkers Road is gravel access road and no significant vehicular movement has been recorded. Agriculture is the primary industry throughout the Shire and livestock movement and farm machinery movement is expected in any road of the Shire including the arterial roads.

5. Objection by Yando Road Users Association

This objection is primarily focused on the past and current actions of Sawers Farm which has been previously addressed and is considered to be a planning and compliance issue and does not have any impact on road maintenance and/or possible closure.

The objectors have also raised concerns around Grey Crowned Babblers, carpet snakes, goannas and echidnas relying on the vegetation in the back roads. As discussed earlier, there are rigid frameworks and legislative requirement around vegetation and any removal. In addition, it could be argued that not having a road open to the public potentially reduces the risk to the endangered species mentioned.

The objectors have raised questions around compensation from Sawers Farm to take over the reserve. However this is not relevant to Council's consideration of this matter, as Sawers Farm have requested a lease of the reserve through DELWP in accordance with the fees and charges adopted by the State Government.

In addition, most of the objectors have also indicated an adverse effect on Lake Yando and Lake Leaghur. There are strict legislative requirements around preservation of waterways and waterbodies, Aboriginal and cultural heritage and roadside vegetation, the preservation of which Council is strongly committed to. In addition it could be argued that the proposed closure of the road and subsequent removal from the public register is very likely to lessen the detrimental impact on the heritage, vegetation and waterways.

COST/BENEFITS

Nankervills Road, Campbells Forest

There are no additional Council costs associated with the proposed closure. However, if Council chooses not to proceed with the closure and maintain the road, there are continuing road maintenance costs with the immediate installation of a floodway/culvert structure at the creek crossing being required by the CMA. Depending on the final design, the cost is estimated to be more than \$8000 in capital expenditure.

Wilkinsons Road, Leaghur

There is no additional Council cost associated with the proposed closure. However, if Council chooses not to proceed with the closure and maintain the road, there are continuing road maintenance costs.

Both proposed closures are in accord with the Council's strategic RAMP document.

RISK ANALYSIS

The associated risk of the proposed closure is the adjoining landowners not obtaining the lease through DELWP. The likelihood of the risk is unlikely with insignificant consequence which rates the risk as "very low". In this case, Council will be the land manager for the unused road reserve and will continue to manage this asset in accordance with its strategic documents.

CONSULTATION AND ENGAGEMENT

Following Council's resolution to publish the announcement and seek public submissions regarding the closure, Council received a number of submissions objecting and supporting the proposal that have been discussed and are attached (Attachment 1 & 2) to the report.

18/02/2017

TO THE CHIEF EXECUTIVE OFFICE RE ROAD CLOSURE AT CLOSURE AT CAMPBELLS FOREST BETWEEN NANKERVI ROAD AND LODDON VALLEY HIGHWAY . AS RA PAYERS OF LODDON SHIRE WE OBJECT To THE CLOSURE AS DEUSE THIS ROAD MOST DAYS OF THE WEEK. IT SAVES US TIME + TRAVEL BISTANCE TO GO. BEENVEEN OUR PROPERTY OF CAMP BELL'S ROAD TO PROPERTY OF THE PYRAMII ROAD, BOTHIN THELODDON SHIRE. PSVI THE ROAD ITSELF NEED A GRADEN. ALONG TO FILL IN PLL THE HOLES AND MAKE IF MORE USER FREINDRY YOURS FAITHFULLY DONADROTHACKER RUSSELL ROTHALKEL DIRothacker CAMPBELL'S ROAD 1136 MARONG SERPENTINE 147CAMPBELL FOREST 3556 ·DERIBY 3516 54375976 54275201

Ann-Maree and Gary Davis 133 Campbells Rd Campbells Forest VIC 3556

22 February 2017

Phil Pinyon CEO Loddon Shire Council PO Box 21 Wedderburn VIC 3518

LODDO	N SHIRE COUNCIL
F	ID
File No. Return to Records	
REC'D	1 MAR 2017
Refer to :	
Council [

Dear Phil

We write to make a submission regarding the Loddon Shire Council's consideration of the closure of Nankervills Road between the Loddon Valley Highway and Campbells Road at Campbells Forest, and its subsequent removal from Council's Register of Public Roads. We reside at 133 Campbells Rd Campbells Forest and wish to object to the planned closure of the road on the following grounds:

Fire Safety

Fire safety is a primary concern and there are a number of wells and roadside dams located along Campbells Rd that are readily accessed by the CFA and Nankervills Rd provides more direct access from the station and via the Loddon Valley Highway and Sebastian Rd if, Oswalds Rd is not accessible due to fire. We are located 1.3kms from Loddon Valley Highway and 1km from Oswalds Rd, at 700m Nankervills Rd is our closest exit in the event of a fire.

Given the experiences in the 2009 Black Saturday fires and the subsequent Royal Commission, we would strongly recommend that the road remain open to facilitate access to water and maintain an alternate escape path for residents of Campbells Rd and adjoining roads.

Historical

An old footbridge that was used to access the former Campbells Forest Primary School is located on the road reserve and should be preserved. Lease of the road and adjacent reserve will compromise preservation and prevent public enjoyment of this unique local feature.

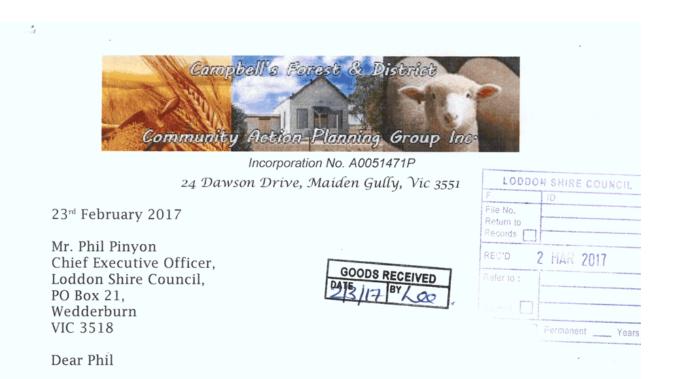
While our livelihood will not be directly impacted, we have neighbours who use this road regularly as part of their routine farm activities, some relying on farming as their sole source of income. We strongly support their right to not have their livelihoods impacted by the proposed closure.

The report prepared for councillors by council officers indicates that the floodway crossing is in poor condition and this is a primary consideration regarding closure. We would like it noted by council that the adjacent landowner seeking to benefit from the road closure caused this damage, and was observed digging out the flood way by hand. The damage was reported to the team grading Campbell's Rd in April/May 2016 and by email to Indivar Dhakal on 7/11/2016 with photos provided.

Should you have any further queries please don't hesitate to contact us on 5401 0919.

Yours sincerely

Ann-Maree and Gary Davis



Re: Discontinuance of Nankervills Road, Campbell's Forest.

Thank you for this opportunity to respond to the proposed closure and its subsequent removal from Council's Register of Public Roads.

We have a good working history with Loddon Shire Council to resolve issues raised by community members within our district. Together with managing the Campbell's Forest, Yarraberb & District Community Plan.

This road matter first started in April 2016 when road users who travelled this road became stuck due to the obstacles put in place by the adjoining landowner. These road users required assistance from community members help to have their vehicles removed from the ditch (dug by hand) in the creek crossing.

Several community members contacted Loddon Shire Council regarding the above issue and requested the fence be removed and creek crossing be repaired.

When there was no satisfactory response from Loddon Shire Council community members contacted this committee and asked us to advocate for them regarding this matter.

We then addressed the following concerns: A tree branch was deliberately placed, obstructing the road on south side of the creek crossing, as well as the creek crossing being dug out by hand (this was witnessed) and a fence was erected across the road on the north side of the creek crossing, making it impassable. These actions were all carried out by the adjoining landowner. 1

It was most unfortunate that the Loddon Shire Council's Register of Public Roads "**GIS system**" that is used by all council workers was incorrect at the time these matters begin. As this is what the works men and council employees referred to when giving advice regarding this section of road, if this system was correct as the hard copy of the Register of Public Roads was, then the adjoining landowner and community members would not have been given incorrect advice and information.

Please find included a Petition in support of our submission to the objection to the closure and discontinuance of the section of Nankervills Road between Loddon Valley Highway and Campbell's Road at Campbell's Forest and its subsequent removal from Council's Register of Public Roads.

We look forward to continue working with Loddon Shire Council to advocate the concerns held by the majority of the community with the proposed closure of Nankervills Road.

Kind regards

Toni Shea Secretary Campbells Forest & District Community Action Planning Group Inc. Ph: 5449 7968 Mob: 0417 108 280 Email: tonishea@bigpond.com ĩ,

Loddon Shire Council

Discontinuance of the section of Nankervills Road between Loddon Valley Highway and Campbell's Road at Campbell's Forest and its subsequent removal from Council's Register of Public Roads.

Submission by

Campbell's Forest & District Community Action Planning Group Inc.

23rd February 2017

Toni Shea Secretary On behalf of Campbell's Forest & District Community Action Planning Group Inc. 24 Dawson Drive, Maiden Gully, Vic, 3551

Page 1 of 4

The Campbell's Forest & District Community Action Planning Group Inc. would like to lodge an objection to the closure and discontinuance of the section of Nankervills Road between Loddon Valley Highway and Campbell's Road at Campbell's Forest and its subsequent removal from Council's Register of Public Roads.

We support and are advocating for the community of Campbell's Forest as they are the stakeholders of the Loddon shire council Road Management Plan. Campbell's Forest is a strong community proud of its individual identities with Nankervills Road being a part of this community since the settlement of the district, and values council's mission to "Deliver services that enhance the sustainability and liveability of our communities."

Background

Nankervills Road has been a part of this community since the settlement of the district, with the district forefathers building a footbridge for the school children to cross at winter time to get across to school. Many locals still remember using this footbridge when reminiscing of their school days. Locals requested that this footbridge be add to Campbell's Forest, Yarraberb & District Community Plan to save this historic remnant and repair it in the future.

Historically Marong Shire Council maintained this road section prior to the amalgamation in 1994. It is unclear that since amalgamation Loddon Shire Council have performed any maintenance to this road section, as no one in the district can recall. This would address the statement throughout the report to the council meeting 24th January 2017 "the existing condition of the road is not suitable for vehicular movement." and "The road is not suitable for any vehicle in its present condition" However we do note that Loddon Shire Council, late last year, have repaired the damage caused by the adjoining landowner to the creek crossing and also note surprisingly on the Loddon Shire Council capital & road grading works that this section of road is registered for "maintenance grade" in the financial year 2016-2017.

Cost

Loddon Shire Council have1233 km formed or unformed roads and streets within the shire, this section of road is only 581metres of formed road to maintain, and under the Loddon Shire Council Council's Road Management Plan, the maintenance

Page 2 of 4

grading program for this section of road should be once in two years. This would indicate a low cost to council for this section of road. However since the beginning of Loddon Shire Council it has not completed any maintenance on this road, thus far it cannot be said to be a financial burden to the shire.

It is stated in the report to the council meeting 24th January 2017 that "There is no additional cost associated with the proposed closures." We would ask OR bring to your attention who pays for the Public Notice Advertisements in the news papers, who pays for the staff to put together reports and as quoted in the report to the council meeting "There has been significant consultation within and outside the organisation regarding the proposed closure. Extensive internal discussion has been carried out within the Operations Directorate (especially within Technical Services and Operations)."

So to date the cost to ratepayers includes consultation, significant preparation as stated in the fore mentioned report to the council, repairing the damage to the road and creek, caused by the adjoining landowner. These costs far out way the cost to road maintenance carried out on this section of road.

Issue

It is considered a risk to the community to close this section of road. This road provides an alternative route in an emergency situation. For example if the Loddon Valley Highway is not accessible at the end of Campbell's Road OR if Oswald's Road is not accessible from Campbell's Road. As you are aware there is **no** "*what is suitable*" when preparing for an emergency situation, you just need all options open.

Community members use this section of road for their farming practices, droving stock along it instead of using the Loddon Valley HWY.

Furthermore the historic concerns that have been identified by the community need to be valued and respected.

We do not believe that the adjoining landowner meets the requirements in licensing of unused roads for agricultural uses and believe that the landowner will not be able to ensure that public land values will be protected as is required by DELWP and

Page 3 of 4

North Central Catchment Management Authority as well the financial cost to repairing and maintaining it in accordance with relevant regulation to a closed road.

• The adjoining landowner does not have grazing live stock, only a few horses.

<u>Benefit</u>

The community will benefit from this road remaining open by the way of ensuring an alternative route in an emergency situation, ensuring continued safety with farming practices when moving livestock, and giving the community ownership of its history by maintaining and repairing the historical footbridge at the creek crossing on this road.

In brief

This issue of Nankervills Road has been ongoing for the Campbell's Forest Community since April 2016. The adjoining landowner created a dangerous situation by strategically placing obstacles on the road way (tree branch and fencing materials) and digging a treacherous ditch within the bed of the creek. Road users who have travelled this road have had to be assisted when their vehicles became wedged in the man-made ditch.

It would appear the adjoining landowner wanted the road closed and created a situation in which this could happen. This adjoining landowner has now expressed an interest to lease the roadway if the road is closed.

In light of all the reasons given in this document we believe the decision that is paramount for the Campbell's Forest Community is for this section of Nankervills Road to remain open and remain on Council's Register of Public Roads.

We would like to thank Loddon Shire Council for the opportunity to represent the Campbell's Forest and district community by presenting this submission.

Page 4 of 4

The petitioners whose names, phone numbers and signatures appear hereunder petition the Loddon Shire Council as follows:

To support Campbell's Forest & District Community Action Planning Group Inc.'s <u>Submission in Objecting</u> to the closure and discontinuance of the section of Nankervills Road between Loddon Valley Highway and Campbell's Road at Campbell's Forest and its subsequent removal from Council's Register of Public Roads.

Please make sure you include your name & address as well as signing the petition, otherwise the petition may not be accepted.

Name	Phone Number	Signature
JANINE GRNISH	0427352217	geh
Monica Hartland	0428368318	Monica Hartland.
Noel Huitland	0428506816	Wh Hartland
anaeme Thomas	0428481100	đ
RON BROWN	54373140	RE River
STUART WILSON	0428375210	Stut TWor.
atorda Wilson	0429315210	Quino
Gaye Larson	0458 375258	Amharson
Amn-Maree Davis	0400 911639	Apen &
Gary Davis	0408507153	(Ters)
Graham Lason	0428506551	hor home
AN CATTANACH	54375220	Haltonad
Robyn Shea.	0427375237	AbarBhea.
by bolen ,	0428468482	am collins.
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Page 1 of 4

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Page 2 of 4

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Page 3 of 4

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Please make sure you include your name & address as well as signing the petition, otherwise the petition may not be accepted.

Phone Number	Signature
n en general de la companya de la co Na companya de la comp	

Page 4 of 4

Fred & Robyn Shea 248 Campbell's Road, Campbell's Forest Vic, 3556

28th February 2017

Mr. Phil Pinyon Chief Executive Officer, Loddon Shire Council, PO Box 21, Wedderburn, VIC, 3518

LODDON SHIRE COUNCIL		
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File No.		
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Council		
Oisgrisal -	Permanent Years	

Dear Phil

I am writing to object to the closure and discontinuance of the section of Nankervills Road between Loddon Valley Highway and Campbells Road at Campbells Forest and its subsequent removal from Council's Register of Public Roads.

My wife and I own and reside at our property on Campbell's Road, Campbell's Forest and feel it is essential to keep Nankervills Road open to the public, for access for emergency situations, movement of livestock and farm machinery, as well as the importance in preserving the remnants of the historical footbridge at the creek crossing on this road.

I do not believe that this section of road needs to be closed and I am disappointed that Loddon Shire Council have not maintained this section of road as is required by Loddon Shire Council's Road Management Plan. This has led to the current poor condition of this road.

To my knowledge there has been no maintenance carried out on this section of road since the existence of the Loddon Shire Council.

Thank you for this opportunity to submit this objection and if you require further information or input please contact me on below details.

Yours sincerely

Fred Shea

Mobile: 0437 375 235 Email: shea.family1@bigpond.com

LODDO	N SHIRE COUNCIL
F	ID
File No. Return to Records	
REC'D	3 MAR 2017
Refer to :	
Council	Years
Disposal -	Permanent Years

Jodi White. 2297 Loddon Valley Highway. Campbells Forest. VIC 3556.

> Phone; (03) 54375252 0409 679 988.

> > February 26 2017

Chief Executive Officer. Loddon Shire Council, PO Box 21, Wedderburn. VIC. 3518.

<u>Please accept my submission regarding and in support of a proposed discontinuance of the section of</u> <u>Nankervilles Road between Campbells Road and the Loddon Valley Highway.</u>

My property is adjacent to this section of Nankervilles Road on both sides.

The following issues which have existed for many years have become increasingly difficult to manage and the cause of much frustration and at times, despair.

- It is unsafe and unsuitable for vehicles and as such is rarely used by anyone with local knowledge.
 It is however being increasingly used for 4 Wheel Driving, motorbikes and hoons as an unnecessary short-cut between the Loddon Valley Highway and Campbells Road.
- The creek at the Campbells Road end which is a vital source of seasonal water has been significantly damaged by these vehicles.
- I have had to slash grass along this track prior to the dry season in recent years to reduce the risk of fire
 caused by any vehicle with inadequate clearance.
- Vehicles are creating new tracks hard against my fence line to avoid deep ruts. Ruts created in wet
 weather are more than a foot deep in places.

Vehicles trying to avoid ruts and puddles in wet weather have side swiped my fence-line and on occasion have run through my fence into a horse paddock. On the occasions where a driver has run through the fence (usually in the middle of the night) I have had to remove stock, tow the vehicle out and fix the fence or remove stock and wait for the driver to get out of my paddock then fix the fence.

Locals and non-locals spotlighting in this area and on this section of Nankervilles Road are a grave concern.

In previous years I have discussed my concerns with local members of the community stating they were to cease entering paddocks with or without horses in them to spotlight or shoot and asking that they direct any spotlight away from my house and horses.

Whilst local members of the community are no longer entering my property, the spot-lighting from this section of road toward my home and in paddocks still occurs

On many occasions dialogue has been exchanged with spot-lighters regarding a lack of permission and spotlighting near horses.

On most occasions where dialogue has been exchanged with non-local spot-lighters, they have stated that local permission was given and/or offered on an area which included my property.

In follow up with the appropriate members of the community they have disavowed any knowledge of this.

 There has been an increase in members of the Public entering my property unobserved to collect / cut firewood, use metal detectors and access shedding.

The creek end of this track is being increasingly used by members of the public for rubbish dumping, drug use, drinking, partying, meetings, littering, camping, romantic rendezvous, sleeping sober and sleeping drunk. Most of these activities are nocturnal.
 The Highway end is frequently used as a public toilet and a campsite.
 As use of the drug ICE has become so prevalent in this region, I have real and I believe well founded concerns regarding erratic, senseless behaviour I have witnessed in this area.

- I contacted the Bendigo Community Health Service for advice regarding the safe handling and disposal of bio-hazard containers which are left on this section of road.
 They stated while it was a councils' job to manage used injecting material in public areas they would be willing to dispose of a bio-hazard container.
 They advised me to contact the Council/ Loddon Shire in the event where loose needles had been discarded.
- I have had to remove illegal landfill dumped in front of a gateway as it blocked access to a paddock on the (CA 382 SEC 16) side of this road.

I am tired of contacting the Police regarding these issues. Out of hours incidents in this area are referred to Maryborough. Bendigo Police are usually swamped with issues closer to Bendigo.

There are a series of perfectly safe roads to use and it seems that that the only people using this track are those who have little regard for their vehicle, their safety or the safety of my stock or property. Local members of this community that very occasionally use this section of Nankervilles road do so as a matter of convenience not necessity. They have not been required to deal with the on-going issues I have raised.

Closure of this section of Nankervilles Road would provide and restore a measure of safety to my property and stock which has been seriously depleted since the invention of google maps.

I am available to discuss this matter further if required.

Yours Faithfully,

philipht,

Jodi White.



Charlton Tourism Inc, Charlton Professional Chambers 19 High Street CHARLTON VIC. 3525 Monday 6 March, 2017

The Hon. Natalie Hutchins, Minister for Local Government and Aboriginal Affairs, Parliament of Victoria, MELBOURNE, Vic 3000.

Copy to Mayor of Loddon Shire Council, Councillor Neal Beattie

And copy to:-CEO, Mr. Phil Pinyon, Loddon Shire Council.

By email and post

Dear Minister

R<u>E: Proposed road closure Wilkinsons Road, Leaghur via Boort Vic. by Loddon Shire Council</u> RE: Charlton Tourism Inc and Environment Committee submission

We write on behalf of Charlton Tourism Inc and its Environment and Eco-tourism Committee in relation to this matter.

We advise that we have been informed that Loddon Shire Council, has advertised that Council is now considering the closure of Wilkinson's Road, Yando. This is one of a system of roads in the Yando area which provides fire access, for transport and movement of farm machinery, sheep and other animals, etc. as well as for public use of the area's roads. We note that the Shire is the responsible authority for the maintenance, upkeep and access of this road.

The road is therefore extremely important to the local community, but it is also highly significant for other important reasons. These include that the significant and rich Aboriginal cultural heritage of the area, particularly at sites like Lake Yando, Lake Leaghur and Lake Meran. Also the road in question crosses the natural watercourses which run from Lake Yando in the south to Lake Meran in the north. It also has highly significant roadside vegetation which provide vital links in the pattern of wildlife corridors. Unfortunately these are fast disappearing and are subject to a high level of fragmentation.

Our Committee has recently undertaken a survey of the area from the perspective of increasing ecotourism in the Charlton/Wycheproof/Boort area. This is in conjunction with the traditional owners, the Yung Baluk of the Dja Dja Wurrung, the Barapa Barapa and the Wemba Wemba peoples.

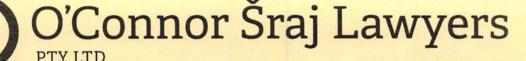
We therefore request that Loddon Shire now undertakes a fully comprehensive environmental and cultural heritage audit of this area in order to protect these highly significant features of the area and to ensure that they properly protected into the future. We believe, on the basis of our own surveys of visitors to the area, that there is great potential for ecotourism. We are currently preparing a submission to the Shire and the Victorian Government in relation to these matters.

We request the Shire to consider this letter as a formal submission in relation to the proposed closure of Wilkinsons Road and we request that we be provided the opportunity to give members of the staff and Councillors a detailed oral submission regarding these important matters at a later time.

We await your urgent response in this matter.

Yours faithfully

S. O'Connor for and on behalf of KEVIN THOMAS O'DEA, Hon. Chairman:



Our Ref: SC

SO:173058

Monday, 6 March 2017 Brach office: Charlton Professional Chambers, 19 High Street, CHARLTON, Vic. 3525

The Hon. Natalie Hutchins, Minister Local Government & Minister Aboriginal Affairs: natalie.hutchins@parliament.vic.gov.au

<u>And to:</u> Mayor Neil Beattie, Councillor, Boort Ward Loddon Shire Council:

nbeattie@loddon.vic.gov.au

<u>And to:</u> Mr. Phil Pinyon, C.E.O. Loddon Shire Council:

loddon@loddon.vic.gov.au

<u>And to:</u> Mr. Ian McLauchlin, Director Operations, Loddon Shire Council: <u>loddon@loddon.vic.gov.au</u>

Dear Minister Hutchins, Mayor Beattie, Mr. Pinyon and Mr. McLaughlin

<u>RE: PROPOSED ROAD CLOSURE, LODDON SHIRE COUNCIL</u> <u>Re: WILKINSON'S ROAD (BETWEEN FROST'S LANE & PARKERS ROAD) YANDO</u>

We refer to this matter and advise that we act on behalf of a number of residents and others in the Boort district.

We note that the Loddon Shire Council advertised the proposed closure of Wilkinson's Road (between Frost's Lane & Parkers Road), Yando. The road is classed as a rural formed road and has previously always provided access to farm machinery, sedan vehicles, four-wheel drives and for fire access purposes, also for the droving of sheep. The proposed closure is (pursuant to Shire figures) of approx. 3.2 km in length.

Wilkinson's Road is a gazetted public road and as such, the Shire is the responsible authority pursuant to legislation.

However, this road is also of considerable significance in the district, not only in relation to its particular location in the area, ie as an access road, but also in relation to its proximity to Lake Yando and the natural water systems feeding Lake Yando, Venables Creek, Lake Leaghur and Lake Meran. We are instructed that, as such,

585 Hampton Street Hampton VIC 3188 • Phone: 9598-0512 • Fax: 9598-7948 Email: info@ocslaw.com.au • Web: www.ocslaw.com.au • ACN 143 475 398 1. The area is in close proximity to Lake Yando which has particularly high significance on account of:-

- 2 -

- a. its rich Aboriginal cultural heritage, scar trees, middens, Aboriginal occupation, etc;
- b. exceptional environmental qualities, including having the highest concentration of certain Victorian endangered bird populations (including the grey-crowned babbler, the royal spoonbill and others), significant and endangered vegetation, etc.;
- c. The area adjoining Wilkinson's Road, in particular in the south at Parker's Road corner and northwards, is rich in endangered flora and trees. The roadside verges in much of the area are the last remaining vestiges or pockets of remnant native vegetation and habitat for birds, reptiles and native mammals. They also act as important wildlife corridors.
- d. The landowner of properties further to the north has however, installed gates and fencing at various points along Wilkinson's Road and Frost's Lane, so as to prevent access to these public roads, has removed fencing delineating the roadside easement (Crown reserve), has planted hectares of corn right up to the former fence line and sprayed the remnant native vegetation. Much of the native vegetation in the northern sections has already been destroyed and should be reinstated as a matter or urgency.

When the principal Solicitor from this practice phoned and spoke to a member of staff of Loddon Shire Council in relation to criteria for the preparation of a staff Report to Council (which we note does not deal in any proper way with the issues of public access, firefighting benefits, Aboriginal cultural heritage issues or issues of environmental significance), she was told that that was "**not part of the brief**".

We are of the strong view that this is an extremely adverse and detrimental stance on the part of the Shire. We also submit that it is in breach of the Shire's duties and responsibilities under the various pieces of legislation in relation to protection of Aboriginal cultural heritage sites, protection of water, protection of the environment, etc.

We therefore request that, before any further step is taken by the Shire in relation to any proposal to close Wilkinson's Road, the Shire engages in a proper and complete cultural heritage and environmental audit of the area, to establish and protect those values and attributes of the area and to enhance those existing to preserve for the future.

We now believe that Loddon Shire Council must, in these circumstances, now grant the opportunity for community, as well as scientific, input and consideration of these important matters, before any further step is taken by Council in respect of this proposed road closure.

We await your urgent response in this matter.

Yours faithfully

per Sherrill O'Connog

Principal Lawyer, O'CONNOR ŠRAJ LAWYERS PTY LTD



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tax@taxworld.com.au

A.C.N. 007 413 158

A.B.N. 68 007 413 158

TAXWORL AUSTRALIA L Т

•Business Advisors •Tax Accountants•Tax Agents DIRECTOR: KEVIN O'DEA F.C.A. FTIA M. TAX (Monash)

> Monday 6th March 2017 Branch Office: Charlton Professional Camber, 19 High Street, CHARLTON. Vic 3525.

RE:	Proposed Closure of Wilkinson's Road Leaghur
DATE:	6 March 2017
FROM:	Kevin O'Dea
TO:	The Mayor and Councillors Loddon Shire Council

Dear Minister, Mayor, and Councillors of the Loddon Shire Council,

I am a Chartered Accountant and the Director of Taxworld Australia Pty Ltd. I am currently seeing to purchase a property in the Boort district. I have a specialist accounting and tax practice in Charlton and am looking to open premises in Boort to service this area.

I am particularly concerned to hear of a current proposal under consideration by your shire to close Wilkinson's Road, Leaghur. This is a gazetted public road so it remains a responsibility of the Shire. I frequently traverse this road given its proximity to Lake Yando and to contact my clients. I note that the lower reaches of this road contain significant native vegetation and wildlife corridors in addition to providing for easy access for local farmers and landholders for their animals and farming machinery. However, the upper reaches of this road appear to already be damaged and there is already a significant loss of the native habitat in the roadside easement.

I am particularly anxious to be reassured by Council that it has: -

- 1. An active environmental plan, as well as
- 2. A strong environmental compliance policy,

to ensure that all native vegetation is maintained and enhanced. I note the beauty and significance of the lakes at Boort as well as the lakes system of Lake Meran, Lake Leaghur and Lake Yando. It is for this significant environmental heritage that I and my family are so drawn to this area.

In view of this situation, I urgently request Council to consider this submission. I also advise that I would be pleased to have the opportunity to address Council at an appropriate time.

Yours faithfully, **KEVIN O'DEA**

Chartered Accountant Chartered Tax Advisor The first Pool of the Annual Charles Pool Conternal Consideration Cathie & Paul Haw P.O. Box 126 Boort 3537

Wednesday, 1 March 2017

Chief Executive Officer Loddon Shire P.O. Box 21 Wedderburn 3518

LODDON SHIRE COUNCIL		
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File No. Return to Records		
REC'D	3 MAR 2017	
Refer to :		
Council		
Disposal -	Permanent Years	

Re - Council Public Notice of Road Closure at Leaghur-

In November 2015 there was a very small Add in the Loddon Times from Sawers Farms wanting to take over Wilkinsons Road and Frosts Lane which is almost seven Kilometres of public road. In the Add it didn't even mention the names of the roads or that they were road reserves, only numbers. Many in the Yando community were upset that they were not given more information.

For instance, Ash and Ros Gawne often drove sheep and machinery on these roads coming out opposite Jacksons Road, crossing the Kerang Road to their Mallee block. This means that the Gawnes did not have to shift sheep and machinery along the Kerang Road.

Just before 2015, kilometres of fence line on Wilkinsons Road was taken down, including Frosts Lane, this prevented people driving their sheep and machinery down these roads. Also, the Lignum and native grasses were sprayed out and crops planted, infringing onto the road reserve. One neighbour informed me that he was ordered off the place as he attempted to drive down the road, he had ended up in the wrong place as the road is no longer defined. Did Sawers Farms have permission to destroy the native vegetation and fences from Council?

This road used to be an important corridor from Yando Swamp to Lake Leaghur, this has now been destroyed and should be re-instated. This is our main objection.

The road is a "through road" and not a "blind road". Once Wilkinsons Road is shut this means that Frosts Road will eventually be taken over as well. Even though Sawers Farms own most of the blocks along these roads, what happens if they are sold separately in the future?

The blocks joining these two roads are - 44, 44A, 14, 35, 49A, 49, 12, 22, 51, 51A, 50, 53, 13, & 16. Also, the Yando Fire Brigade would like to see this road kept open for fire access.





Department of Environment, Land, Water & Planning

Our Ref: L6-11618 24 December 2015 7 Taylor Street, Epsom Box 3100 BENDIGO DELIVERY CENTRE, Victoria 3554 Telephone: (03) 5430 4444 Facsimile: (03) 5448 4982 www.delwp.vic.gov.au

Mr P & Mrs C Haw Via Email: pchaw@activ8.net.au

Dear Mr & Mrs Haw,

APPLICATION TO LICENCE UNUSED ROAD NORTH OF CROWN ALLOTMENTS 13, LOT 1 OF TP613653, LOT 1 OF TP945391, WEST OF CROWN ALLOTMENTS 49 & 49A, LOTS 1 & 2 OF PS618145 AND SOUTH OF CROWN ALLOTMENT 49, PARISH OF LEAGHUR

I refer to your email dated 29 November 2015, in which you raised an objection to the issue of a licence over the above described area.

The department wishes to advise that it will be rejecting the application for a licence as the roads are open and used, therefore they will remain under the management of the Loddon Shire Council.

Should you have any queries regarding this matter please contact me on (03) 54304898 or e-mail Melissa.Dole@delwp.vic.gov.au.

Yours sincerely

Melissa Dole **Property Officer** Land, Planning and Approvals Loddon Mallee Region

Privacy State

Privacy Statement Any personal information about you or a third party in your correspondence will be protected under the provisions of the Privacy and Data Protection Act 2014. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which It was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Privacy Coordinator, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victorio 8002



Item 8.3- Attachment 2

The main reason that the Department rejected the Application for a licence to close the roads "As the roads are opened and used and should remain under the management of the Loddon Shire Council".

We must mention, the road always has a good surface as it is sandy black soil. It rarely needs grading for this reason. The photos explain this.



This photo was one of many presented to the Department in 2015.



This photo was taken in the same spot as the above photo on 1/3/16, Sawers Farms have totally removed the Lignum, native grasses and have been sprayed out, now the area is only growing introduced weeds, also notice that this fence (as shown in the photo above) has been taken down as well, after being informed that the road had to stay open.

/ /



A typical section of Wilkinsons Road, to think that it used to be Lignum and native grasses.



This is Frosts Lane, take note that all fences in this section have been removed and and the area sprayed out - no native plants left.

M



Wilkinsons Road as it takes of from Parkers Road, this area has rare and endangered plants such as River Buttercup. Notice that the road is in good condition.

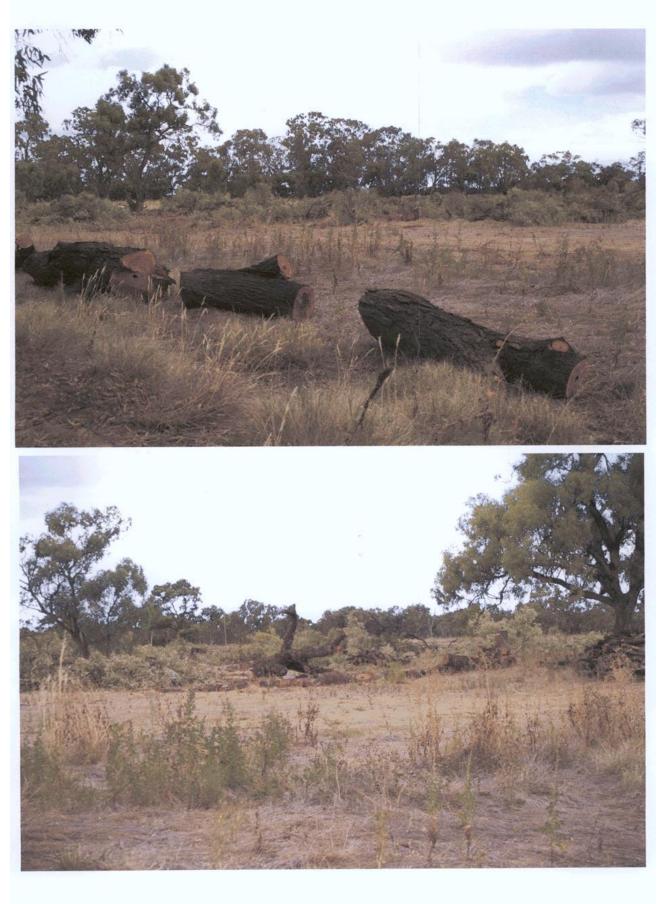
This is now the last remaining area of bio-diversity along Wilkinsons Road and must not be cleared.

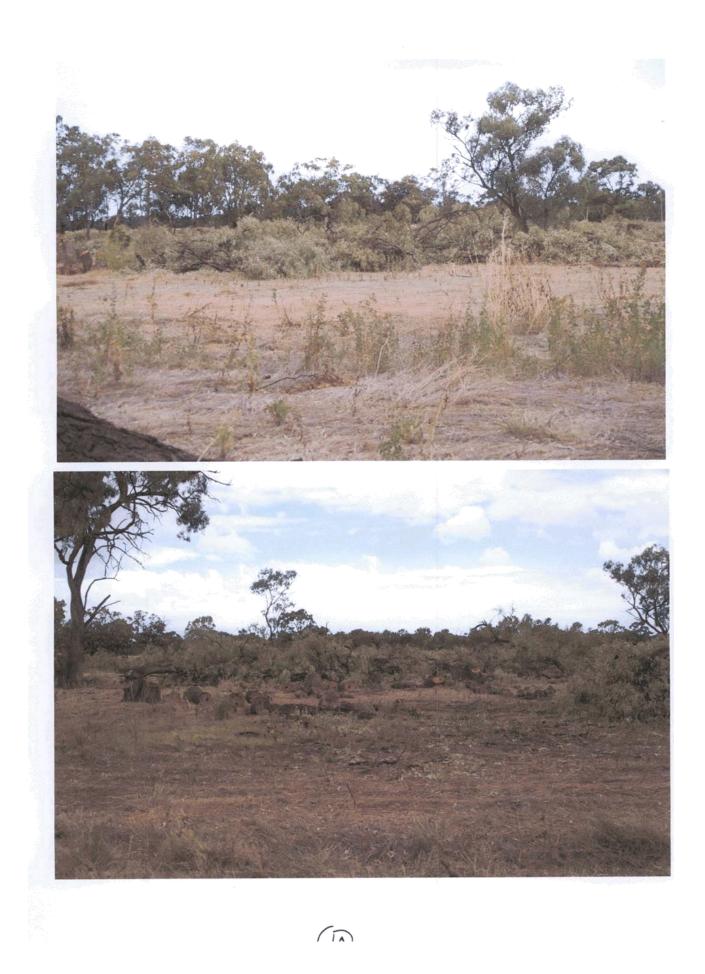


A "Significant Road Side Area" sign put up by the Gordon Shire, unfortunately the area has been ploughed recently, even though the sign says not to. Until recently there were no firebreaks along this section, Wilkinsons Road takes off from this area.

During the 2016 flood the creek flowing into Yando Swamp was completely blocked off (Sawers Farms), if it wasn't for a local working bee, no water would have entered Yando Swamp, the North Central Catchment Management Authority (NCCMA) are dealing with this serious matter at the moment. We hope that the Shire support the NCCMA on this issue.

The Yando Community were also disappointed that we lost so many Black Box trees near Yando Swamp, without the knowledge of the permit being granted. Yando Swamp is regarded as having the highest number of Grey Crown Babblers in Victoria (a threatened species, because of the loss of habitat). Yando Swamp still contains Carpet Pythons and Lace Monitors who need hollow trees. Many of the trees recently removed are estimated to be 600 years old, containing many hollows.





Please consider our request, it is hard to fathom how someone can move into a district and have no concern for our roads, vegetation, corridors and wetlands.

The Shire's role (as reported in the Shire Minutes) is not only to look upon Wilkinsons Road, but to value the environment as well.

Yours Environmentally

Cathie and Paul Haw

Indivar Dhakal

From:	Heather Christie on behalf of loddonmail
Sent:	Tuesday, 7 March 2017 9:53 AM
То:	Indivar Dhakal; Lynne Habner; Ian McLauchlan
Subject:	LTR - BARAPA BARAPA WAMBA WAMBA CONCERNS AT CLOSURE OF WILKINSON
	ROAD LEAGHUR - Reference DocNo 261971

Regards,

Heather Christie | Records Officer | Loddon Shire Council PO Box 21 Wedderburn VIC 3518 | 41 High St. Wedderburn VIC 3518 p: 5494 1237 | f: 5494 3003 |e: hchristie@loddon.vic.gov.au

www.loddon.vic.gov.au

Like us on Facebook: www.facebook.com/LoddonShire

National Relay Service: TTY: 133 677 | Speak and listen: 1300 555 727 | Internet relay: www.relayservice.com.au

From: Wyrker Milloo [mailto:wambarapa@gmail.com]
Sent: Monday, 6 March 2017 4:09 PM
To: natalie.hutchins@parliament.vic.gov.au; loddonmail
Cc: Robert Nicholls; VIctorian Traditional Owner Land Justice Group; O'Connor Sraj Lawyers; nathan.woolford@dpc.vic.gov.au; hazelatkinson@hotmail.com; yungbalugclans@gmail.com
Subject: BARAPA BARAPA WAMBA WAMBA CONCERNS AT CLOSURE OF WILKINSON ROAD LEAGHUR

Minister Local Government &

Minister Aboriginal Affairs,

The Hon. Natalie Hutchins,

Parliament of Victoria

natalie.hutchins@parliament.vic.gov.au

and

To: the Mayor and Councillors

Loddon Shire Council

Wedderburn, Vic.

loddon@loddon.vic.gov.au

1

Dear Minister Hutchins and Mayor and Councillors, Loddon Shire Council,

REQUEST FOR AN INVESTIGATION : ACCESS TO OUR CULTURAL HERITAGE -PROPOSED CLOSURE OF WILKINSON'S ROAD LEAGHUR AND IMPACT ON ENVIRONMENTAL VALUES, ABORIGINAL CULTURAL HERITAGE, WATER, ETC.

We write on behalf of the Clans of the Barapa Barapa, and Dja Dja Wurrung who may be affected by the closure of a road that provides access to our cultural heritage, waterscape and landscape, and shared Country.

We have been extremely shocked and dismayed to hear of a proposal from the Loddon Shire Council to close Wilkinsons Road in Leaghur, north of Boort in Barapa Barapa Country. We believe that this matter falls squarely within our Country and the Minister's portfolio and Council's legislative obligations as the responsible authority, but also must be addressed from the perspective of the authority responsible to protect all aspects of our cultural heritage, the environment, and water within the Shire.

This proposed closure of this road is an area close to the culturally and environmentally iconic Lake Yando which has extremely high significance for our People in the number and quality of sites and objects of Aboriginal cultural heritage. It is also a special reservoir rich in birds, wildlife and vegetation, apart from being highly significant for water resources over hundreds of centuries for our People.

There are moves afoot to close roads having highly significant remnant native vegetation much of it endangered or under threat, as well as to significantly impinge on wildlife habitat and wildlife corridors. The deterioration and destruction of such areas must cease.

Given this situation we urgently request that :

• Council considers this letter and its contents, and

• As the Clans' traditional custodians of the land and water and all its assets, that we be given the opportunity to address Council at the earliest time in relation to the proper protection of all our cultural heritage values, as well as the significant environmental and water values of the area. It is time your Council scoped an agreement with all the First Nations Clans in your LGA area that sets out our mutual responsibilities and obligations to each other.

We believe that all effort must be devoted to their protection and enhancement rather than the current situation where they are so precariously at risk - and are in danger of being privatised by stealth, fragmented or even destroyed.

Accordingly, we request that the Minister investigate this matter and Council provides an urgent response to this correspondence and arranges for proper and detailed submissions to be heard in regard to these

highly significant matters. Please also provide advice with respect to the role of the Victorian Aboriginal Heritage Council and Department of Justice's role in this important matter.

Yours in Good Faith,

Elder Robert Nicholls

Elder Gary Murray

Teerap Balug Clan (Barapa Barapa) and Yung Balug Clan (Dja Dja Wurrung)

Mobile 0406 515 701

.

Yando Road Users Association

O Box 184 • Boort, Vic 3537

Date: 01/03/17

Loddon Shire Chief Executive Officer

PO Box 21 Wedderburn 3518

	PO Box
LODDO	N SHIRE COUNCIL
F	ID
File No. Return to Records	
REC'D	3 MAR 2017
Refer to :	
Council	
Disposal -	Permanent Years

To whom it may concern;

The Yando Road Users Association formed in 1973 are surprised and concerned about the intended road closures around the Yando area. Re the councils public notice of road closures at Leaghur

As the group we would like to highlight some of the problems we can see arising if the closures go ahead by Sawer's Farms.

The Yando area has great environmental aesthetics and assets with many of the small back roads playing important roles providing corridors for many birds and animals. The Yando area is renowned for its colonies of Grey Crowned Babblers, carpet snakes, goannas, and echidnas all which rely on our back roads for their vegetation.

Sawer's farms has a poor track record of caring for the environment clearing areas of understory, native grasses and trees. The roads that they want to close and other areas have been abused over the past few years and the shire hasn't done anything to curb this activity. They are already farming up onto the road sides destroying the native grasses. Letting them take control of these roads is rewarding them for neglecting the environment.

Amongst the CFA members there is concern about fire access and being able to use the road as fire breaks.

Sawer's farms owns a large parcel of land at the moment, but we worry about what happens if the future if the farms are broken up into smaller parcels of land again. Closure will make future access very difficult for quite a few blocks.

It is a long section of road and is used by locals as a short cut and use to be used as a quite road for shifting sheep along until the fences were taken down.

What compensation is there to the Yando area if the road closes? How much is Sawer's farms paying for such a large area that they want to take over?

The Yando Road Users Association would like to see the roads remain as public road for all to enjoy and have access to.



Page 2

Thank you for considering these points and we look forward to the outcome of this proposal.

Yours Sincerely Bradley Haw (Secretary, Yando Road Users Association)

		Ash & Ros Gawne
	9	957 Boort- Yando Road
		Yando 3537
	LODDON SHIRE COUNCIL	2/3/2017
Chief Executive Officer	File No. Return to Records	
Loddon Shire	REC'D 3 MAR 2017	
PO Box 21	Refer to :	
Wedderburn 3518	Council Disposal - Permanent Yea	ars

We are writing to express our concern regarding road closures along Wilkinson's Road and Frosts Road in Leaghur. We are local farmers and have used these roads in the past for droving sheep and as a route between our blocks. We are no longer able to use these roads as fences have been taken down and access is difficult.

Wilkinson's road would be much easier for movement of stock and machinery as it is a quieter road. Tomato trucks regularly use Parker's road and it is a shame to lose the use of a public road.

As locals it is hard to see large farmers taking over public roads and wanting them as a private thoroughfare. We believe that the council should intervene and keep these roads as public roads.

Regards,

Ash & Ros Gawne



8.4 LOAD RESTRICTION ON LAKEVIEW STREET, BOORT

File Number:	14/01/001		
Author:	Indivar Dhakal, Manager Technical Services		
Authoriser:	Peter Cownley, A/Director Operations		
Attachments:	1.	Objection by Boort Development Committee and Boort Business and Tourism Council	
	2.	Objection by Robert Moon	
	3.	Objection by Graeme Lanyon	
	4.	Objection by Barry Kennedy	

RECOMMENDATION

- 1. That Council resolve in principle to undertake a study for the extension of the Ring Road as a by-pass route for heavy vehicles in Boort or any other alternate route deemed feasible.
- 2. That a project brief be prepared for suitably qualified traffic consultants to undertake the study and the brief be submitted for Council consideration at the Council meeting 27 June 2017.

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 provide a public notice regarding the proposed introduction of a load limit at the meeting held on February 2017.

BACKGROUND

The section of Lakeview Street between Godfrey Street and Barclay St is classified as a Town Sealed Access (TSA) road. It primarily provides access to residential properties however is routinely used by heavy vehicles as an alternative route to the local grain handling and storage facilities.

During the harvest season, high volumes of heavy grain trucks use this section of road to access the silos and bunkers located along Silo Woolshed Rd.

This section of Lakeview Street is also significant in the context of local tourism. It forms a part of the road that encircles Little Lake Boort. Light vehicles (passenger cars) with boat trailers use this road frequently. The alignment and pavement type and thickness of this road is not designed for high volumes of heavy vehicles.

The majority of the road section was resealed in early 2017. The combination of very hot weather conditions and heavy vehicles had an adverse effect on the new seal and the pavement. With concerns over safety issues, Council temporarily closed the street to heavy vehicles to prevent damage to the wearing course and pavement (local traffic was permitted).

Pursuant to Schedule 11, Section 12(1) of the Local Government Act, a Council may prohibit or restrict the use of a road by any motor vehicle of, or over, a certain size or weight. Pursuant to Section 223 of the Act, Council published a notice in the local newspaper regarding the proposal for 4 weeks period from the data of first publication and received 4 submissions objecting the proposed load restriction.

ISSUES/DISCUSSION

Following the Council resolution, a public notice was published in the Bendigo Advertiser and the Loddon Times for 28 days, inviting submissions from the date of first publication. During that period, Council received 4 submissions objecting to the proposed load limit.

Each submission is discussed below:

1. Objection by Boort Development Committee and Boort Business and Tourism Council (attachment 1)

The basis for the objection is mainly focused around the predicted resultant increase of truck movements in Godfrey St within the market precinct. The objectors have raised concerns over the safety of reversing cars and the visibility of through traffic due to the crest located on Godfrey St.

Godfrey St is a part of the VicRoads arterial road network and within the township the speed limit of 50 kph is in effect. It is understood that the geometrical design of an arterial road is based on the speed and the subsequent safe sight distance and stopping distance.

The objectors have also mentioned that heavy vehicles are not desired within Godfrey Street and the community has been trying to find a solution to take heavy vehicles away from Godfrey Street.

The objectors have also mentioned that Council should be looking towards the upgrade and maintenance of Lakeview St.

It should be noted that, Council has been maintaining and renewing its entire road network in accordance with the adopted Road Management Plan (RMP) and Road Asset Management Plan (RAMP). However, the upgrade of Lakeview St is not considered desirable as the upgrade of any residential township street to accommodate heavy vehicles may encourage them away from using the arterial road network and this is inconsistent with the RAMP. Lakeview Street primarily caters for mostly residential traffic with additional access to the facilities around the lake as opposed to the Ring Road which is not used to primarily access residential properties.

Council is currently undertaking a study for a streetscape project around Boort and the provision of pedestrian crossings may be incorporated in the design to address the safety of pedestrians.

2. Objection by Robert Moon (attachment 2)

The basis for the objection by Robert Moon is around the same concerns as the previous objector which has been discussed above.

3. Objection by Graeme Lanyon (attachment 3)

The basis for the objection by Graeme Lanyon is predominantly focused on the safety of pedestrians in the market precinct which has been discussed earlier in this report. In addition, the objector has also raised concerns around the suitability/safety of the intersection of Barclay St and Charlton Rd. The objector has also asked Council to restrict B-Doubles on Lakeview St.

The intersection of Barclay St and Charlton Rd. is considered to be suitable for heavy vehicles and no issues have emerged to this day. Any load restriction that may be placed on Lakeview St would incorporate B-Doubles as well.

4. Objection by Barry Kennedy (attachment 4)

The basis for the objection of Barry Kennedy is focused on the safety of pedestrians on Godfrey St which has been discussed earlier in this report. In addition, the objector has acknowledged that Lakeview Street should not be used for heavy vehicles and an alternate route should be sought as a by-pass route. Barry has proposed the construction of a 1.4km long road off Boort-Kerang Road connecting to Victoria Street as a by-pass route.

This option will be referred for consideration in the proposed study of an alternate by-pass route as opposed to Ring Road.

Conclusion

To address the concerns raised with the proposed introduction of load limits together with the need to restrict the impact of heavy vehicles on the Boort township streets in general, it is proposed that Council consider undertaking a detailed study of a by-pass route around Boort Township.

The study, to be undertaken by external consultants, will include the options raised in this report by Officers and residents and address the concerns of the community regarding the movement of heavy vehicles within the shopping precinct. In addition, Council's desire to protect the pavement on Lakeview Street and the likely impact on residential streets in general will be addressed. Industry feedback and consultation with VicRoads and Goulburn Murray Water will also be an integral part of the study.

The preparation of the brief and the costs of the study are required to be identified by the end of the financial year so as to be ready for the next round of Commonwealth and/or State Government funding. External funding for the study may be available in the 2017-18 financial year, from programs such as the "Local Roads to Market" program.

The actual cost of the proposed study is not known at this time, but it is anticipated to be in the order of \$30,000. The project brief will be prepared and presented to Council at its meeting on 27 June 2017.

COST/BENEFITS

The possible upgrade of Ring Road or construction of any other alternate by-pass route will incur capital expenditure. The possible upgrade section of Ring Road would require a bridge upgrade to accommodate dual lanes and heavy vehicles. At this stage, no study has been undertaken and as such a cost cannot be estimated. The proposal of an alternate route as opposed to Ring Road extension can be encompassed within the study. All options will be considered.

In considering the risk factor of heavy vehicles on residential streets including Lakeview Street and Godfrey Street, the additional cost of the study to upgrade the Ring Road or other alternate routes is a factor.

RISK ANALYSIS

There is some risk associated with not taking immediate action to protect Lakeview Street but there is time to undertake the study to determine the best outcome. Lakeview Street will be monitored with the risk that pavement and seal surface failure may escalate into the future.

CONSULTATION AND ENGAGEMENT

Public submissions were sought during the process by publishing Council's proposal in local newspapers. The concerns of the submission makers have been discussed and considered earlier in this report.

Re: Load restriction on Lakeview Street, Boort between Godfrey and Barclay Streets.

Loddon Shire Council's proposal to limit vehicles using Lakeview Street to 15 tonne GVM.

The Boort Development Committee and the Boort Business and Tourism Council are very concerned about the proposal to close Lakeview Street to heavy vehicles. This would direct all heavy vehicles through the main shopping precinct of Godfrey Street - which is extremely undesirable.

For decades heavy vehicles in Godfrey Street has been seen as a major safety issue and all endeavours have been to finding a solution to take heavy vehicles away from Godfrey Street.

Pedestrians, including shoppers, elderly people on 'gofers' and school children of all ages regularly cross Godfrey Street west of Lakeview Street. Heavy vehicles have noticeably made this manoeuvre difficult and dangerous.

The general feeling amongst the community to this proposal is one of disbelief as they are well aware of the ever present danger of an accident from heavy vehicles in the shopping precinct in Godfrey Street. They have for years been 'crying out' to remove trucks from Godfrey Street - not to direct an increased number, especially in what is the busiest time of the year.

Due to the narrow through lanes, reversing from the parking bays on the south side of the road is very dangerous. A reversing vehicle needs to be well into the traffic lane before oncoming traffic can be seen. If this was a heavy vehicle it may not be able to stop or it may be forced onto the wrong side of the roadway, possibly into oncoming traffic.

It is stated in the report to Council "using Godfrey Street is considered a more efficient and safer route of travel". A statement that is blatantly wrong and greatly disputed by these committees and the community.

While heavy vehicles are not desirable in Lakeview Street and are causing some damage to the pavement, this is a far safer route than Godfrey Street. Heavy vehicles have to go somewhere. There is much less traffic in Lakeview Street and visibility for traffic and pedestrians is much better. Pedestrian movements across Lakeview Street are not as substantial as in Godfrey Street.

Council need to put the safety of all residents and visitors to Boort as a primary concern. They need to be willing to invest in the maintenance /upgrading of Lakeview Street as a major through road for heavy vehicles rather than to look at saving funds and hence creating a major safety issue in Godfrey Street.

Barry Barnes, President BDC 54552093

Kathryn Lanyon, Chairperson of Boort BBTC 0427288889

Indivar Dhakal

From:	Lynne Habner
Sent:	Thursday, 16 March 2017 8:23 AM
То:	Indivar Dhakal; Ian McLauchlan
Subject:	FW: Public document submission Submitted

Lynne Habner | A/Manager Executive and Commercial Services | Loddon Shire Council 41 High St | PO Box 21 Wedderburn VIC 3518 p: (03) 5494 1205 | m: 0427 116 279 | f: (03) 5494 3003 |e: <u>lhabner@loddon.vic.gov.au</u>

www.loddon.vic.gov.au

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National Relay Service: TTY: 133 677 | Speak and listen: 1300 555 727 | Internet relay: www.relayservice.com.au

From: cms@seamlesscms.com [mailto:cms@seamlesscms.com] Sent: Wednesday, 15 March 2017 8:59 PM To: Anne Hassell; Lynne Habner Subject: Public document submission Submitted

There has been a public document submission made on the Loddon website.

The submission is:

Document name	closure of lake view st boort to heavy vechiles
Title	Mr
First name	Robert
Last name	Moon
Company name	
Daytime phone number	0428551292
Email address	r.moon1216@gmail.com
Street address	1288 Boort Pyramid Rd
Suburb	Pyramid Hill
Postcode	3575
Postal address (or as above)	as above
Suburb (postal)	
Postcode (postal)	
Submission (up to 500 characters)	I would like you to reconsider your closure of lake view st to heavy vechiles this is going to increase the risk of a serious accident in the Boort CBD due to restricted vision on the hill also the Charlton rd is also dangerous while their is a residential issue with lake view st it is not as hard on trucks and I believe safer

Supporting documentsNo file attachedAll submissions received will be
considered by Council at an open
meeting. Therefore, submissions
will form part of the Council
Agenda which is a public document. Yes
Please indicate if you wish Council
to de-identify your personal
information before including it in
the AgendaYesDo you wish to present your
submission to CouncilYes



Dear Sir

I wish you make the following points re load limits

on Lake View St

1

Have you ever driven a truck up the Main St in Boort it is an interesting experience even at low speed to be fair to the car drivers with so many SUV about now you have to back well out before you can see if there is any traffic coming do you suggest banning parking in the main St during harvest (not very practical)

2

Have you looked at the Barclay St Charlton Rd intersection it is already carrying a large amount of traffic and would need a lot of work to upgrade it?

3

Is Lake View St a B-Double St if not maybe it should enforced that would lighten the load a little

4

Road not suitable for the traffic

Show me a road in the Shire that is it would appear the none of the roads where built to carry the loads that are now put on them

A person that has had a great deal of experience in road patching said of the repair in Lake View St "they swept it to soon it will come back to haunt them" and he was proved to be correct 5

We have to move large heavy machinery through town would this be band to this leaves us with the Main St as most other St are to narrow this would course much inconvenience to every one

Harvest is for a short time each year it would be nice to have a harvest like the last one every year we can only dream sadly it may have been a one off .While it is not be ideal it would be the safest option to leave Lake View St open to trucks

l remain

Yours Sincerely

Graeme Lanyon

Graem Laryer

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BC & R KENNEDY PTY. LTD. ENGINEERING CONSULTANTS

ABN 32 091 268 290

Submission on Council's Proposal to Provide a Load Restriction on Lakeview Street, Boort

For many years the former Shire of Gordon, organisations and individuals in Boort have been concerned with the safety issues created by heavy vehicles using Godfrey Street and where an alternative route could be provided through the township. Never has it been in the interests of public safety has there been any consideration to force more heavy vehicles to use Godfrey Street through the shopping precinct.

I have been an engineer living in Boort for over 43 years and I am well aware of the many issues that have been raised and investigated concerning Godfrey Street. These have been - heavy vehicle numbers, parking and reversing, pedestrian movements, including the elderly, school crossings and speeding issues to name a few. All of which relate to the ever present danger of an accident with a heavy vehicle. While serious accidents have not occurred, this does not diminish the ever present danger, which cannot be increased.

For pedestrians, from school age children to the elderly, there are not many opportunities to cross Godfrey Street with relative safety. The grade line of the hill only adds to the problem. Many times, the elderly on 'gofers' and school children have been seen being very hesitant to cross the road.

Lakeview Street has always been used by grain trucks going to the Boort Receival Centres. Forty years ago these vehicles were relatively small. This year was probably the largest amount of grain ever received at Boort. At the peak, an estimated 400 trucks a day used the centres. If half of this traffic entered from the west of Boort, then there would be 400 grain truck movements along Lakeview Street. This equates to one every two minutes. In the interests of safety, this amount of truck movements cannot be directed through the shopping precinct of Godfrey Street.

While it is advisable to keep heavy traffic out of Lakeview street, Godfrey Street is not the alternative. Lakeview Street has far less traffic and pedestrians and visibility along this route is much better than Godfrey Street.

There are a few aspects of the report to Council that I would like to bring to Council's attention,

- to say that Godfrey Street " is considered to be a more efficient and safer route of travel", is totally wrong. (for reasons expressed in this letter)
- that the pavement, seal and alignment were not up to standard for this heavy traffic. Most
 of the pavement in Lakeview Street is over 40 years old, but is equal to general pavement
 depths built throughout the area at that time.
- Heavy vehicles do not have difficulty in travelling this alignment and the flatter grade is better to travel than the hill in Godfrey Street.
- the issue with the seal, was the timing of the reseal. When high numbers of heavy vehicles
 use any road, especially associated with turning movements and high temperature there is
 a tendency for seals to go 'fatty'. This needs to be managed on a daily basis with remedial
 action taken as necessary. I am not sure this was done, which would have reduced the
 damage. New seals are susceptible to become fatty and hence should not be carried out
 when high numbers of heavy vehicles are using or likely to use the road.
- the signage was confusing for both trucks and general traffic. Lakeview Street had 'road closed' signs at Godfrey Street for several weeks, which were not explicit to only heavy vehicles. The road appeared closed to all traffic.
- I had the feeling from the report that Council's position was to close Lakeview Street to heavy vehicles and hand the problem to Vicroads, so that Council does not incur expenses in maintaining the road.

13 Armstrong Street, Boort, Vic., 3537 Telephone: 03 54552518. Mobile: 0429 119874 About the year 2000 I prepared a proposal for the Boort Development Committee, to divert heavy vehicles away from Godfrey Street. (concept plan is attached) Previous to that, the former Shire of Gordon had considered ways to rid Godfrey Street of heavy vehicles, as they recognised the safety issues and dangers involved.

Unfortunately, funds were never available, and so the status quo of using Godfrey Street and Lakeview Street remained.

While Lakeview Street is not an approved road for B-doubles, it is still in the best interests of safety to endeavour to keep these vehicles out of Godfrey Street.

Surely, the safety of the majority must be paramount of Council's concerns and not be mainly interested in reducing expenditure.

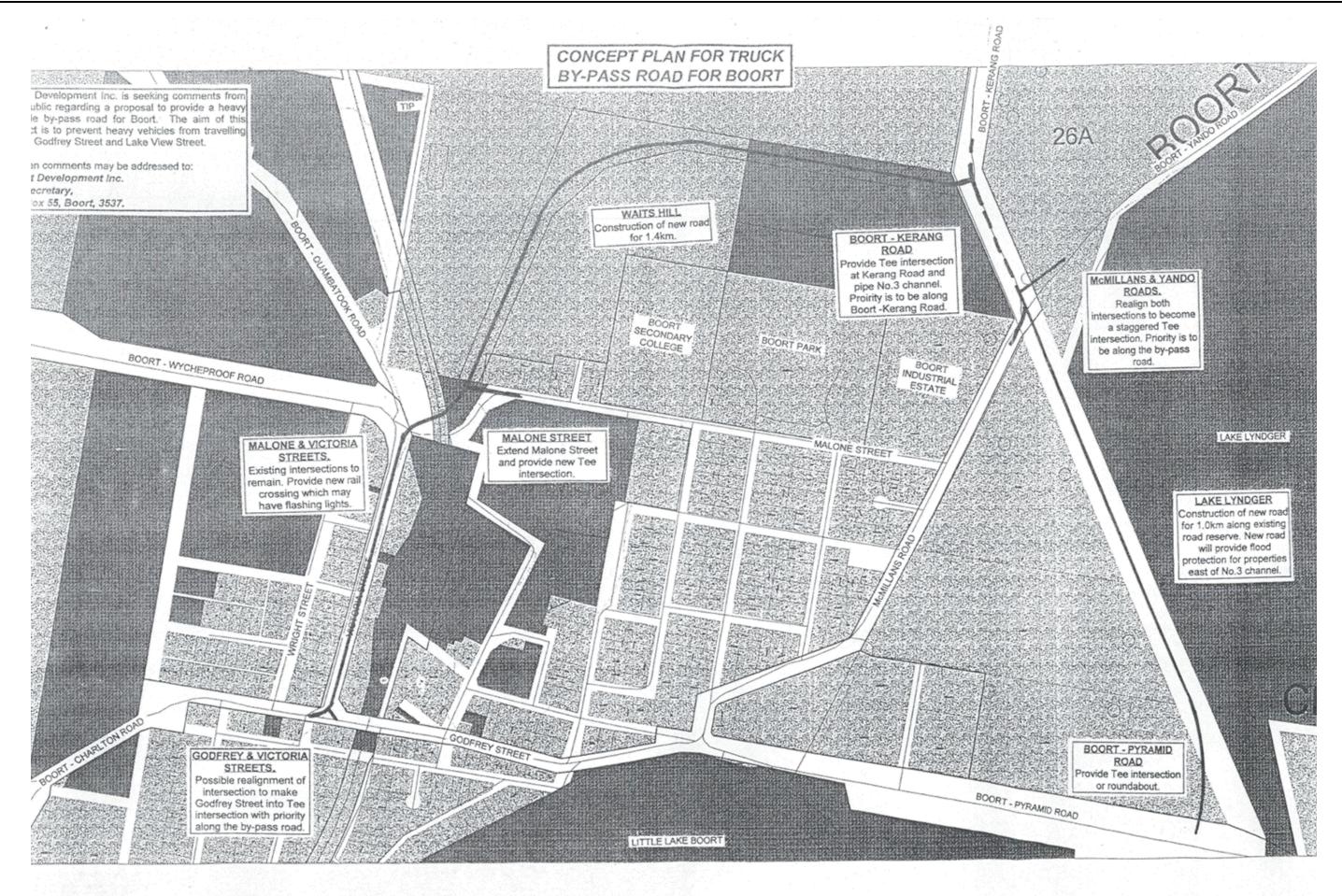
Council should not make a decision on the information provided in the report to Council. Surely, they must visit Boort and see these issues for themselves. This proposal needs some very serious consideration before what is potentially an extremely dangerous situation is made worse.

Ellemen

Barry Kennedy, CPEng. Vicroads - accredited Road Safety Auditor.

4th April 2017.

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8.5 NORTHERN VICTORIAN INTEGRATED MUNICIPAL EMERGENCY MANAGEMENT PLAN FOR ENDORSEMENT

File Number:	11/01/001
Author:	Wendy Gladman, Director Community Wellbeing
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	1. Northern Victorian Integrated MEMP Issue 1- Loddon v2

RECOMMENDATION

That Council endorse the Northern Victorian Integrated Municipal Emergency Management Plan - Loddon Shire.

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 development of the attached Northern Victorian Integrated Municipal Emergency Management Plan - Loddon Shire (NVIMEMP).

PREVIOUS COUNCIL DISCUSSION

On 15 July 2015 Council endorsed the updated Municipal Emergency Management Plan (MEMP) pursuant to Section 21A(1) of the Emergency Management Act 1986.

Council was provided with a briefing and the draft NVIMEMP – Loddon Shire at the March 2016 Council forum.

BACKGROUND

The MEMP is prepared in accordance with Section 20(2) of the Emergency Management Act 1986. The Municipal Emergency Management Planning Committee (MEMPC) is charged with preparing and reviewing the plan annually and Council is responsible for ensuring the maintenance and hosting of the plan.

On Thursday 23 October 2014 the MEMP was audited by a team comprised of representatives from the State Emergency Service, Victoria Police and the Department of Health & Human Services in accordance with Section 21A (1) of the Emergency Management Act 1986. The MEMP is required to be audited every three years in accordance with the guidelines issued by the Minister.

Loddon Shire Council is one of five councils who have been participating in a project that clusters councils together to implement shared emergency management planning responsibilities. The Northern Victorian Integrated Cluster of Councils consists of City of Greater Bendigo, Loddon Shire, Central Goldfields Shire, Shire of Campaspe and Mount Alexander Shire. Under the cluster arrangements a Northern Victoria Integrated Municipal Emergency Management Planning Committee (NVIMEMPC) has been formed. The NVIMEMPC comprises senior personnel from all emergency service organisations and has developed the NVIMEMP which encompasses all participating councils.

The NVIMEMP structure and content has undergone major changes in the past twelve months with legislative and agency responsibilities undergoing reform. This includes a number of legislative amendments and new structure and section requirements under the Emergency Management Manual Victoria (EMMV). This has required a major rewrite of the previous MEMP by the cluster which allows all five councils to endorse the same plan, excluding appendices.

In order to reflect localised differences between participating municipalities, the appendices have been adapted to each individual council. Each council can therefore endorse the NVIMEMP knowing that local content has still be captured and reflected within the document.

ISSUES/DISCUSSION

The Emergency Management Coordinators from the five participating councils and emergency service organisations have prepared the NVIMEMP to meet the requirements of the EMMV and associated legislation. The development of the NVIMEMP represents a contemporary and superior version from the previous Loddon Shire MEMP, strengthening the commitment from the emergency service organisations to the content of the plan.

The new NVIMEMP is now presented to Council for consideration and endorsement in accordance with the EMMV and Emergency Management Act 1986. Effective from its endorsement the NVIMEMP will replace the previous Loddon Shire MEMP. Upon the NVIMEMP passing the subsequent audit, it is anticipated that all remaining cluster member councils will also seek to endorse the NVIMEMP.

In the context of Loddon Shire it is also intended that the NVIMEMPC will replace the existing local MEMPC within Loddon.

COST/BENEFITS

The ability to develop a shared plan reduces the previous commitment and resources required across all five Local Government Areas to the development of individual plans. The new format enables the attendance of emergency service and council personnel at one NVIMEMPC meeting, rather than five individual MEMPC meetings, ensuring that all agencies share and receive the same information simultaneously.

Upon the universal adoption of the NVIMEMP, the five participating councils will have a common shared information resource enabling a smoother transition of staff to neighbouring municipalities during a protracted emergency event.

RISK ANALYSIS

Continued changes to the EMMV and legislation are expected over the next year which will require ongoing alteration to the NVIMEMP and roles and responsibilities for council staff.

CONSULTATION AND ENGAGEMENT

All emergency service organisations have been consulted and participated in the development of the NVIMEMP through the NVIMEMPC.

Northern Victorian Integrated Municipal Emergency Management Plan: Loddon Shire



Northern Victorian Emergency Management Cluster







Northern Victoria Emergency Management Cluster Issue 1, March 2017

Version Number	Date adopted by MEMPC	Date adopted by Council	Amendment History
1.0	29/11/2016		First issue – adopted by Integrated MEMP 2/2/2017.
1.1	07/03/2017		Updates and changes accepted by MEMPC

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Appendix 6

Endorsement for the role of Local Government as part of the Northern Victorian Integrated Emergency Management Plan

The Northern Victorian Integrated Emergency Management Plan has been produced in accordance to the provisions of the Emergency Management Act 1986 and guidelines contained in the Emergency Management Manual Victoria, Part 6.

This Plan addresses the prevention of, response to and recovery from emergencies within the municipal boundaries of the five participating councils being the City of Greater Bendigo, the Campaspe Shire Council, the Loddon Shire Council, the Central Goldfields Shire Council and the Mount Alexander Shire Council.

It is the result of the co-operative efforts of the Northern Victorian Integrated Emergency Management Planning Committee.

Each of the agencies on the Committee has fully considered the contents of the Integrated Emergency Management Plan and agrees to commit to and fully support the aims and objectives of this Plan.

Each Council will fully commit or make available all available resources at their disposal to assist in the emergency.

In the event the emergency is contained within one municipal boundary then that Council will use its own resources until their capacity and capability are exhausted. The other Councils will then provide their resources to supplement the affected Council. Should these resources also be exhausted the request for resources will be escalated to Regional or State levels through Victorian emergency management arrangements.

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Endorsement for the role of Agencies as part of the Northern Victorian Integrated Emergency Management Plan

The Northern Victorian Integrated Emergency Management Plan contains the actions that agencies will take in the preparation for, response to and recovery from emergencies in the municipality. It relies on the ability of all participants to fulfill their obligations under the plan.

The emergency management responsibilities of all agencies are outlined in Section 7 of the Emergency Management Manual Victoria.

All agencies with responsibilities under the MEMP should confirm their capability and commitment to meet their obligations by their endorsement of the MEMP, including revisions, before it is presented to the Council for consideration. Any organisation with a representative on the Committee who cannot meet the obligations outlined in the Plan should raise it with the Committee, along with their reasons as to why.

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Specific definitions of certain terms used in the Plan

CEMRG CEMC CERA CLUSTER	Northern Victorian Emergency Management Cluster Reference Group Northern Victorian Emergency Management Cluster Coordinator Community Emergency Risk Assessment Northern Victorian Emergency Management Cluster, consisting of five Municipal Councils: City of Greater Bendigo, Loddon Shire, Mount Alexander Shire, Central Goldfields Shire Council and Campaspe Shire.
COUNCIL(s)	This refers to the organisation(s) as a whole, not the Councillors i.e the Local Government area.
CRISISWORKS	The software used by the Councils to manage an incident / event.
EM-COP	A website facilitated by EMV to hold Emergency Management Information
EMCG	Emergency Management Coordination Group. The Key decision making group during an emergency involving Council response. Formed with MRM, MERO and MERC
EMLO	Emergency Management Liaison Officer representing their relevant agency
EMRG	Emergency Management Reference Group – group of Council Officers with emergency management roles – operates within some Councils in the Cluster
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
ICC	Incident Control Centre
IMEMPC	Integrated Municipal Emergency Management Planning Committee. Committee appointed by each of the five Municipal Councils, when that occurs.
Integrated MEMP	Integrated Municipal Emergency Management Plan. The Plan detailing the agreed arrangements for the mitigation and prevention of, preparedness for, response to, and recovery from, emergencies. This Plan covers the footprint of the five municipalities.
MEMPC	Municipal Emergency Management Planning Committee. Appointed under Section 21 of the Emergency Management Act 2986 by individual Councils.
MERC	Municipal Emergency Response Coordinator. The Officer in Charge at the Station, or his/her deputy to coordinate the provision of resources at a local (municipal) level.
MERO	Municipal Emergency Resource Officer. A Council appointed Officer pursuant to Section 21(1) of the Emergency Management Act 1986 to coordinate the provision of municipal resources.
MOC	Municipal Operations Centre (formerly known as Municipal Emergency Coordination Centre (MECC) The facility which may be utilised, primarily to coordinate Council's responsibilities on the Response, Relief and Recovery stages during a major emergency.
MRM	Municipal Recovery Manager. When the document refers to the MRM, it means the On Duty MRM.

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1. INTRODUCTION

1.1 Northern Victorian Emergency Management Cluster

A group of five councils (City of Greater Bendigo, Central Goldfields, Mount Alexander, Loddon and Campaspe Shires) entered into a Memorandum of Understanding which formalises resource sharing between them.

Part of the business case for this MOU was developing cost saving measures and, where possible, prevent any duplication of resources. The development of the Integrated Municipal Emergency Management Plan (hereinafter referred to as the MEMP), stemmed from this project.

1.2 Aim and Objectives

The aim of the MEMP is to detail the agreed arrangements for the mitigation and prevention of, preparedness for, response to, and the recovery from emergencies as identified in Part 4 of the *Emergency Management Act 1986*, Emergency Management Act 2013 and other relevant legislation, which could potentially occur in any of the five participating councils' boundaries.

It is acknowledged that local government play a significant role in engaging local communities, building resilience and helping communities plan for emergencies and disasters. A Council's knowledge about local people, history, risks, vulnerabilities, operational requirements and services is critical in planning for, responding to and recovering from a disaster. (*Victorian Emergency Management Reform White Paper, 2012, page 15*).

The objectives of the MEMP is to ensure organisations involved in emergency management at a local level understand and implement agreed arrangements for prevention/mitigation, response, relief and recovery to emergencies. This includes:

- Implementing measures to prevent or mitigate the causes or effects of emergencies
- Managing arrangements for the utilisation and implementation of municipal resources in response to emergencies
- Managing support that may be provided to or from adjoining municipalities
- Assisting the affected community to recover following an emergency
- Complementing other local, regional and state planning arrangements
- Working in partnership with the community, agencies and other organisations to implement an all hazards approach to improve emergency management, public safety and community resilience.
- Consequence management

Each Council is required to appoint a multi-agency Municipal Emergency Management Planning Committee (hereinafter referred to as *the Committee*) to prepare the MEMP. It is proposed that each of the Councils will appoint the Integrated MEMPC for this purpose. Under the auspices of EMV, the Councils have developed an Integrated MEMP covering the footprint of the five municipalities. Agencies will endorse the plan, confirming their intention and capability to meet their obligations, and the Integrated MEMPC will submit the MEMP for consideration by the municipal council.

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1.3 Authority and Legislation

Part 4 of the Emergency Management Act 1986 (hereinafter referred to as *the Act*) provides the legislative basis for the position of the MEMP as a document that lies within the emergency management planning hierarchy in Victoria.

The Act defines emergency management as the organisation and management of resources for dealing with all aspects of emergencies.

Section 21(3) of *the Act* states Council MUST appoint a Committee constituted by members and employees of Council, Response and Recovery agencies and local community groups involved in emergency management issues. Section 21(4) of the Act requires the Committee to prepare a draft MEMP for consideration by Council.

Section 18(1) of the Act states that two or more municipal councils may cooperate in relation to emergency management. The legislation further states that: 'although two or more municipal councils may plan and act jointly in relation to emergency management, EACH of the councils is separately responsible for discharging the responsibilities imposed by this Act'.

To comply with the current legislation, under the Northern Victorian Cluster model, each of the five Councils is separately responsible for discharging the responsibilities imposed by *the Act*. These responsibilities include the following:

- Prepare and maintain a Municipal Emergency Management Plan (MEMP) (Section 20)
- Appointment of a Municipal Emergency Resource Officer(s) (MERO) (Section 21)
- Appointment of Municipal Emergency Management Planning Committee (MEMPC) (Section 21)

Under the Northern Victorian Cluster model the five participating Councils will share an integrated emergency management plan (this plan).

In addition to legislation, emergency management arrangements are governed by the Emergency Management Manual of Victoria (EMMV). The EMMV integrates into a single multi-part book the principal policy and planning documents for emergency management in Victoria. It is designed to provide information and guidance on what the emergency management arrangements are, the role of the various organisations within them, and the planning and management arrangements that bring the different elements together.

The EMMV is a public document and can be viewed at: http://www.emv.vic.gov.au/policies/emmv

Part 6 of the EMMV describes the policy and procedures that govern the development of the Municipal Emergency Management Plan.

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The EMMV permits two or more councils to carry out their municipal emergency management planning jointly. The EMMV currently states:

- Where there are totally integrated emergency arrangements planned for two or more councils, one of the councils MUST be nominated as the principal municipal council. In this case a planning committee will prepare one plan on behalf of all the participating councils, and one council will be nominated as the principal council.
- Approval for this model requires approval from the Minister for Emergency Services.

Note: The Cluster system is <u>not</u> total integration as individual Councils maintain specific sub-plans for identified risks.

1.4 Municipal Emergency Management Planning Committees

1.4.1 Committee Membership

It is recognised and acknowledged that the role and function of a Municipal Emergency Management Planning Committee is important in emergency management. Local knowledge is seen as a key component and it will be integrated into the Northern Victorian Integrated Emergency Management Plan.

The current MEMPC structure will remain until such time as Councils determine to transition to the Integrated MEMPC.

Where individual Councils have decided to continue with municipal emergency management working groups, meetings will focus on local issues and any issues or findings that have a wider impact and significance can then be tabled and discussed at the Integrated Committee meeting. This information sharing is two-way and anything raised at the Integrated Committee level will be communicated back to the municipal level.

The conduit for this information sharing will be the responsibility of the Local Government emergency management staff, who will attend the Integrated Committee meeting as well as local Municipal Committee meetings.

There is a similar expectation for agency representatives who attend the Integrated Committee meeting; to be the conduit between this meeting and their agency at the local level.

Note: Councils that have had sub-committees addressing specific risks (e.g. Fire Management Planning Sub-Committees) will continue to assist these groups. The Sub-committees will report to the appointed Integrated Committee.

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The following persons make up the Committee:

Voting Members – one vote per organisation /	Represented by:			
agency				
Mount Alexander Shire Council	Senior Reference Group Member, Councillor and			
Mount Alexander Shire Council	Emergency Management Coordinator			
Loddon Shire Council	Senior Reference Group Member, Councillor and			
	Emergency Management Coordinator			
City of Greater Bendigo	Senior Reference Group Member, Councillor and			
	Coordinator Resilient Communities			
Central Goldfields Shire Council	Senior Reference Group Member, Councillor and			
	Emergency Management Coordinator			
Campaspe Shire Council	Senior Reference Group Member, Councillor and			
	Municipal Emergency Coordinator			
	Regional Emergency Management Inspector or			
Victoria Police	Emergency Management Coordinator			
Country Fire Anthonity	Operations Manager, Manager Community Safety or			
Country Fire Authority	delegate			
Department of Health and Human Services	Regional Recovery Manager or delegate			
DEDJTR - Agriculture Victoria	Animal Welfare or delegate			
Victoria State Emergency Service	Regional Manager or delegate			
DELWP - Forest Fire Management Victoria	Delegate			
Ambulance Victoria	Group Manager or delegate			
Australian Red Cross	Regional delegate			
Victorian Council of Churches	Loddon Regional Coordinator or delegate			
Emergencies Ministry (VCCEM)				
VicRoads	Regional delegate			
Goulburn-Murray Water	Operations delegate			
Coliban Water	Operations delegate			
Department of Education and Training	Regional delegate			
North Central Catchment Management	Delegate			
Authority				
Centrelink	Delegate			
Salvation Army	Delegate			
Community or business representatives or	At the discretion of the Committee			
subject matter experts – non-voting				
Chair – non-voting	Local Government senior staff member on annual rotation			
	Local Government Emergency Management			
Executive Officer – non-voting	Coordinator, or equivalent			

From time to time other agencies and organisations will be invited to join the Committee to provide specialist input and advice.

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1.4.2 Committee Terms of Reference

Terms of Reference (ToR) for the Committee can be found at: <u>http://files.ndc.em.vic.gov.au/MEMP-</u> <u>Documents/Northern-Victorian-Cluster-MEMPC-TOR.pdf</u>. The ToR describe the roles and responsibilities for members of the Committee as well as providing guidance on matters such as conflict resolution, submission of agenda items, voting and quorums.

1.4.3 Monitoring and review

This plan will be reviewed by the Northern Victorian Integrated Emergency Management Planning Committee at the quarterly meeting cycle as per a schedule determined by the Committee, and/or after an emergency which has utilised part of this plan. Organisations delegated with responsibilities in this Plan are required to notify the Cluster Emergency Management Coordinator of any changes of detail as they occur.

In addition, the MEMP Committee will undertake a revision of specific parts of the Plan or the CERA at each Committee meeting. The proposed section for revision will be shown in the meeting agenda to allow the Committee members time before the meeting to undertake their revision and at the meeting table any comments or suggestions that can then be incorporated in future updates.

Updates for the MEMP should be sent to the Cluster Coordinator, being an Emergency Management Officer of the Campaspe Shire Council, whilst Campaspe Shire is providing the administrative support to the Integrated MEMPC.

Reissue of the Plan, with minor changes such as updating contact details, procedural matters and machinery of government changes, can be undertaken by Council Officers at any time (this includes the period between the recommendation for adoption of the Plan by the MEMPC and a report being considered by the relevant Council). The MEMPC should be advised of these changes at the next meeting.

Any documents which are developed and tailored for an individual municipality will remain the responsibility of that council.

1.4.4 Audit

In accordance with the Emergency Management Manual Victoria, a Municipal Emergency Management Plan must be audited every three years. The Chief Officer of VICSES is responsible for the audit process.

The MEMP is a 'live' document and will be reviewed and revised by the Committee, following any major event or emergency.

A copy of the audit certificate is shown in Appendix 1.

1.4.5 Distribution List

Each Committee member / agency listed in 1.4 will receive the Plan electronically.

In addition, a copy of the Plan will be provided to the State Library of Victoria. This copy will have confidential information removed.

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2. BACKGROUND

2.1 Context

Since 2003 regional Victoria has felt the impacts of tornado, fire and riverine flooding and flash flooding. In addition to these events the Loddon Mallee Region also endured a decade of drought which led to an identified need for extensive psychosocial assistance. All predictions indicate that Australia will trend towards an increasing number of bad fire weather days in its southern and eastern states with fire seasons beginning earlier and lasting longer than in previous decades (*Be Prepared: Climate change and the Australia Bushfire Threat*, Climate Council 2013).

Severe weather events, fire and flood are not the only significant emergency events faced by regional Victoria in the Loddon Mallee area. Increasing awareness of the dangers of heatwave acknowledges that it must also be treated as an emergency. Other risks have been identified through the CERA process.

This signifies the importance of building community resilience and capability for emergency management in our community, with agencies and with emergency services.

Fundamental to achieving community resilience is the understanding of the hazards, exposures and vulnerabilities of the community. The economic and social effects of emergencies, including loss of life, destruction of property and dislocation of communities are possible but risk based planning enables minimisation of the impacts of emergencies on communities and/or an enhanced recovery process.

In December 2012 the Victorian Emergency Management Reform White Paper (The White Paper) was released. This report acknowledges the impact of a number of natural disasters and emergencies in recent years. The report notes that there has not been a major emergency management reform since the 1983 Ash Wednesday Bushfires. Given the changes in the community since then, including demographics and technology major reforms are now underway. The Emergency Management Act of 1986 has been partly amended by the Emergency Management Act of 2013, with further amendments to come.

The White Paper states "Governments and agencies must work together more cooperatively to enable flexible and networked responses that better support the community and place greater emphasis on mitigating hazards and building community resilience."

Current emergency management arrangements have an "all communities - all emergencies" approach. This approach assumes all emergencies create similar problems and consequences and usually require similar response measures (such as early warning, evacuation, provision of medical services and community recovery) although it is acknowledged that many emergencies require specific preparation, response, relief and recovery measures. These specific arrangements are addressed in the sub plans that are attached to this plan.

Local government have a key role in the planning process and bringing together key stakeholders, including local emergency services brigades and units, local business and critical infrastructure agencies. (*Victorian Emergency Management Reform White Paper Victorian Emergency Management Reform White Paper - 2012, page 30*). All agencies need to use a partnership approach towards education, skill development and in conducting multi agency exercises.

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Shared accountability for the Municipal Emergency Management Plan (MEMP) will be reflected in future amendments to the Emergency Management Act 2013. The development of this Integrated Plan is underpinned by a risk assessment and management plan, a response plan and a relief and recovery plan in accordance to the guidelines outlined in the *Victorian Emergency Management Reform White Paper (page 30).*

The Northern Victorian Integrated Emergency Management Plan has been produced pursuant to and in accordance with the current legislation being Sections 20 and 21 of the *Emergency Management Act 1986*. The plan addresses the mitigation of, preparedness for, response to and recovery from emergencies within the municipalities of the City of Greater Bendigo, the Central Goldfields Shire, the Mount Alexander Shire Council, the Loddon Shire Council and the Campaspe Shire Council. As outlined above this revision of the Emergency Management Plan also encapsulates the directions contained in the *Victorian Emergency Management Reform White Paper*. It is the result of the cooperative efforts of the Integrated Municipal Emergency Management Planning Committee and community input.

2.2 Area Characteristics

2.2.1 Geographic and demographic description

The combined area of the five municipalities is approximately 17,500 square kilometres. The topography ranges from the significant peaks of Mount Alexander and Mount Tarrengower in the south to the riverine flood plains of the Murray River to the north, with most of the region being relatively flat. The Coliban, Loddon and Campaspe Rivers are significant waterways.

The area is traversed by the Calder, Northern, Loddon Valley and Murray Valley Highways, and by a network of train lines including passenger services between Castlemaine, Bendigo, Kerang and Echuca.

Most of the land in the subject area has been cleared for irrigated and dry land agriculture, although there are significant areas of state forest and reserves and national parks around Bendigo and Heathcote, along the Murray River and to the west of Inglewood.

2.2.2 Demography

The Yorta Yorta, Barapa Barapa, Dja Dja Wurrung and Taungurung were the major Indigenous groups in the area prior to European settlement and still have deep cultural connections to the land.

The total population of the cluster group is approximately 176,000 people. The largest centres are Bendigo, Echuca, Castlemaine, Kyabram, Rochester, Maryborough, Wedderburn and Maldon, with numerous small settlements of 1,000 people or less.

The south and central parts of the region were major gold-mining centres in the 19th and early 20th centuries. The northern part was founded on riverboat traffic and through large scale soldier settlement schemes following the first and second World Wars.

More detailed statistics per Municipality can be found in Appendix 2.

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2.2.3 History of emergencies

The following list summarises the significant emergencies in the past:

Loddon Shire

Floods:

2011 (Jan) – greater than a 1% AEP flood; This followed an extended period of wet weather with major flooding through the lower Loddon and Avoca Rivers in September and December 2010. Heavy rain over the Avoca and Loddon Campaspe in January 2011 caused severe record flooding in both catchments and record outflows from the Loddon storages. A number of communities incurred inundation including Bridgewater, Serpentine, Pyramid Hill, Newbridge, Boort and Durham Ox.

1975 - 1 in 25 year (~3% AEP) flood, the 1975 flood was the third largest in the Murray at Echuca since

1870. It was also the third biggest (in terms of volume) along the Avoca River

1956 - This event was the largest flood (in terms of volume) along the Avoca River. 1933 - Suggested to be a

159.4m AHD event;

1909 – The largest flood recorded at Laanecoorie Reservoir since it was constructed. Similar in magnitude to the January 2011 flood event but caused the failure of the Laanecoorie Reservoir dam wall. Durham Ox on Serpentine Creek recorded one of the highest peak flows.

Bush and Grass Fires:

Loddon Shire contains significant areas of bush land, both crown and free hold as well as large expanses of grass land. Small fires occur frequently in about 75% of the Shire in mainly grass land areas. The incidence of major fires is less frequent; being approximately one every 10 years. Based on the CFA bushfire threat index, the areas of high medium bushfire threat are in the southern portion of the Shire from Wychitella through to Laanecoorie. These areas are largely hilly crown land areas. The grassland areas are generally rated as a low to medium threat. There are a number of bush land areas throughout the south of the Shire, mainly around Wedderburn, Wehla and Moliagul that support rural residential development; where due to the presence of dwellings may constitute a hazard if faced with bushfire.

City of Greater Bendigo

Bush and Grass Fires:

Black Saturday bushfires raged across Victoria in 2009. 173 lives were lost and more than 2000 homes were lost. A bushfire impacted on the outskirts of Bendigo and claimed one life and damaged a number of homes. Homes and property were also damaged in the Redesdale and Barfold areas

Floods:

In March 2010 approximately 89mm of rain was recorded over 3 days with a maximum burst of around 40mm in 2 hours. The resulting flood at Bendigo and Huntly was greater than an 18% AEP event.

In September 2010 around 80mm of rain was recorded in 1 day with 40mm falling over a 10 hour period. A total of around 83.5mm was recorded over a 28 hour period. The resulting flood at Bendigo and Huntly was described as an 18% AEP event.

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In February 2011 99mm of rain was recorded over a 48 hour period with approximately 50mm in a 5 hour burst. The main rainfall bursts were separated by a 16 hour period without any rainfall. The resulting flood at Bendigo and Huntly was around a 2% AEP event. While water in the creek peaked just below bank level at the Central City Caravan Park in Golden Square, some shallow water did flow through the caravan park.

Campaspe Shire

Floods:

Floods have been the cause of the majority of emergencies in the Shire of Campaspe as three rivers, the Goulburn, Murray and Campaspe traverse the Shire. Flooding of the Murray River mainly affects the Port area of Echuca whereas flooding of the Campaspe River causes major problems at Rochester and the surrounding area. Rochester was severely affected by flooding in 2011. Historically, significant flooding has occurred along the rivers at least thirty times since 1867. The flooding in January 2011 resulted in 80% of Rochester Township being inundated. Over 250 properties had above floor inundation and all businesses in the town were directly affected. The level was higher than the 1% AEP flood, probably around the 0.75% AEP flood. Kyabram Township has a history of occasional flash flooding as a result of the inability of the drainage system to cope with large volumes of storm water

Wind Storms:

Significant wind storms have impacted on the municipal area in the past with varying degrees of magnitude, damage and property loss. From time to time severe hail storms have hit the area within the municipality with varying degrees of impact.

Environmental:

Outbreaks of 'Blue Green Algae' along with Goulburn, Murray and Campaspe Rivers have occurred.

Fires:

Emergencies as a result of fire in the Shire of Campaspe are mainly due to grass fires. Recently fires have occurred in 2011 (Wyuna and Kyabram) and 2012 (Echuca, Toolleen, Corop and Rochester), and in 2013 in Toolleen.

Animal Diseases:

Campaspe Shire Council is susceptible to outbreaks of anthrax. The spores lie dormant in the soil of the old stock routes until the conditions come together that creates an outbreak.

Mount Alexander Shire

Wind Storms:

Wind storms occurred around 1974 in Sandon and 1979 in Metcalfe.

Floods:

Major Floods have struck the municipality a number of times, including 1889 and 1909 (Castlemaine), 1890, 1954, 2000 and 2001 (Newstead), 1954 and 2000 (Vaughan Springs), 2000 (Campbell's Creek), 2007 (Harcourt and Redesdale),

In recent times major flooding occurred between 2010 – 2012 across Castlemaine, Campbells Creek, Chewton, Maldon, Taradale, Baringhup and other locations. The recovery costs were in excess of a combined total of \$22 million.

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In September and October 2016 major flooding occurred along the Loddon and Campaspe Rivers, Barkers Creek, Campbells Creek and Forest Creek causing flood damage predominately to road infrastructure but also some properties and the Loddon House Caravan Park. Recovery costs are estimated to hit \$2 Million.

Fire

- 2009 Redesdale / Barfold
- 2003 Barkers Creek
- 1986 South east of Metcalfe
- 1981 and 1996 Castlemaine Woollen Mill
- 1980 North West of Maldon, Muckleford Forest
- 1979-80 Golden Point (east of Maldon, Muckleford / Walmerarea)
- 1975 South west of Redesdale
- 1969 North and North West of Maldon, and south of Strathlea
- 1965 South Ravenswood
- Circa 1963 Walmer
- 1958 and 2001 Harcourt Cool Store
- 1957 Harcourt Sawmill.

Central Goldfields Shire

Fire:

The major emergency in the region in recent memory was the bushfire in January 1985. This major fire burnt about 1,000 square kilometres of land in a triangle from Avoca to south of Talbot and finishing north east of Carisbrook. The fire took one life, caused about 100 other casualties, destroyed 101 houses and inhabited dwellings, devastated hundreds of farms and holiday properties and killed about 40,000 sheep. Other major fires occurred in the district in 2002 (Daisy Hill), 2001 (Paddy Ranges), 1987, 1969 and 1965. Other less serious bushfires have occurred from time to time. Every year there are a number of individual house fires which require response and recovery activities, particularly with reference to the wellbeing of displaced individuals.

Storms:

Storm damage to houses, other buildings and trees has occurred on many occasions.

Flooding:

Flooding has occurred on many occasions although the populated areas, except for the land along the Burnt Creek in Dunolly and areas of Carisbrook (in particular south of the Pyrenees Highway), are not susceptible to heavy flooding. During the Carisbrook Floods in 1956 one person drowned and another during the June 1995 floods drowned in Dunolly and the Boxing Day Flood in 1999 caused in excess of \$2 million in damages to public and private assets throughout the shire. Floods in September 2010, November 2010 and January 2011 have caused in excess of \$12 million in damages to public assets throughout the Shire. Over 200 homes in Carisbrook, Dunolly and Talbot were flooded with all major routes to each of these towns flooded for periods of up to four days. No fatalities during this period.

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All Cluster Councils

Exotic Disease:

Confirmation of the exotic disease, Equine Influenza was confirmed in NSW and QLD in 2007, resulting in a widespread response in Victoria to conduct surveillance of horses in the region and impose movement restrictions at all border crossings into NSW over a number of months.

Heat Wave:

Victoria experienced a three day heatwave Late January and early February 2009. This event immediately preceded the Black Saturday bushfires. The Chief Health Officer estimated that 374 additional deaths occurred when Victoria experienced a four day heatwave in January 2014. The effects of climate change are expected to increase the frequency and intensity of heatwaves (*Heatwave Planning guide, July 2009*). A report released by the Chief Health Officer in September 2014 showed that an extra 167 deaths occurred in this period.

Locust Pest Incursion:

Widespread swarms of Australian Plague Locusts inundated the region in 2010/11, resulting in significant damage to crops, pastures and the broader environment. The outbreak response involved many different agencies, staff and ran over many months

2.2.4 Major industries / assets

Details of major industries and assets are contained in Appendix 3.

2.2.5 Vulnerable persons Community Organisations and Facilities

A list of funded agencies that have vulnerable clients, and a list of facilities where vulnerable persons may be located, can be found in the Contact Directory – Refer 11.1.

2.2.6 Map showing the area covered by the Municipality

A map of the municipality is shown in Appendix 4.

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3. PREVENTION / MITIGATION

3.1 Introduction

The Cluster municipalities recognise that, together with various state government departments and agencies, they have a key role in prevention and mitigation activities to reduce the likelihood, or minimise the consequences, of emergencies that may occur in the area. Cluster Councils enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergencies. The Committee also plays a role in prevention by undertaking a Community Emergency Risk Assessment (CERA).

3.2 Definitions regarding the CERA process

3.2.1 Hazard/Exposure/Vulnerability

The concept of risk for natural hazards or emergencies combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact (consequences). Risk is the outcome of interactions between a specific hazard (for example bushfire) and assets or functions that are of value to the human system. The extent of the impact from this interaction will be dictated by the exposure and vulnerability of each specific asset, value or function.

The total risk may be decreased by reducing the size of any one or more of the three contributing variables, the hazard, the elements exposed and/or their vulnerability. This can be illustrated by assuming the dimension of each of the three variables represents the side of a triangle, with risk represented by the area of the triangle.

3.2.2 Impacts

The impact of a hazardous event depends on the elements at risk, such as; population or buildings and their associated vulnerability to damage or change as a result of the event. Impacts occur once the hazard has been realised or becomes manifest.

Exposure refers to the inventory of elements in an area in which hazard events may occur. Hence, if population and economic resources were not located in (exposed to) potentially dangerous settings, no problem of disaster risk would exist. While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct.

Exposure is a necessary, but not sufficient, determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However to be vulnerable to an extreme event, it is necessary to also be exposed.

3.2.3 Vulnerability

Vulnerability refers to the propensity of exposed elements such as human beings, their livelihoods, and assets to suffer adverse effects when impacted by hazard events. Vulnerability is related to predisposition, susceptibilities, fragilities, weaknesses, deficiencies, or lack of capacities that favour adverse effects on the exposed elements.

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Vulnerability can be seen as situation-specific, interacting with a hazard event to generate risk. Vulnerability to financial crisis, for example, does not infer vulnerability to climate change or natural hazards. It is important to note that exposure and vulnerability change over time.

A community's level of vulnerability can change suddenly and without notice. It will therefore be critical to periodically revisit the assumptions that we have made about them.

3.2.4 Residual Risk

The risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained. Comment: The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response and recovery together with socio-economic policies such as safety nets and risk transfer mechanisms.

3.2.5 Improve controls

Generally speaking, if a risk has a high residual risk rating and a high control effectiveness rating (current controls are assessed as being ineffective), then action should be taken to review and improve controls.

3.2.6 Monitor controls

Conversely, if a risk has a high residual risk rating and a low control effectiveness (i.e. current controls are assesses as having good effect on the risk), then action should be taken to monitor and validate the effectiveness of current controls.

3.2.7 Ongoing Process

Based on the risk rating outcome, the MEMPC are able to select and prioritise the risk treatment activities required.

Further meetings of the MEMPC can be convened to:

- further investigate impacts and existing mitigation controls for each hazard
- identify improvement opportunities linked to causes and impacts
- record additional actions, notes and/or comments for inclusion in mitigation treatment plans
- Risk based planning is done at the individual Local Government Authority level.

3.3 Preparedness

Cluster Councils are responsible for coordination of emergency preparedness activities including Municipal Operations Centres (MOCs), Neighbourhood Safer Places, Bushfire Places of Last Resort, Emergency Relief Centres (ERCs) and staff training. The member councils are also responsible for maintenance and administration of the Integrated Municipal Emergency Management Plan and other plans including (but not limited to) Municipal Fire Management Plan, Municipal Flood Management Plan, Heatwave Plan and Influenza Pandemic Plan. Common operating policies and procedures have been adopted across the Cluster municipalities to ensure effective preparedness and operation.

Part 5 (Response Arrangements) identifies the roles and responsibilities of the various organisations and agencies that exist in the municipality. Each agency's ability to cope with the identified threats was considered during this process.

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An amendment to the EMMV removed the necessity for councils to maintain a MECC facility, however Cluster councils will continue to perform the function of the MECC as required under the EMMV in the lead-up to and during significant or major emergencies and appropriate Cluster Councils may establish a Municipal Operation Coordination Centre for the centralised coordination of municipal operations during the event.

Municipal Operation Centres have been identified, along with an alternative in the event that the Primary MOC should become unserviceable. Likewise, Emergency Relief Centres and Assembly Areas have been determined for use during emergencies.

In the event of an emergency where an ICC has been established, the Cluster will provide an EMLO to that ICC in order to maintain effective liaison between response & recovery agencies and municipalities.

3.4 Municipal Fire Prevention Officer (MFPO)

Each Council within the Northern Victorian Cluster has appointed officers to fulfill the functions of Municipal Fire Prevention Officer and Assistant Municipal Fire Prevention Officer in accordance with section 96(A) of the Country Fire Authority *Act* 1958. The MFPO has a significant role in prevention and risk mitigation in the lead up to the fire season each year. (Refer to local Municipal Fire Management Subplans).

For the full role description of the MFPO refer to the EMMV (Part 6).

3.5 Community Preparedness

All Victorians have a collective responsibility to help build and maintain 'emergency resilience'.

Understanding local, regional and state relief and recovery capability is a shared responsibility and a long term challenge. Building relationships is the essential first step in understanding relief and recovery capability.

The Victorian Emergency Management Reform White Paper was released in December 2012. The white paper describes the principle in emergency management for Community as:

Emergency Management founded on community participation, resilience and shared responsibility.

One of the strategic priorities in the white paper is building community resilience and community safety.

Local knowledge on people, history, risks, vulnerability, operational requirements, infrastructure and services significantly enhances emergency preparation, response and recovery.

Building community resilience requires collective action. Individuals must determine how to help themselves and each other in ways that best suit their circumstances. Governments can help greatly in bringing communities together. Support requirements will inevitably vary between communities.

Government, emergency services organisations, essential services, local businesses and not-for-profit organisations must be ready to work with each community according to its needs.

Communities' strengths and vulnerabilities change over time. They must therefore be able to adapt so that they can maintain resilience. To do this, communities need the skills to access all available resources when necessary. A disaster-resilient community has the inherent capacity to deal with any shock, no matter how well-anticipated or surprising.

Community resilience is established by ensuring people in that community are fully engaged in the resilience-building process and that the process is led from within the community. It is unlikely that everyone in the community will choose to be involved. The challenge is to understand the unique features of a community, determine who to work with, and then determine an approach that is appropriate to lead and develop effective engagement.

A resilient community is one where people work together, using their knowledge and resources to prepare for and deal with emergencies. They use personal and community strengths, and existing community networks and structures. A resilient community is also enabled by strong social networks that offer support to individuals and families in a time of crisis (the *National Strategy for Disaster Resilience*, the Council of Australian Governments [2011]).

The Community Resilience Framework for Emergency Management in Victoria (expected to be released mid 2017), provides guiding principles and seven community resilience outcome areas that invite individuals, communities and practitioners who play a role in emergency management to engage with community resilience.

These outcomes areas are:

- · Safe and healthy
- Connected, inclusive and empowered
- Have a dynamic and diverse local economy
- Have a sustainable built and natural environment, community assets and infrastructure
- · Culturally rich and vibrant
- Democratic and engaged
- Reflective, aware and act.

3.6 Risk assessment process and results

The Cluster Project has undertaken a Cluster Community Emergency Risk Assessment (CERA) process under the guidance of the VICSES. CERA is examining the risks across the five participating municipalities. Some disasters will cross municipal boundaries and each Council have developed strong working relationships within the Cluster but also with neighbouring municipalities that share boundaries and specific risks. This process is conducted in a number of stages and is ongoing.

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The arrangements detailed in this plan are put in place to deal with any residual risk(s) that exist after the developed treatment plans have been implemented.

The CERA approach combines hazard information and intelligence from a number of sources in order to gain a clear understanding of the elements that define 'risk' within a specific area. These sources include:

- Existing 'single hazard' risk assessments for example the Victorian Fire Risk Register (VFRR), Integrated Fire Management Planning (IFMP) and Flood Studies
- New or existing community profile information for example Part 2 of Municipal Emergency Management Plans
- Subject matter experts and local community representatives.

Integral to the success of the process are the in-depth discussions that occur between experts, decisionmakers and community representatives. The CERA meeting format is designed to promote a collaborative discussion between agencies, experts and community representatives on the ways in which various hazards may affect important assets, values and functions for a defined 'community of interest'. This format enables participants to then identify underlying weaknesses, consequences and long term impacts that may not have been uncovered if discussed in isolation.

A practical consideration for the CERA process is the balancing of workshop numbers with the need for community and gender representation. The current community safety approach represents a critical shift away from a sole reliance upon 'professional' perspectives for emergency management planning towards active engagement with and empowerment of the community to investigate its own risks and develop its own solutions. In this sense, agencies and authorities are seeking ways to work more effectively with communities by promoting increased involvement through a diverse range of education and awareness programs for natural hazards safety that emphasise community-level engagement, risk appreciation, forward planning and preparedness.

For the purposes of the CERA process, it is vital that the MEMPC is able to either draw upon existing community education, awareness and engagement programs or set up new processes in order to ensure that the knowledge and perceptions of their citizens are a major input to the decision-making process.

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Code	Risk	Ratings Confidence	Residual Risk Rating
BF-L	Bushfire - large, regional	High	High
FL3	Flood - Extreme (probable maximum t	High	Medium
ET-HW	Extreme Temperatures - Heatwave	High	High
ST	Storm	Med	High
SD-E	Service Disruption - Electricity	Select	and the second sec
I-01	Service Disruption - Telecommunicati	Select	
SD-G	Service Disruption - Gas	Select	
SD-W	Service Disruption - Water	Select	
IP	Insect Pest Incursion	Select	
PE	Plant Epidemic	Select	
N-01	Drought	Select	
B-01	Pandemic Infulenza	Med	Medium
T-TR	Transport Incident - Train, Rail	Select	
T-RDL	Road Transport Incident - large comn	Select	
AE	Exotic Animal Disease	Select	
A	Industrial Accident	Select	
T-AC	Transport Incident - Aircraft	Select	
MA	Mine Accident	Select	
SF-D	Structural Failure - Dam	Select	8— <u>—</u> — — — — — — — — — — — — — — — — —
EQ	Earthquake	High	Low

Residual Risk Rating = Residual Consequence x Effectiveness of Control x Likelihood

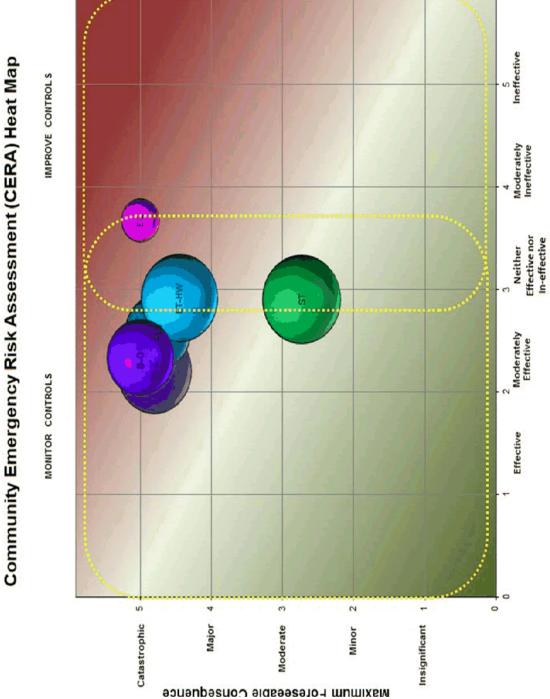
*Select: Not yet completed		
Residual risk rating	Indicative risk tolerance levels	
High	Measures should be taken to reduce the risk and will generally require consultation with and support from state and/or federal agencies.	
Medium	Subject to being reduced to as low as reasonably practicable levels and with the goal of moving them into a broadly acceptable region.	
Low	Generally requiring little if any additional action.	

Assessment confidence - The lower the confidence rating, the higher the level of emphasis that needs to be placed upon better understanding the factors driving the risks and the options available for addressing them.

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The above heat map diagram plots the committee's assessment of Residual Consequence, Control Effectiveness and Likelihood. The size of the 'bubble' reflects the level of residual likelihood (i.e. after current controls/mitigations).

A comparison of municipal hazards identified during the CERA (and CERM) process is detailed in the following table:

	Cluster	Campaspe	Central	CoGB	Loddon	Mount
			Goldfields			Alexander
Bushfire – large, regional	High					
Bushfire – small, isolated		Medium		High	High	High
Flood - extreme	Medium	Medium	High		High	High
Fire - Residential		Medium		High	High	High
Fire - Industrial		Medium				
Extreme Temperature -	High					
Heatwave						
Storm (inc. flash flood)	High	High		High	High	High
Service Disruption - Electricity				Low		High
Service Disruption -				Low		High
Telecommunications			_			
Service Disruption - Gas				Low		High
Service Disruption - Water				Low		High
Insect Pest Incursion					Low	
Plant Epidemic				Medium	Low	Medium
Drought				High		High
Human Epidemic/Pandemic	Medium	Medium		High	High	High
Transport Incident – Train, Rail				High	Low	Medium
Road Transport Incident -				High	High	High
Large				Ŭ	Ű	
Transport Incident - Aircraft				Medium	Low	High
Emergency Animal Disease		High	High	Low	Low	Medium
Industrial Accident				Low	Low	Medium
Mine Accident				Low	Low	Medium
Structural Failure - Dam				High	Low	Medium
Structural Failure - Bridge						
Earthquake	Low			Low		Medium
Hazardous Chemical Spill				High	Low	Medium
Terrorism (active shooter)				High	Low	Medium

= Identified Hazard (yet to be assessed)

Low, Medium, High = assessed Residual Risk Rating of identified hazard

Note: CoGB, Loddon Shire and Mount Alexander Shire are yet to commence or have partly completed the CERA process, so data from the previous CERM process has been utilised for these municipalities. This table will be updated as the CERA process is completed.

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4. MITIGATION ARRANGEMENTS

4.1 Treatment plans

The level of residual risk for particular hazards will vary between Cluster municipalities. Accordingly, a number of mitigation plans have been prepared by individual councils and MEMP committees.

Details of municipality mitigation plans are shown in the table below. A full list of member councils' plans and SOPs are detailed in Section 12.

	CoGB	Campaspe	Loddon	Central Goldfields	Mount Alexander
Municipal Fire management Plan	~	~	~	~	~
Municipal Flood Emergency Plan	~	~	~	~	~
Heatwave	~		~		~
Influenza Pandemic		~			~
Emergency Animal Welfare, Stock Management & Disposal Plan		~			~
Mass Vaccination		~			
Community Emergency Risk Management Strategy		~			~
Bushfire – Places of last resort	~	~	~	~	~

4.2 Community Awareness

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the level of individual and community emergency preparedness and awareness of risk. Obtaining the preferred response from people during emergencies will require successful community engagement, education and awareness programs from Council and other emergency agencies.

Cluster Municipalities and the MEMPC will support and promote appropriate prevention and awareness programs within the Cluster municipalities. Methods of warning the community of an impending emergency are addressed Part 5.

Any information released to the public on behalf of the Cluster municipalities will be to educate and assist the community to prepare for emergencies.

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5 RESPONSE ARRANGEMENTS

5.1 Introduction

Emergency Response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted.

Most incidents are local and can be coordinated from local municipal resources. However, when local resources are exhausted, Emergency Response provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and secondly on a state-wide basis.

This section details the Northern Victorian Cluster's arrangements for response to an emergency.

5.2 Coordination, Control and Command

Victoria's emergency response arrangements are based on the guidelines in the State Emergency Response Plan (Part 3 EMMV) which identifies Victoria's organisational arrangements for managing the response to emergencies. These guidelines are based on the management functions of coordination, control and command.

In order to meet the objectives of emergency management in Victoria, those performing the coordination, control and command functions need to ensure:

- the consequences of the emergency are managed and
- there is communication that meets the information needs of communities, stakeholders and government.

5.3 Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The main functions of emergency response coordination are to ensure:

- effective control arrangements have been established and maintained to manage the response to emergencies
- effective information sharing
- the necessary resources are accessed to support the response to emergencies.

Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery. (Refer to the EMMV Part 3)

5.4 Control

Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in this SERP, with details listed in the EMMV.

The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function.

For more information regarding Control, including:

- Control Agency
- Controllers and Line of Control
- Principles of Control
- Control of Class 1 and 2 emergencies

refer to the EMMV (Part 3).

5.5 Command

Command is the internal direction of personnel and resources of an agency, operating vertically within an agency. Where there is an agreed inter-agency arrangement, a functional commander may supervise personnel and resources from more than one agency.

Authority to command is established in legislation or by agreement within an agency. (Refer to the EMMV - Part 3).

5.6 Consequence Management

The Emergency Management Commissioner is responsible for consequence management for major emergencies. Consequence management involves the coordination of the activities of agencies with a role in delivering of services to the community, with the aim of minimizing the adverse consequences of emergencies on the community.

5.7 Communications

Communications relates to communicating to the public, reporting to government and communicating with stakeholder agencies during emergencies.

Information on reporting to government and communicating with stakeholder agencies is detailed in Part 3 of the EMMV.

5.7.1 Public information and warnings

It is the responsibility of the Control Agency to issue warnings to the potentially affected communities and other agencies. The Northern Victorian Cluster Council involved in the emergency may be asked to assist with the dissemination of this information. During response, warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Standard Operating Procedures for council communications have been developed by each council and can be accessed through the EMLO.

Methods for disseminating information:

Radio stations, television, electronic media, social media, print media, Police media liaison, Emergency Alert (telephone based system), Agency information line (e.g. Emergency Information Line), Culturally and Linguistically Diverse group radio stations or newspapers, community newsletters, literature / brochures, information centres (one stop shops), door knocks, vehicle mounted public address systems, local community groups.

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5.8 Municipal Emergency Response Personnel

5.8.1 Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer).

For the full role description of the MERC refer to the EMMV (Part 3).

5.8.2 Municipal Emergency Resource Officer (MERO)

Each Shire Council within the Northern Victorian Cluster has appointed a MERO and a Deputy MERO pursuant to Section 21(1) of the *Emergency Management Act* 1986.

Responsibilities of the MERO during the response phase of an emergency include:

- Coordination of municipal resources
- Establish and maintain an effective structure of personnel whereby municipal resources required responding to an emergency can be accessed on a 24 hour basis.
- Establish and maintain effective liaison with agencies within or servicing the municipal district.
- Ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies.

For the full role description of the MERO refer to the EMMV (Part 6).

5.8.3 Municipal Recovery Manager (MRM)

Each Shire Council within the Northern Victorian Cluster has appointed an MRM and/or a Deputy MRM.

Responsibilities of the MRM include:

- Manage municipal and community resources for community support and recovery.
- As part of the Emergency Management Group, liaise with the MERC and MERO on the best use of municipal resources.
- Liaise with the Regional Recovery Committee and Department of Health and Human Services.
- Establish the Emergency Relief and Recovery Centres, as required.
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees.
- Coordinate the accurate dissemination of recovery information to Council's senior managers and the community.
- Support the post impact assessment process for the collation and evaluation of information.
- Ensure effective management of the MOC for recovery.
- Ensure the monitoring and recording of Council's expenditure is undertaken.
- Manage the timely and planned withdrawal of recovery services.

For the full role description of the MRM refer to the EMMV (Part 6).

5.8.4 Municipal Authority across the Cluster

In accordance with the EMMV, the appointed MERO has full delegated powers to deploy and manage Council's resources during emergencies. This delegation will be unchanged where an emergency impacts on one municipality only.

Where the emergency affects more than one municipality, in accordance with the MoU that has been signed by each CEO, once the deployment of personnel has been approved by the Chief Executive Officers of the affected Council and the Councils providing assistance, the MERO, EMLO or EMC have the delegated authority to commit administrative support or resources in the exercise and application of Council's emergency management functions.

In an emergency an EMLO from the impacted Council will <u>most likely</u> be the initial liaison person between Councils and the incident controller. This may be dependent on the circumstances at the time and the EMLO may be from another Council in the Cluster in the first instance. This person will then be the single point of contact for the municipalities who are part of the Cluster and will be responsible for communication and liaison with affected Councils. Where any resources are requested by the control agency the EMLO will contact the relevant MERO and make the formal request. The EMLO will then record the details of the request for future reference and for accounting purposes.

An EMLO:

- represents their agency
- may represent the agency at the Incident Emergency Management Team or Regional Emergency Management Team, if the relevant agency commander is unable to attend (not the State Emergency Management Team, where a senior agency representative is required to attend)
- should be empowered to commit, or to arrange the commitment, of resources of the agency to the response to an emergency
- provides advice in relation to impacts and consequence management being undertaken by the agency
- should have previous experience in this role or have attended an EMLO training course.

The role of a Council EMLO within an emergency management context is to represent Council in the MOC or the ICC, and to provide liaison with other organisations regarding:

- Facilitate requests from the ICC for council information
- Facilitate requests by the council or MOC for information from the ICC
- Facilitate requests from the ICC for council resources, including human resources
- Represents and speaks on behalf of the council
- Is empowered by their organisation to make decisions, or is in direct contact with the person in their organisation who can make that decision or release the resource
- Maintains information flow between parties
- Obtains up to date information/intelligence

The EMLO should operate from the Incident Control Centre (ICC), or equivalent operations centre.

In a protracted event each EMC will form a roster to support the affected municipality and relieve the EMLO.

5.8.5 Municipal Emergency Response Arrangements

Municipal emergency response is coordinated from the Municipal Operations Centre (. The MOC will be established (in a major emergency) to manage all Council responses to the emergency and the support of the response agencies. Contact with the response agencies will be through the EMLO who will be part of the Emergency Management Team.

5.8.6 Municipal Operations Centre (MOC)

Coordination functions in the first instance will be conducted remotely. In the event of a complex, large or protracted emergency the MERC, MERO or MRM may request activation of the MOC. If a MOC is established this must be communicated to the control agency. This may be done through the EMLO situated in an ICC.

The MOC will coordinate the provision of human and material resources within the municipality during emergencies. These resources may be provided to support control agency activities or for the purposes of meeting relief and early recovery needs. The MOC will also maintain an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debriefing purposes.

The MOC may also be activated to support a neighbouring municipality. Administrative staff for the MOC will be drawn from Council's staff pool in the first instance. In the event of a large scale emergency that requires the MOC to be open for a protracted period of time, staff from the Northern Victorian Cluster will be requested initially through the resource sharing protocols. If these resources are exhausted, other municipalities may be requested (possibly via the MAV's Inter Council Emergency Resource Sharing Protocols or as a cross-municipality agreement). Representation of support agencies and service providers in the MOC will depend on the emergency.

The MOCs for the Northern Victorian Cluster are:

Central Goldfields Shire

Primary:	The Hub, Burns St., Maryborough
Secondary:	Will utilise one of the Loddon facilities as their secondary MOC facility
Loddon Shire	
Primary:	Shire office, Calder Hwy., Wedderburn
Secondary:	Shire office, Loddon Valley Hwy., Serpentine
Campaspe Shire	
Primary:	Shire office, Heygarth St., Echuca
Secondary:	Council Depot, Finlay Road, Tongala
City of Greater Bendigo:	
Primary:	Reception room, 1 st floor, 195-229 Lyttleton Tce, Bendigo
Secondary:	Training room, Works Department, Adam St., Bendigo

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Primary:	Shire office, Lyttleton St., Castlemaine
Secondary:	Castlemaine Hospital – Board Room – 142 Cornish Street, Castlemaine
	(Enter via Odgers Road entrance)

Virtual MOC

Depending on the size and complexity of an emergency, Councils may determine to have a virtual MOC.

5.9 Sourcing Resources

A resource is essentially any function or item which a responding agency requires to perform its responsible role, including:

- personnel (e.g. agency support and industry technicians)
- equipment (e.g. plant, vehicles)
- Services (e.g. phone lines, expert technical advice).

The Northern Victorian Cluster has a well maintained and updated list of municipal resources available through Crisisworks. The maintenance and updating of the resources list is the responsibility of the Emergency Management Coordinator and is accessible to the MERO at all times.

5.9.1 Agency resources

An agency may have arrangements in place to access a wide range of resources through:

- its own agency arrangements
- support agencies (many are listed in Part 7 of the EMMV)
- contract or supply arrangements with private industry.

Agencies should exhaust all resources owned or directly within their control prior to requesting assistance from elsewhere. 'Directly within their control' means the resource is available to the agency through a preexisting arrangement such as a contract or memorandum of understanding.

In situations where an agency accesses a resource, other than a resource it owns, it must notify the incident controller and the emergency response coordinator. This is to allow for effective and efficient resource tracking by the emergency response coordinator and to avoid duplication of requests for the same resources.

Similarly, agencies must notify the emergency response coordinator of the depletion or deployment of sizable or specialist resources.

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5.9.2 Resource Supplementation

The arrangements for resources supplementation have four levels:

- Agency and local resources
- Support resources
 - Within municipalities / local area
 - Within regions
 - Within the state
- Interstate or commonwealth resources
- International resources.

In an emergency that is localised to one municipality the request for resources should go to the relevant MERO in the first instance. The MERO will be supported by their EMC.

In an emergency that impacts across municipal boundaries an EMLO should be appointed by the Council that suffered the initial impact of the event. The role of this person is described above.

Once the emergency has been escalated and an EMLO is in place then future requests can then be directed to this person who has the delegated authority to commit administrative support or resources in the exercise and application of the affected Council's emergency management functions.

An agency responding to an emergency and requiring supplementary resources can request resources via the Emergency Response Coordinator.

Requests for resources should be provided in a format as decided by the relevant emergency response coordinator, and include the name and position of the person requesting the resources and comprehensive details of the task to be undertaken.

Private providers for resources must be considered as possible sources of supply at each level.

The requesting agency is responsible for making appropriate arrangements for delivery of the supplementary resources.

Details on sourcing resources from within Victoria or the Commonwealth can be found in Part 3 of the EMMV.

5.9.3 Payment responsibilities

Where an agency's expenditure is in order to fulfill its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

An agency cannot transfer its responsibility for the cost of undertaking its roles/responsibilities if the activity is in compliance with the direction or request of a response controller from another agency.

When a control agency requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils are responsible for the cost of emergency relief measures provided to emergencyaffected people.

(Refer to the EMMV, Part 8).

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5.9.4 Resource sharing

Emergency Management roles will be drawn from affected Council's staff pool in the first instance. In the event of a large scale emergency that requires protracted operations, staff from other municipalities in the Northern Victorian Cluster will be requested using resource sharing protocols established in the MOU http://files.ndc.em.vic.gov.au/Agreements/MOU-Extension-2015-2017.pdf and Cluster Support Guidelines http://files.ndc.em.vic.gov.au/Agreements/MOU-Extension-2015-2017.pdf and Cluster Support Guidelines http://files.ndc.em.vic.gov.au/Agreements/Cluster-Supporting-An-Incident-Guidelines.pdf. Beyond these resources, Northern Victorian Cluster Councils are committed to the protocol for Inter-council Emergency Management Resource Sharing. http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx

5.9.5 Volunteer Management

Volunteer agencies are called upon to provide resources within the limit of their means. Where a volunteer agency expends extraordinary funds providing resources for emergency response or recovery to the extent that it seeks financial reimbursement, it should notify the control agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

(Refer the EMMV Part 8)

Attracting and retaining volunteers is not easy, largely because volunteering involves freedom of choice on the part of the volunteer. People who feel empowered, rewarded and appreciated in their volunteer role are more likely to contribute to and continue in that role. Implementing a comprehensive and successful volunteer program requires time, commitment and personnel, as well as an understanding of why people volunteer.

A well-managed and designed volunteer program will acknowledge the reasons for volunteering and strive to meet the needs of the volunteers by recognising their contribution. Success in doing so will return many benefits, both to the volunteer and the organisation they work for.

To help manage volunteers Volunteering Victoria has created a number of guidelines and resources. Go to: http://volunteeringvictoria.org.au/

5.9.6 Compensation arrangements for volunteer emergency workers

Compensation for all emergency workers is laid down in Part 8, Appendix 7 of the Emergency Management Manual Victoria and also in Part 6 of the Emergency Management Act 1986. A volunteer emergency worker means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which the state emergency response plan or the state emergency recovery plan applies.

It is the responsibility of the organisation utilising the volunteer emergency workers to ensure that all of the volunteer emergency workers are registered.

5.9.7 Control and Support agencies

Part 7 of the EMMV identifies control agencies and key support agencies for response (i.e. it does not list all agencies that may be involved in a particular emergency, nor does it list all emergencies that may be encountered).

In relation to major emergencies, the EMMV distinguishes between Class 1 and Class 2 emergencies. This distinction does not apply to non-major emergencies.

Support Agencies may be able to offer varying levels of support from 'on ground' resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

5.9.8 Cross-municipalities emergency management arrangements

The Integrated Municipal Emergency Management Planning Committees seeks to establish and maintain liaison with neighbouring municipalities through the MAV Mutual Aid Agreement, this includes:

- Exchange of emergency management plans
- Sharing Standard Operating Procedures (where appropriate)
- MAV resource sharing protocols
- Cross-Municipality exercises and arrangements.

5.9.9 Financial considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the Northern Victorian Cluster councils, the MOU and resource sharing agreement.

Government agencies, including Council, that are supporting the control agency are expected to defray all costs from their normal budgets. Control agencies are responsible for all costs incurred by an agency responding to a request that is outside their normal operating procedures and budgets.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

Municipal councils are expected to use their resources for emergency operations within the municipal district. Municipal resources are those used to perform municipal functions, even if the resources are privately owned (contracted to council). Generally, councils are expected to provide municipal resources without charge, however some resources may be subject to limits and/or constraints, (e.g. the use of some equipment may be limited to a timeframe due to the expense of operation).

Such limits and/or constraints should be reasonable, commensurate with each council's capacity to provide such resources, and details included in municipal emergency management plans.

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Some reimbursement is available. Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance according to a sharing formula. See the EMMV (Part 8).

The Northern Victorian Cluster Councils are accountable for any monies donated as a result of any emergency event and will implement systems to receive and account for all such donations.

5.9.11 The transition from Response to Recovery

Planning for recovery should commence as soon as practical. The Incident Controller, Emergency Response Coordinator and Municipal Recovery Manager should commence transition planning as soon as possible following the start of an emergency. The Emergency Management Team should also be involved in transition planning to ensure a shared and consistent understanding of the planning, timing and expectations for transition.

The timing and extent of the transition of overall coordination from response to recovery will be impacted by a number of considerations:

- The extent to which any emergency risks remain
- The extent to which the powers available to response agency personnel (which may be available only during an emergency response) are still required
- The extent to which the effect and consequences of the emergency are known
- The extent to which the affected community continues to require relief services
- The extent to which the recovery resources have assembled and are ready to manage their responsibilities.

Transitioning to recovery is an important consideration when planning and implementing recovery programs. Recovery coordinators should consult with communities and agencies on the timing of transition of recovery programs to mainstream services and activities that shift the focus from recovery to community development and preparedness.

A transition agreement should be developed between the Incident Controller, the Emergency Response Coordinator (Victoria Police), the MRM or, where more than one Local Government Authority, the Regional Recovery Coordinator (DHHS) and the EMC from the affected Council. Where more than one Council is impacted then authorised delegates from each affected Council will be involved in the transition arrangements. Each affected Council will nominate their delegated person. In most cases this will be the EMC.

The transition agreement details any transition activities and tasks, information management, communication and signatories. It is the responsibility of the Emergency Response Coordinator (Victoria Police) to advise all agencies involved in the emergency at the time at which the formal 'response' terminates.

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Where the emergency has impacted more than one Council the Regional Emergency Response Coordinator will be the Victoria Police signatory rather than individual MERCs.

In large or prolonged emergencies, it will be necessary to continue providing relief/recovery services to the affected community after response activities have ceased.

5.9.12 Termination of response activities and hand-over of goods and facilities

In some circumstances it may be appropriate for certain facilities and goods obtained under emergency response arrangements to be utilised in recovery activities. In these situations there should be a formal hand over to the authorised delegates from the affected Council or Councils of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency that is also responsible for their return or disposal.

Payment for goods and services used in the recovery process is the responsibility of the MRM through the Municipal Emergency Management Plan arrangements.

5.9.13 Debriefing arrangements

A debrief should take place as soon as practicable after an emergency. It is the responsibility of the MERC to ensure the debrief is conducted and all agencies who participated, including Council, should be represented. The Debrief will assess the adequacy of the Plan and recommend any changes. Such meetings should be chaired by the MEMPC Chairperson.

It may also be appropriate to conduct a separate recovery debrief to address relief and recovery issues. This should be convened and chaired by the MRM.

5.10 Local response arrangements

5.10.1 Community Information Guides

Community Information Guides (known as Township Protection Plans) provide information for both emergency services and the community to a bushfire within close proximity to a township, which has the potential to impact on the local community. These guides will address the specific needs of the town's people, property, assets, environment and economy, and are typically divided into 3 parts:

- Community Information.
- Township Planning Factors.
- Fire Prevention.

The guides can be sourced on the CFA Website via the following link; <u>http://www.cfa.vic.gov.au/plan-</u>prepare/community-information-guides/

5.10.2 Bushfire Places of Last Resort

Bushfire Places of Last Resort (also known as Neighbourhood Safer Places – Place of Last Resort) are locations of last resort and are designed to provide sanctuary for people from the immediate life threatening effects of a bushfire. They are places or buildings designated and signposted by the municipal council and which meet guidelines issued by the Country Fire Authority.

The locations of Neighbourhood Safer Places can be found on the CFA website: <u>http://www.saferplaces.cfa.vic.gov.au/cfa/search/default.htm</u>

5.10.3 Vulnerable Persons

During an emergency or imminent threat of an emergency, special consideration must be given to the needs of vulnerable people in the community.

The Department of Health and Human Services *Vulnerable People in Emergencies* policy May 2015 is available at:

http://www.dhs.vic.gov.au/search?cx=014431685225138346715%3Awh3tajwtoya&ie=UTF-8&cof=FORID%3A11&q=vulnerable+people+in+emergencies&sa=Search

The *Vulnerable People in Emergencies* Policy defines a vulnerable person as someone living in the community who is frail, and/or physically or cognitively impaired and unable to comprehend warnings and directions and/or respond in an emergency situation.

In addition, DHHS established a Vulnerable Persons Register, which is administered by Council. To be listed in the Vulnerable Persons Register, a person must meet the definition of a *vulnerable person* and **additionally**: *cannot identify personal or community support networks to help them in an emergency*.

5.10.4 Vulnerable Facilities

Vulnerable facilities are buildings where vulnerable people are likely to be situated, including aged care facilities, hospitals, schools, disability group homes and child care centres. This includes:

- Facilities funded or regulated by the Department of Health and Human Services, the Department of Education and Training
- Commonwealth funded residential aged care facilities: and
- Other locally identified facilities likely to have vulnerable people situated in them.

Each Council will be responsible for recording the location of vulnerable facilities within the municipality. These lists are available in the Northern Victorian Cluster Contact Database. Refer 11 – Contact Directory for log in details.

5.10.5 Risks to Aboriginal cultural heritage

Emergency management agencies need to work with Aboriginal people to help ensure all emergency management arrangements take into account risks to Aboriginal cultural heritage.

A number of mitigation and management activities can present risks to Aboriginal cultural heritage. The Aboriginal Heritage register is an invaluable resource, but it is important to recognise that traditional Owners have a much broader information base about Aboriginal cultural heritage than is available to agencies. It is essential to consult with local Aboriginal communities in assessing and mitigating risks. Response agencies need to consider arrangements that formally include the provision of advice on Aboriginal cultural heritage considerations.

Access to the Victorian Aboriginal Cultural Heritage Register is not publicly accessible due it containing culturally sensitive material. It can be accessed by a local government employee for the purpose of carrying out functions or duties associated with the requirements of the Act. Application for information can be made on line. For further details go to:

http://www.dpc.vic.gov.au/index.php/aboriginal-affairs/heritage-tools/aboriginal-cultural-heritageregister-and-information-system

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6 RELIEF AND RECOVERY ARRANGEMENTS

6.1 Introduction

This section of the Plan specifically addresses the relief and recovery arrangements and operational requirements that are likely to be required in the event of an emergency. This section should be read in conjunction with the Northern Victorian Cluster Standard Operating Procedures:

http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern-Victorian-Cluster-Relief-Centre-SOPs.pdf http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf and with the State and Regional Relief and Recovery Plans.

Emergency Relief and Recovery is a multi-agency responsibility that needs to be planned and managed for in a structured manner. The needs of the community created by an emergency will be met through a range of services and provided by both government and non-government agencies, community organisations and the private sector.

The aim of relief and recovery management is to coordinate the provision of emergency relief and recovery functions and services to affected communities, or those involved in the management of an emergency.

The community may require assistance and access to assistance throughout the event. This may include financial assistance, personal support, clean up assistance or rebuilding advice. Agencies that provide this support and assistance will be activated by the MRM to support the community at various stages throughout the event.

In the initial stages of the event access to assistance will be provided through the Relief Centre. This will include meeting the essential needs of the affected community such as food, shelter, material aid and some basic financial assistance.

Agencies with agreed relief and recovery roles and responsibilities (refer to EMMV Part 7- Emergency Management Agency Roles) need to develop and maintain their own internal operational plans that detail their capacity and strategies for undertaking these roles and responsibilities. They should develop these in consultation with communities, and regularly test them.

Developing an understanding of local, regional and state capability (which includes capacity) is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services.

Documenting the relief and recovery capability at each level of coordination is a planning requirement.

There will always be a time lag between a request for assistance and the delivery of assistance, so developing triggers to recognise capability shortfalls before they become a service delivery issue can be very useful. Triggers serve as a red flag warning that additional resources need to be requested. Triggers can be based on a range of factors such as the percentage of volunteers activated or the percentage of goods dispersed, depending on the appropriate measure of capacity for each relief service.

- identify the relief and recovery resources that are identified in multiple MEMP's. It is common for providers of food and water, psychosocial support and first aid to work across multiple municipalities
- support relief and recovery agencies to understand their own capability to provide services across multiple sites in multiple municipalities
- identify opportunities to create efficiencies by streamlining services and sharing resources
- support relief and recovery agencies to develop agency profiles which document their capability to provide relief services for emergencies of varying scale and duration.
- monitor local, regional and state capability, identifying risks and trends (e.g. accommodation shortages during peak tourist season or diminishing numbers of volunteers over time) and escalating capability issues as required
- plan and conduct emergency exercises to identify current strengths and areas for improvement
- identify capability issues at the local, regional and state level through the post emergency debriefing process
- improve planning to link potential community needs with capability
- encourage an honest and transparent process of measuring capability that is supportive and non-judgmental
- utilise existing mechanisms such as municipal collaboration groups and local, regional and state committees to discuss capability issues
- work with the business sector to better understand how they can enhance local, regional and state capability.

Part 7 of the EMMV contains a list of support tasks indicating the primary support agency or managing agency and other support agencies. The list is neither exhaustive nor exclusive as many agencies, including response agencies may have a support role, depending on the effects of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the MERC.

6.2 Overview

6.2.1 Purpose of Emergency Relief

To provide for immediate shelter, life support and personal needs of the people affected by, or responding to an emergency. It may include establishing and managing an Emergency Relief Centre.

6.2.2 Purpose of Emergency Recovery

To provide emergency recovery services to assist the emergency affected community towards management of its own recovery. It is recognised that where a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted. It is the coordinated process of supporting communities in the reconstruction of physical infrastructure, agricultural and natural environment as well as restoring emotional, social, economic and physical wellbeing to individuals. It may involve the establishment of a Recovery Centre.

6.3 Municipal, regional and state relief and recovery planning requirements

Municipal, regional and state relief and recovery plans must be aligned. Plans at each level of coordination must specify the agencies responsible for coordinating relief and recovery, for coordinating recovery functional areas and leading and supporting relief and recovery activities.

Plans at each level of coordination must also address the following relief and recovery arrangements:

- managing, funding and coordinating activities
- agreements between agencies, businesses and organisations to deliver every type of relief and recovery assistance (Refer EMMV Part 4).
- coordinating and managing resources (such as systems and assets) understanding and documenting capacity
- communication and community engagement
- understanding the needs of the community through documented community profiles and demographics
- staffing (including relief and recovery managers and coordinators; and paid, contracted and volunteer staff)
- collaboration groups
- integration of response, relief and recovery activities
- testing, exercising and evaluating plans.

Agencies with agreed relief and recovery roles and responsibilities (refer to EMMV Part 7- Emergency Management Agency Roles) need to develop and maintain their own internal operational plans that detail their capacity and strategies for undertaking these roles and responsibilities. They should develop these in consultation with communities, and regularly test them.

Developing an understanding of local, regional and state capability (which includes capacity) is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services. Documenting the relief and recovery capability at each level of coordination is a planning requirement.

If the scale of the emergency exceeds the capability of the control agency to coordinate the relief and recovery arrangements a relief and / or recovery coordinator must be appointed. This person should then develop a relief and recovery plan. This Plan should include:

- arrangements for relief and recovery coordination
- a description of the emergency situation
- the expected or potential relief and recovery needs of affected communities
- the capacity of councils/regions/state
- relief and recovery services required.

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6.4 Objectives and principles of relief and recovery

The objectives of relief and recovery are to support communities to successfully deal with the impacts of an emergency on the social, built, economic, and natural environments. By doing so, they help build cohesion and resilience to future emergencies.

There will always be a time lag between a request for assistance and the delivery of assistance, so developing triggers to recognise capability shortfalls before they become a service delivery issue can be very useful. Triggers serve as a red flag warning that additional resources need to be requested. Triggers can be based on a range of factors such as the percentage of volunteers activated or the percentage of goods dispersed, depending on the appropriate measure of capacity for each relief service.

The relief and recovery sector needs to work together to:

- identify the relief and recovery resources that are identified in multiple MEMPS. It is common for providers of food and water, psychosocial support and first aid to work across multiple municipalities
- support relief and recovery agencies to understand their own capability to provide services across multiple sites in multiple municipalities
- identify opportunities to create efficiencies by streamlining services and sharing resources
- support relief and recovery agencies to develop agency profiles which document their capability to provide relief services for emergencies of varying scale and duration.
- monitor local, regional and state capability, identifying risks and trends (e.g. accommodation shortages during peak tourist season or diminishing numbers of volunteers over time) and escalating capability issues as required
- plan and conduct emergency exercises to identify current strengths and areas for improvement
- identify capability issues at the local, regional and state level through the post emergency debriefing process
- improve planning to link potential community needs with capability
- encourage an honest and transparent process of measuring capability that is supportive and non-judgmental
- utilise existing mechanisms such as municipal collaboration groups and local, regional and state committees to discuss capability issues
- work with the business sector to better understand how they can enhance local, regional and state capability.

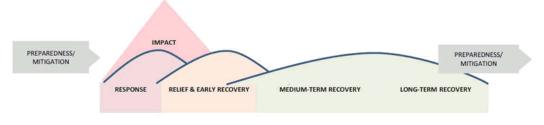
The principles of relief and recovery in Victoria are that they should:

- Empower and engage individuals and communities to promote self-sufficiency and, where
 possible, meet their own relief and recovery needs;
- Be coordinated and collaborative, jointly owned by affected individuals and communities as well as the non-government organisations, businesses and government agencies that support them;
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies and communities;
- Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions;
- Be able to support the delivery of concurrent community, local, regional and state response, relief and recovery activities.

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6.5 Response, relief and recovery in parallel

The response to a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in emergency management teams at the state, regional and local tiers to ensure a collaborative and coordinated whole of government approach. Emergency relief and recovery activities integrate with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. Relief and recovery coordinators/managers should be involved at all tiers and in all teams established to manage the emergency response.



Emergency relief and recovery activities over time (Source EMMV, Part 4, page 5)

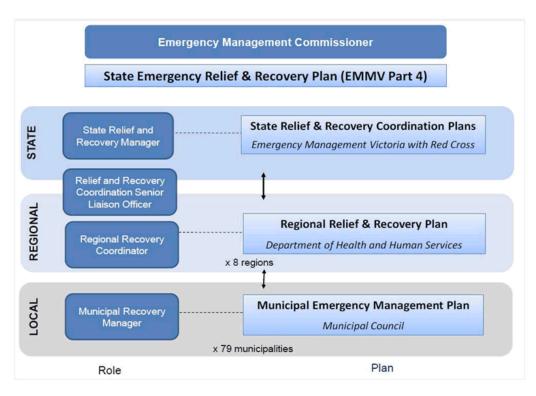
6.6 Emergency Relief

Emergency Relief is the provision of life support and essential needs to persons affected by an emergency.

The affected shire, assisted by other organisations and with the support of the Department of Health and Human Services as the organisation responsible for relief coordination, is responsible for implementing emergency relief measures including establishing and managing emergency relief centres.

For detailed information in relation to roles, responsibilities and functions of Emergency Relief refer to the EMMV Part 4 and the Department of Health and Human Services Emergency Relief Handbook, 2013 http://www.dhs.vic.gov.au/search?cx=014431685225138346715%3Awh3tajwtoya&ie=UTF-8&cof=FORID%3A11&q=emergency+relief+handbook&sa=Search

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The three levels of relief and recovery coordination in Victoria (Source EMMV, Part 4, page 10)

Incident Controllers, with advice from the Emergency Management Team, determine the need to activate relief services.

The minimum functions of emergency relief are those required to immediate essential life support needs. Planning must cover the emergency relief function including negotiating with agencies that have a local presence to establish responsibilities for provision of the following aspects:

- Catering (food and water)
- Material needs
- Emergency shelter (accommodation)
- Registration including the 'Register, Find, Reunite' system
- First Aid
- Personal Support and
- Information provision.
- Livestock and companion animal requirements

If the council considers that the event exceeds its capacity to provide relief services, a request to the Department of Health and Human Services to coordinate emergency relief at the regional level should be made by MERC.

Additional services may be needed subject to the scale of the emergency event, community impacts and the affected persons presenting at an emergency relief centre.

In the event of a requirement for any or all of the functional services of Emergency Relief, the request must be channeled through the MERC to the MERO. The MERO will activate the required functional services. All functional services will operate and report back to the MERO.

Services that are not deemed to be immediate needs (within the first 72 hours after an emergency event), such as financial and insurance assistance, are considered to be "recovery" activities.

6.7 Emergency Relief and Recovery activation

Incident controllers determine the need to activate relief services with advice from the emergency management team.

Part 3 of the EMMV specifies positions with authority to activate at the local level. The deactivation of relief services will be based on reduced levels of demand and need for such services.

The MRM will decide the trigger points that activate relief and recovery arrangements. Amongst the considerations the MRM should consider:

- A request from the MERC or incident controller
- the nature of the emergency and whether a recurring or ongoing threat is likely
- the extent of the impact on communities
- the level of loss and damage
- the extent to which the community needs emergency relief
- the resources required for the activation of relief and recovery arrangements

6.8 Activation of Emergency Relief and Recovery Staff

At the time of the emergency event, relief and recovery staff will be put on alert in readiness for the potential transition from a response effort to a relief and recovery effort. If the situation transitions from response to relief and recovery, staff will be advised accordingly and will remain involved. Staff will be selected from the on call list as needed.

6.9 Standby of Resources and Activation of Agencies

Once Council is notified of an emergency event within the municipality or that there is a high likelihood of an event occurring, the MRM will notify agencies that assistance may be needed. The agencies that should be notified in the first instance are the Red Cross and the Victorian Council of Churches – Emergencies Ministry or other key agencies involved in the relief and recovery sector. The MRM will request the agency or agencies to make stand by arrangements with volunteers and equipment needed to support the community.

The MRM may also contact venues that may be required to be used as relief centres in case evacuation of the community is needed. Again this will be to discuss availability of the centre and access to the facility if needed.

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These arrangements should be made as early as practicable to assist in the activation of services as needed.

It is equally essential to have a dedicated Personal Support team onsite from the start as it is to have the Registration, catering and ERC management team onsite. Waiting until distressed people present and then calling for support is not a wise decision. The presence of VCC EM at the initial setup and establishment of the ERC can provide support for staff and ensure that people are assisted holistically at all times.

Once further details of the event have been established and expected impact on the community determined further agencies and arrangements can be made.

6.10 Relief Arrangements – roles and responsibilities

6.10.1 Introduction

The provision of emergency relief needs to be coordinated, collaborative and jointly owned by affected individuals and communities, businesses as well as government agencies and non-government agencies.

The needs of the community created by an emergency will be met through a range of services and provided by both government and non-government agencies, community organisations and the private sector.

6.10.2 Role of EMV in Emergency Relief

In the relief and recovery processes of an emergency, Emergency Management Victoria (EMV) has the responsibility to coordinate relief planning and management at the State level.

6.10.3 Role of DHHS in Emergency Relief

At the Regional level the Department of Health and Human Services (DHHS) (supported by Red Cross) is responsible for the coordination of relief planning.

6.10.4 Role of Municipalities in Emergency Relief

Coordination of relief activities commences at the local level. As required, the coordination function is scalable and can be escalated to Regional or State level.

At the State and Regional level the Department of Health and Human Services (DHHS) (supported by Red Cross) is responsible for the coordination of relief planning.

It is important to note that this escalation process builds on existing local arrangements, rather than replacing them.

If Council requires additional assistance because their capacity is exceeded, then additional support can be provided, but the responsibility is retained at the local level when the surge for more assistance drops.

Municipal councils must also participate in local relief and recovery impact assessments and share any information they gather with other agencies as requested.

6.10.5 Activation of an Emergency Relief Centre

The emergency may require the opening and activation of an emergency relief centre (ERC). The decision to activate an ERC can be by the Municipal Emergency Response Coordinator (MERC) who is a member of the Victoria Police, or by the Councils Municipal Emergency Resource Officer (MERO) or the Municipal Recovery Manager (MRM).

If the MERO or MRM have made the decision to activate an ERC they must document their rationale and reasons. This may be due to members of the community self-evacuating to an ERC that has not been activated, but it is felt to send them elsewhere may expose them to greater dangers.

The MRM, in consultation with the MERC, will select a suitable centre and make arrangements to have the building opened and staffed.

If an ERC is activated this must be communicated to the Incident Controller and the Emergency Management Team. They will be able to then provide further advice if it is felt there are risks involved.

Each Municipality has the responsibility for identifying suitable buildings that can be utilised as an Emergency Relief Centre. These buildings need to be assessed using the Emergency Relief Handbook. This document is designed to assist with the preparation of local, regional and state emergency relief plans and operational procedures in Victoria. The document also contains a site assessment checklist and guidelines on how to set a relief centre up.

http://www.dhs.vic.gov.au/search?cx=014431685225138346715%3Awh3tajwtoya&ie=UTF-8&cof=FORID%3A11&q=emergency+relief+handbook&sa=Search

6.10.6 Management Structure for an ERC

The management and structure of an ERC is detailed in the Emergency Relief Centre Standard Operating Procedures http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern-Victorian-Cluster-Relief-Centre-SOPs.pdf

At municipal level for relief, Australian Red Cross is responsible for food and water arrangements. When activated by Council, Australian Red Cross will coordinate the provision of emergency food and water for affected community members in a relief environment such as an emergency relief centre. They can be supported by a range of local businesses and organisations in meeting food and water needs.

Contact details are listed in the Cluster Councils Contact Database.

The Red Cross State Duty Officer will, in conjunction with the local catering providers, ascertain the level of involvement necessary by Red Cross, ensuring that local resources, including those already in operation, are fully utilised.

6.10.7 Staffing and Collaboration in an ERC

Member councils of the Northern Victorian Cluster have access to staff and resources from other municipalities through:

- Shared Local Government Emergency Management Services MOU which expires in October 2017)
- Protocol for Inter-Council Emergency Management Resource Sharing (Municipal Association of Victoria)

The protocol for activating are the MOU are contained in the Cluster Supporting an Incident Guidelines.

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6.10.8 Supply of Goods and Services in relief and recovery

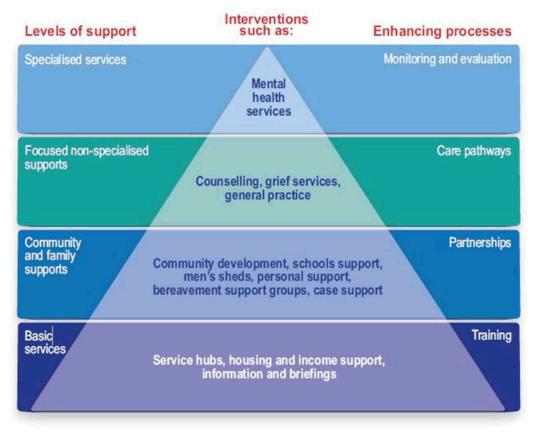
Municipalities and other relief agencies obtain and pay for goods/services through their own supply systems. The MRM from the affected municipality or municipalities, with the assistance of DHHS will coordinate the acquisition and supply of goods/services which cannot be provided by the municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from DHHS is required prior to the goods being obtained.

6.10.9 Coordination of Personal Support, Psychological first aid, Emergency Grants and

Temporary Accommodation

The affected municipality will coordinate the provision of Personal support - including Psychological First Aid (PFA) and Emotional Spiritual Care (ESC), emergency grants and temporary accommodation services at municipal level. This should be in accordance with the municipality's pre-arranged plans and arrangements with the agencies that have the capacity and capability to provide these services. If the above functions are outside of the capabilities of the municipal resources, the responsible agency is DHHS.

In emergencies, individuals and communities are affected in different ways and require different kinds of supports. A key to organising psychosocial support is to develop a layered system of complementary supports that meets the needs of different groups. The pyramid (shown below), is adapted from the Interagency Standing Committee of the United Nations, illustrates that the psychosocial effort is built on ensuring access to basic services and rebuilding community and individual support structures.



Intervention pyramid for psychosocial support

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The Department of Health and Human Services is responsible for coordinating psychosocial support, as documented in After the Bushfires: Victoria's Psychosocial Recovery Framework. This support could range from personal support, community information and counselling, to specialised mental health services. For further information go to:

http://www.health.vic.gov.au/mentalhealth/publications/after_the_bushfire_report.pdf

6.10.10 Interim and Temporary Accommodation in single incidents

In single incidents temporary accommodation can be sought from the municipality in the first instance, with DHHS providing longer term support.

6.10.11 Public Information in the Relief phase

During an emergency the control agency is responsible for leading the provision of information to affected communities. Announcements from response, relief and recovery agencies must be consistent with each other.

Municipal councils lead the provision of local public information to affected individuals in relief and recovery.

During the relief and recovery phases the council will nominate an Information Management Team Leader who will be responsible for communications and community engagement. The Emergency Relief Centre Manager will undertake this role in the absence of a separate appointment.

6.10.12 Testing, Exercising and Reviewing of Relief arrangements

Under the Northern Victorian Cluster agreement testing, exercising and reviewing of relief activities is delegated to the responsible workgroup, which is currently led by Mount Alexander Shire Council.

6.10.13 Community Organisations

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the impacted Shire to provide the management system to coordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the municipality.

6.10.14 Coordination of Volunteers

The Northern Victorian Cluster councils have a process for managing volunteers and this is detailed in its Standard Operating Procedures – Relief and Recovery Arrangements.

6.10.15 Registration

Red Cross coordinates and resources the registration of affected people in relief/recovery centres, and the off-site management of registrations and inquiries in the State Inquiry Centre. Registrations are collected via the Personal Information Form. Victoria Police is the commissioning agency for Register, Find, Reunite and delegates the responsibility for administering the service to Red Cross.

The use of the Personal Information Forms (PIF) should be used as a tool for Municipalities to have authorised access to displaced and affected resident contact details. Where the PIF is used it facilitates this process well and also streamlines the contact that affected residents have with other agencies.

6.10.16 Public Funding

The MRM is responsible for making arrangements if members of the public wish to make financial

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donations (preferred over material goods).

6.11 Recovery arrangements - Roles and Responsibilities

6.11.1 Disaster Recovery Toolkit

The Disaster Recovery Toolkit for Local Government provides a range of tools, resources and literature to help local government and communities prepare for, respond to and recover from disasters.

The toolkit has been developed consisting of eight booklets which look at understanding disaster recovery, recovery readiness, response, beyond the disaster and engaging the community in recovery efforts. It also provides a number of recovery tools and resources.

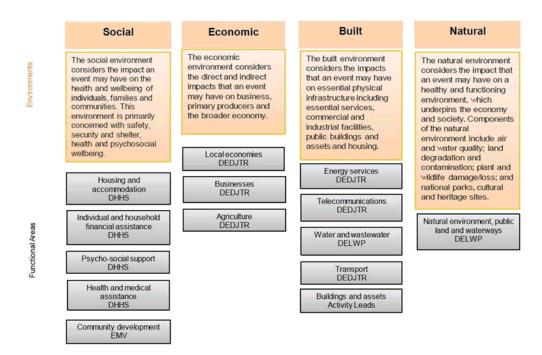
The toolkit will be updated annually to ensure it remains a valuable resource for relief and recovery in Victoria.

The tool kit can be found on the EMV database at the following reference:

http://www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government

6.11.2 Environments for Recovery

There are four key environments of recovery that are considered the functional areas that require coordination arrangements as part of the recovery process:



Recovery environments and functional areas (Source: EMMV, part 4, page 27)

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These functional areas focus on the various needs of communities following an emergency:

- Social environment the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities;
- Built environment the restoration of essential and community infrastructure;
- Economic environment the revitalisation of the affected economy, including agriculture;
- Natural environment the rehabilitation of the affected environment;

In the event of a significant emergency a Council Recovery Committee will be established to ensure these areas are addressed appropriately. Each functional area will be assigned a Recovery Environment Coordinator with staff from across the functional area assigned to assist in the implementation of recovery activities. For further details on the role of the Recovery Environment Coordinator see the Emergency Management Manual Victoria part 4, page 26.

6.11.3 Role of EMV

In the relief and recovery processes of an emergency, Emergency Management Victoria (EMV) has the following responsibility:

 Coordinate relief and recovery planning and management at the State level, supported by the Australian Red Cross.

6.11.4 Role of Department of Health and Human Services in Recovery

DHHS is responsible for coordinating relief and recovery at the regional level. DHHS is supported by Red Cross in regional relief coordination.

Regional relief and recovery responsibilities to be coordinated include:

- Review and maintain regional relief and recovery plans, and lead relief and recovery planning processes - including regional planning committees
- Develop regional post-incident relief and recovery plans and lead regional post-incident relief and recovery processes - including operational committees
- Lead regional transition from response to recovery
- Coordinate existing regional resources and activities across the relief and recovery sector
- Facilitate the regional relief and recovery sector's capability assessment, readiness and preparedness
- Coordinate regional relief and recovery sector public information and messaging
- Assess regional situation, impacts, risks, progress and resources
- Monitor local situation, impacts, risks progress and resources
- Collate and analyse information on loss and damage and resulting consequence
- Coordinate regional relief and recovery intelligence to EMV
- Provide advice to municipal councils to enable them to appropriately manage relief and recovery consequences of local level events.

The department coordinates and distributes regional level relief and recovery information for the public, through outlets including:

- Victorian Emergency Recovery Information Line (1300 799 232)
- Emergency Relief and Recovery Victoria website <u>www.emergency.vic.gov.au/relief</u>.

6.11.5 Role of Local Government in Recovery

The Municipal Recovery Manager (MRM) and nominated deputies manage the relief and recovery process on behalf of the municipality.

Part 7 of the Emergency Management Manual Victoria outlines the recovery responsibilities of all agencies involved in an emergency. Responsibilities of the affected Shire or shires during recovery include:

- Provision of information services to affected communities, using e.g. Information lines, newsletters, community meetings and websites.
- Provision and staffing of Recovery / Information Centre(s).
- Formation and leadership of Municipal / Community Recovery Committees.
- Post-impact assessment gathering and processing of information.
- Survey and determination regarding occupancy of damaged buildings.
- Environmental health management including food and sanitation safety, vector control, such as removing dead animals (domestic, native or feral) from waterways.
- Oversight and inspection of rebuilding / redevelopment.
- Provision and management of community development services.
- Provision and/or coordination of volunteer helpers.
- Provision of personal support services e.g. Counselling, advocacy.
- Coordination of clean-up activities, including disposal of dead animals (domestic, native and feral).
- Support provision / coordination of temporary accommodation.
- Repair /restoration of infrastructure, e.g. Roads, bridges, sporting facilities, public amenities.

Some of the above are identified in this plan. However, others are outlined in the Northern Victorian Cluster's Standard Operating Procedures – Recovery Arrangements:

http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf

Some activities are <u>not</u> the responsibility of local government during recovery including:

- Replacement of rural fencing and associated costs.
- Costs incurred by individuals affected by the emergency (other funding assistance may be available).
- Coordination and dispersal of donated goods and material aid` (other agencies have responsibility for this role).

The impact of an event may lead to community needs that exceed the capacity of a municipal council. The council may then seek to escalate the level of management to a regional level, i.e. DHHS. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to state level of management may be necessary in respect of certain services needs in very large or complex events. In the most serious events the Australian Government may also provide a layer of management in respect of particular services.

A relief and recovery committee will be established after an emergency as required. This will be in line with the Standard Operating Procedures – Relief and Recovery Arrangements.

6.11.6 Government assistance measures

Details of financial arrangements are in the Emergency Management Manual Victoria, Part 8, Appendix 1.

6.11.7 Relief and recovery agencies and services

Role statements for Relief and Recovery Agencies are listed in Part 7 of the EMMV. Local branches of these agencies are listed in the Cluster Contact Database. Refer 11 – Contact Directory for details.

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6.12 The Social Environment - Roles and Responsibilities (DHHS)

6.12.1 Introduction

The social recovery environment addresses the impact of an emergency on the health and well-being of individuals, families and communities.

Recovery programs need to include an emphasis on psychosocial support which can be provided by agencies such as the Victorian Council of Churches Emergencies Ministry and Red Cross. These services need to be accessed early in a recovery program where the service providers can offer the support required

6.12.2 Responsibility

Coordination activities in the Social recovery environment are the responsibility of:

- Local level Municipal council
- Regional and State level DHHS

Municipal councils are responsible for locally managing and delivering recovery services for affected individuals and the community.

Municipal councils must consider appropriate support strategies including:

- Accessing information
- Financial assistance
- Coordination of support services
- Coordination of accommodation arrangements (short and long term) DHHS will provide support when requested by Council.

DHHS are responsible for:

- The coordination of the provision of health services such as continuity of care for existing patients, clinical health services and preventative health services
- The coordination of psychosocial support (emotional, spiritual, cultural psychological and social needs)

6.12.3 Targeted recovery programs

In the planning, communications and community engagement activities, ALL agencies and groups must recognise the diverse needs of affected individuals and communities.

Emergencies do not impact everyone in the same way and vulnerable community members are often more severely impacted.

Planning in the social recovery environment needs to consider the following:

6.12.4 Men and Women in an Emergency

Men and women respond differently in an emergency. Recovery programs must be aware of gender differences. Men on occasions do not share their anxiety and concerns and this may lead to depression.

6.12.5 Family violence in an Emergency

During an emergency the level of family and domestic violence can be exacerbated by the stress and pressure brought on by an emergency. Many factors can increase the risk of family violence, including homelessness, financial stress, unemployment, drug and alcohol abuse, and trauma. An emergency is not an excuse for violence.

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Family violence is driven by gender inequity, gender stereotypes and a culture of excusing violence. During emergencies, it is common for people to lapse into traditional gender roles of men as the protectors and women as protected. This is damaging to both genders, and the Committee is committed to promoting the involvement of both men and women in all aspects of the response and recovery phase.

Family violence can include physical assaults and a range of tactics including:

- Intimidation or coercion;
- Direct or indirect threats;
- Sexual assault;
- Emotional or psychological abuse;
- Financial control;
- Social abuse/isolation;
- Racial or spiritual abuse, and;
- Any behaviour that causes a person to fear for their safety and wellbeing.

In planning for and responding to emergencies, The Committee will endeavor to:

- Openly and candidly acknowledge the heightened risk of family violence during and post emergencies;
- Dispel the notion that family violence is an acceptable response to stress and trauma, and that other issues should take priority during an emergency;
- Ensure incidences of family violence, or suspected family violence, are recorded and referred to support services and Victoria Police as appropriate;
- Provide mental health information to both men and women;
- Provide family violence information to both men and women;
- Provide women-friendly and men-friendly activities and outreach services;
- Target and tailor risk and recovery information for men and women when needed;
- Make use of existing social networks and gathering places, such as local venues and clubs, to
 distribute information across the community.

The following website provides information on the Victoria's 10 Year Plan regarding family violence.

http://www.vic.gov.au/familyviolence

6.12.6 Children and youth in an Emergency

All agencies involved in recovery need to be aware that children and young persons have unique needs in an emergency. DHHS have developed the *Emergency management planning for children and young people guide*. Full details can be viewed at the attached website:

http://www.dhs.vic.gov.au/about-the-department/plans,-programs-and-projects/plans-andstrategies/emergency-management/emergency-management-planning-for-children-and-young-people

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6.12.7 Vulnerable Groups

Municipal council and other service providers are responsible for considering how recovery arrangements best engage with vulnerable groups which may include:

- Culturally and Linguistically Diverse (CALD) groups
- Bereaved people
- Isolated households
- People with disabilities and /or mental health issues
- Parents with young children
- People from low socio-economic backgrounds
- People with poor literacy and numeracy skills
- People who have an impairment such as deafness or blindness

The recovery arrangements must be sufficiently flexible, adaptable and inclusive when an emergency impacts on a community

DHHS can provide further assistance if requested.

6.12.8 Displaced and dispersed people

An emergency may isolate, displace or disperse individuals or a whole community from where they live and work. All agencies must consider their needs and provide as much support and guidance as required. It is important that displaced and dispersed people are returned to their residences as quickly as possible. History has shown that communities who are no rehabilitated as quickly as possible often never return. If circumstances are such that it is not possible for them to return quickly it is very important that they are informed of the reasons and kept up to date

6.12.9 Community Programs

Depending on the level of damage - affected communities who have been adversely impacted by an emergency may not be able to return to their previous way of life. A devastating event may have changed the landscape forever.

Affected individuals and communities need support to adapt and accept change. Specific community recovery programs may be of assistance. Any program development must be done with the affected community's involvement. These planning sessions should be part of the overall recovery process and coordinated by Council at the local level in the initial stages. It should be the community though that identifies a sustainable program to support their ongoing recovery initiatives.

6.12.10 Community engagement

Recovery programs should use all and any existing community networks to deliver information and identify needs and support those affected. These networks may include:

- Community houses
- Community resource centres
- Welfare agencies
- Health and Community Care workers
- Sporting clubs
- Service clubs
- Volunteer Resource centres
- Traders Associations

Municipal councils are responsible for engaging community members in the development and delivery of shared community activities.

Municipal councils will lead community information (including community briefings and meetings). DHHS will provide support where necessary.

6.12.11 Community Recovery Committees

A Community Recovery Committee is the primary method for supporting recovery arrangements following an emergency. Municipal councils are responsible for establishing these Committees as soon as possible.

A Community Recovery Committee should consider including:

- Municipal Recovery Manager or their representative
- Mayor or Councillor
- Council Community Development officer
- A DHHS representative
- Representatives from Community service providers in the affected community
- Welfare agencies
- Victorian Council of Churches Emergencies Ministry
- Red Cross
- Community leaders

The functions of the Community Recovery Committee are to:

- Monitor the overall progress of the recovery process in the affected community.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure;
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils;
- Liaise with DHHS through the designated director or delegate.
- Undertake specific recovery activities as determined by the circumstances and the Committee.

6.12.12 Recovery Centres

In some cases an Emergency Relief Centre could be transitioned into a Recovery Centre, or a stand-alone Recovery centre could be established. This will need to be decided at the time and it may be that the relief centres operations are ongoing, or the venue is not suitable when assessing the room and other requirements agencies will need when a recovery centre is activated.

A recovery centre provides single point of entry for affected persons for an 'all agency, all stakeholders' integrated recovery process. The size and complexity of the emergency and the affected individuals and communities will determine what agencies and support services will need to be represented.

Further details and guidelines can be found in the Recovery Standard Operating Procedures. http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf

6.12.13 Community Service Hubs

A Community Service Hub is similar to a recovery centre but they are established by DHHS and typically run for a longer period.

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6.12.14 Financial arrangements in Recovery

The municipality and other recovery agencies obtain and pay for goods/services through their own supply systems. The Municipal Recovery Manager with the assistance of DHHS will co-ordinate the acquisition and supply of goods/services which cannot be provided by the municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from Human Services is required prior to the goods being obtained.

6.13 The Built Environment - Roles and Responsibilities (DEDJTR)

At state level, the Department of Economic Development, Jobs, Transport and Resources is responsible for coordinating the participation of all agencies to ensure that built environment recovery is facilitated. This may mean that the department may need to convene state actors to respond to those decisions made at regional level. The responsibilities of agencies at regional level are specified in regional relief and recovery plans.

Municipal councils are responsible at the local level.

Agencies retain their responsibilities and accountabilities in respect of that infrastructure that sits within their portfolio. The Department of Economic Development, Jobs, Transport and Resources function is for coordination only. Similarly, agencies are responsible for any reporting obligations that apply to the infrastructure within their purview.

Assessment and repair of homes is critical to expediting the return of people to normal life functioning. Households and property owners are responsible for having adequate insurance protection (or other means) to enable the clean-up, repair and reconstruction of damaged property. The Building Commission provides building advice and information and in some cases can assist in expediting the building cycle after an emergency event.

Other recovery activities that can assist and help in the transition from displacement to repatriation are:

- information for individuals and industry about temporary homes and buildings and new building standards
- facilitating access to public housing or the private rental market
- advice on obtaining building permits and engaging building practitioners.

The Department of Health and Human Services can support households arrange interim accommodation and assist with planning future housing arrangements.

Should the state need to assist in respect of clean up and demolition the Department of Environment, Land, Water and Planning will coordinate, as appropriate.

6.13.1 Public buildings and assets

The state government, local councils, community and private sector all have responsibilities when community facilities are damaged or destroyed.

Damaged facilities can include:

- community/neighbourhood centres and places for congregation
- schools and learning institutions
- kindergartens and child care facilities
- places of spiritual worship (including churches, mosques,
- graveyards and memorials)
- sporting and recreational facilities and clubs
- cultural centres
- entertainment venues
- restaurants and cafes.

Each of these facilities has the potential to assist the community in its recovery process, but if damaged, would be unable to perform their community functions. The damage may be structural damage to buildings or damage to furnishings and contents, or both.

The property manager is responsible for ensuring adequate insurance is in place to enable the restoration of community facilities. Critical public buildings, infrastructure and facilities need to be pre-identified as priorities in the recovery planning process and adequate arrangements developed for their restoration or replacement if required.

Departments are responsible for the restoration of critical infrastructure that sits within their portfolio, in conjunction with the Victorian Managed Insurance Authority and relevant private operators. Local councils are similarly responsible for council owned and managed assets and infrastructure, working with local businesses where appropriate.

Recovery activities should also recognise the key elements of the built environment that have social value, such as landmarks and significant community sites, which are symbolically and functionally important in community recovery

6.14 The Economic Environment - Roles and Responsibilities (DEDJTR)

The economic environment considers the direct and indirect impacts that an event may have on business, primary producers and the broader economy. This may include impacts on individuals and households, primary producers, businesses, industries, tourism and the broader economy. They range from immediate and intense, such as loss of personal income or damage to business premises, to long-term and chronic, such as loss of workforce due to displacement, loss of productive land or reluctance of tourists to travel to hazard-prone areas.

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Local economies DEDJTR	Businesses DEDJTR	Agriculture DEDTJR
Implement available NDRRA initiatives to assist voluntary non- profit groups, communities and economies (DTF)	Assist businesses to access available information and advice following an emergency (DEDJTR)	Implement available NDRRA initiatives to assist primary producer's recovery (DTF)
Implement approved actions and projects to assist economic recovery (DEDJRT)	Information and advice to small businesses to support decision making and encourage a return to business (DEDJTR)	Delivery of recovery programs and advice to primary producers, and rural land managers and other animal businesses (DEDJTR)
Encourage and bring forward the resumption of local trade and economic activity (DEDJTR)	Implement available NDRRA initiatives to assist small businesses' recovery (DTF)	Technical advice to primary producers and rural land managers on re-establishment or alternative strategies (DEDJTR)
Monitor broad economic impacts and consequences (DEDJTR)	Implement approved actions to assist business recovery (DEDJTR)	Assist farmers repair and restore fences damaged by fire or suppression activities (DELWP & CFA)
	Provide opportunities for the enhancement of knowledge and skills within small businesses (DEDJTR)	
	Coordinate the insurance industry response, information, advice and government liaison (DTF)	

Economic recovery environment: functional areas and activities (Source EMMV: Part 4, page 35)

Municipal councils are responsible for the local management and delivery of economic recovery activities for businesses. Councils can:

- Assist businesses in accessing information, grants or assistance programs through the Department of Health and Human Services
- Prioritise recovery works that have a strong positive impact on allowing businesses to return to normal.

Targeted recovery activities will focus on the provision of information and advice to businesses to support decision making and encourage a return to business. They may also involve the use of local businesses in

- recovery activities
- development and promotion of local employment opportunities
- local tourism and support of locally affected businesses.

Municipal councils are responsible for the local management and delivery of economic recovery activities for businesses.

The Department of Economic Development, Jobs, Transport and Resources can assist municipal councils with this role at a regional and state level.

The Business Victoria website provides guidance on business preparedness, risk mitigation and business continuity. For more information go to: <u>http://www.business.vic.gov.au/</u>

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The Tourism Victoria website includes a series of downloadable resources to assist businesses and local and regional tourism organisations plan for, respond to and recover from emergencies. For more information go to:<u>http://www.tourism.vic.gov.au/business-tools-support/crisis-management-guide.html</u>

6.14.1 Animal welfare

The Department of Economic Development, Jobs, Transport and Resources will coordinate all animal welfare (livestock and companion animals) and work with municipal councils, Royal Society for the Prevention of Cruelty to Animals, Australian Veterinary Association and volunteer groups involved with assisting the recovery of animals after emergencies. This includes access to adequate feed and water, provision of shelter, housing and adequate space, freedom from pain, injury, disease and obvious discomfort, and freedom from unnecessary fear and distress.

Key animal welfare considerations include:

- maintaining acceptable animal welfare standards for all animal species
- destruction of the minimum number of animals during the emergency response
- best use of available resources (personnel, infrastructure, feed and water). The Victorian Emergency Animal Welfare Plan is available at:

http://agriculture.vic.gov.au/agriculture/emergencies/response/victorian-emergency-animal-welfare-plan

The Department of Economic Development, Jobs, Transport and Resources will also assess and assist with urgent animal welfare (livestock and companion animals) needs of rural land managers, with emphasis in the first instance on the relief of animal suffering.

The Department of Economic Development, Jobs, Transport and Resources and Environment Protection Authority are able to provide direction to municipal councils regarding the location of stock disposal sites.

6.14.2 Referral of needs

If any urgent needs are identified during relief activities, the Department of Economic Development, Jobs, Transport and Resources will refer these needs to the appropriate agency.

6.14.3 Emergency fodder

The Department of Economic Development, Jobs, Transport and Resources and the Victorian Farmers Federation may provide emergency fodder for a maximum of four weeks following an emergency where significant amounts of pasture and/or fodder has been lost. The Department of Economic Development, Jobs, Transport and Resources and the Victorian Farmers Federation will jointly consider the need on a case-by case basis.

6.14.4 Recovery arrangements

Following significant incidents, the Department of Economic Development, Jobs, Transport and Resources may establish a longer term recovery program.

The Department of Economic Development, Jobs, Transport and Resources is a key support agency that takes a lead role in the provision of recovery services to commercial primary producers and rural land managers.

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The operational objective of a recovery program is to support primary producers in improving productivity after natural disasters and emergencies through the design and implementation of appropriate assistance programs.

The focus of a Department of Economic Development, Jobs, Transport and Resources rural recovery program is on:

- supporting the wellbeing of rural communities
- revitalising the economy of rural communities through
- reestablishment of agricultural enterprises
- rehabilitation of productive land and the surrounding environment.

6.14.5 Case management

Where primary producers are impacted, Municipal Recovery Managers should liaise with the Department of Economic Development, Jobs, Transport and Resources to determine what level of case management deployment the department will activate, to ensure coordination and minimise duplication.

6.14.6 Fencing

It is the responsibility of the owner of private land to fence their property and secure stock within their boundary. Landholders are expected to manage risks to their assets from the potential impact of emergencies. All landholders are expected to have appropriate levels of insurance cover for boundary and internal fences.

Assistance can often be provided to rural landholders by volunteer groups to assist in dismantling damaged fences and reconstructing fences. Municipal councils often take the lead role in coordinating local volunteer efforts after emergencies.

The Victorian Government will pay 100 per cent of the restoration costs of fences damaged on private land as a result of machinery used by fire agencies to control bushfires. This includes damage to fences by machinery such as bull-dozers entering the property and/or constructing fire control lines, and other fire emergency vehicles obtaining access.

The Victorian Government will meet half the cost of materials to replace or repair fencing between private land and all national parks, state parks and state forests destroyed or damaged by bushfires.

Further details can be found at <u>http://www.depi.vic.gov.au/fire-and-emergencies/recovery-after-an-emergency</u>

6.15 The Natural Environment - Roles and Responsibilities (DELWP)

A third of Victoria is public land comprised of parks, forests and reserves. Emergencies that occur on this land have multiple consequences for biodiversity and ecosystem, economic and social values. Actions to recover from these emergencies may start while the emergency is still underway, and can continue for many months or years.

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The Department of Environment, Land, Water and Planning is responsible for coordinating natural environment recovery activities at the local, regional and state level, by working closely with partner agencies such as Parks Victoria, the Environment Protection Authority, catchment management authorities, local government and communities. The Code of Practice for Bushfire Management on Public Land (2012) outlines how the Department of Environment, Land, Water and Planning approaches recovery after bushfire, a similar approach is taken for other emergency events. <u>http://delwp.vic.gov.au/safer-together</u>

Emergencies on public land or the marine environment can lead to impacts on the economies of communities and regions through the direct damage to the forestry, fishing, apiary and farming industries, and indirectly to other industries such as nature based tourism, cultural based tourism and recreational tourism. Activities that can be undertaken to assist in restoring the economic viability of impacted industries include:

- restoring access to impacted public land
- reopening the road network
- restoring visitor facilities
- monitoring and surveying impacted habitats
- regenerating forests for future timber use
- assisting farmers restore boundary fences between farms and public land.

These activities are undertaken by the Department of Environment, Land, Water and Planning, Parks Victoria, VicForests and municipal councils as appropriate after emergency events.

Council will provide advice to the Department of Environment, Land, Water and Planning (DELWP) on community priorities and keeping the community informed about the recovery process.

7 CONSEQUENCE MANAGEMENT

Effective consequence management involves the ongoing assessment and management of the potential or actual effect of the emergency on communities. The safety of community members is the primary consideration in consequence management.

Although consequence management is a key consideration for all emergencies, it should not interfere with the control of an emergency.

To make appropriate decisions about relief and recovery needs decision-makers rely on clear, relevant, timely and accurate information regarding the needs of impacted individuals, families and communities.

When identifying these needs the decision-makers need to look beyond the immediate impacts of an emergency and consider the potential impacts their decisions, actions and inactions will have in the longer term.

Critical infrastructure such as water, power, mobile phone transmitters, etc., should also be mapped and where possible, additional resources should be deployed to protect these assets.

Each Council should identify community assets within their municipalities that have significant social or cultural value. The asset may not have a high monetary value but the community sees it as an intrinsic and valuable part of their area and where possible additional resources should be made available to actively defend these sites.

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8 IMPACT ASSESSMENTS

With the advent of the Emergency Management Act (2013) (hereafter referred to as The Act) the collection of Impact Assessment data is now the responsibility of the Emergency Management Commissioner (EMC). By agreement Victoria Police will retain the initial impact coordination role.

The purpose of an Initial Impact Assessment (IIA) is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency;
- Gathering information to assist response, relief and recovery activities;
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident; and
- Establishing a standard process for gathering, recording and reporting on impact related information.

IIA is initiated by the Controller either at the incident, regional or state level for the purpose of providing relief and recovery agencies with raw data in relation to the impact of an emergency event.

In practice IIA data will be gathered by first responders. The assessment is intended to be observational and indicative, rather than definitive (e.g. the number of casualties recorded, or indication of dwellings or critical infrastructure destroyed, or scope of an environmental catastrophe).

The information gathered during this phase will be reasonably reliable and considered 'field truthed', except in the case of fatalities where Victoria Police is responsible for confirmation.

There is potential for merging IIA with the Secondary Impact Assessment phase depending on the nature and size of the emergency. It is important to note that where secondary data is sought in the IIA phase this may hinder the ability of managers to finalise reporting and could negatively affect timelines.

This phase should be completed within 48 hours from the time that IIA data collection teams first enter the affected area(s).

Legislative Powers

Under Section 32 (1) (I) of The Act, the functions of the EMC include coordinating data collection and impact assessment processes.

The EMC has power to do all things that are necessary or convenient to be done for or in connection with, the performance of this function under The Act.

Under Sections 32(f) and 45 of The Act the EMC is responsible for consequence management for a major emergency. This includes ensuring the potential risks and consequences of emergencies are identified and proactive mitigation strategies applied.

Community Welfare

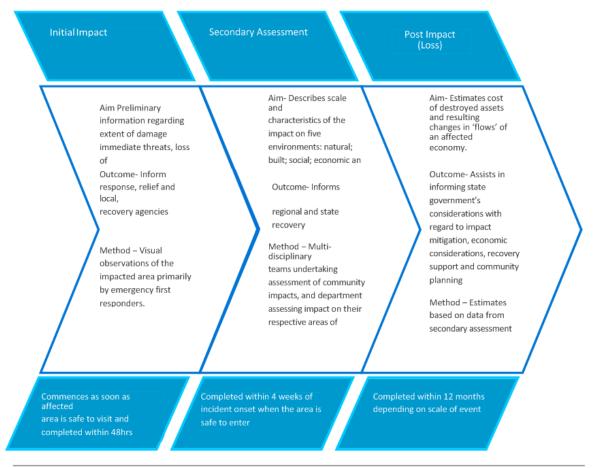
The ability of a community to recover from a natural disaster can be influenced by the capability of emergency responders and recovery agencies to efficiently and effectively gather data and information on the impact of an emergency and make an assessment of their needs and provide relief to those affected in a timely manner.

8.1 The Impact Assessment Process

The phased approach to impact assessment aids in increasing situational awareness and reduces 'assessment fatigue' caused by agencies making multiple visits to affected areas. It also assists in managing government and community expectations by providing them timely information.

In general terms, first responders conduct IIA, generating an immediate picture of the extent of damage and loss of life. Secondary Impact Assessment entails a higher level of data collection that can be generated from a number of agencies, departments and local government sources. Post Impact (Loss) Assessment is a far more detailed process involving analysis and input by experts (refer Figure 2).

Despite being able to describe the process as possessing three seamless phases it should be noted that due to the dynamic nature of emergencies different affected areas could simultaneously be at different phases of the process.



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Control agency responsibility

The Control Agency is responsible for initiating the impact assessment process. Once it is initiated the Control Agency will request the appointment of a coordinator to manage the first phase of assessment. Once IIA transitions to Secondary and Post Impact Assessment a Recovery Coordinator is to be appointed to coordinate these phases.

Multi agency Response

Impact Assessment is not the responsibility of a single agency; it encompasses data drawn from a number of different agencies and government departments. Whilst the IIA phase is essentially a visual inspection by first responders, the post impact phases utilise data drawn from agencies such as the Department of Human Services (DHHS), Health Department, local government, education sector, Department of Environment Land Water and Planning (DELWP), VicRoads and subject matter expert's depending on the nature and scale of the event.

8.1.1 Initial Impact Assessment – Phase 1

IIA command arrangements are designed to allow for flexibility in their application as IIA will occur in a dynamic environment and the circumstance of a particular assessment may require adaptation of some of these arrangements.

The purpose of IIA is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency;
- Gathering information to assist response, relief and recovery activities;
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident; and
- Establishing a standard process for gathering, recording and reporting on impact related information.

IIA is initiated by the Control Agency either at the incident, regional or state level for the purpose of providing relief and recovery agencies with raw data in relation to the impact of an emergency event.

In practice IIA data will be gathered by first responders. The assessment is intended to be observational and indicative, rather than definitive (e.g. the number of casualties recorded, or indication of dwellings or critical infrastructure destroyed, or scope of an environmental catastrophe).

The information gathered during this phase will be reasonably reliable and considered 'field truthed', except in the case of fatalities where Victoria Police is responsible for confirmation.

There is potential for merging IIA with the Secondary Impact Assessment phase depending on the nature and size of the emergency. It is important to note that where secondary data is sought in the IIA phase this may hinder the ability of managers to finalise reporting and could negatively affect timelines.

This phase should be completed within 48 hours from the time that IIA data collection teams first enter the affected area(s).

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Expected outcome

IIA data is used to assist recovery agencies to plan for potential relief and recovery requirements of communities by identifying the following impacts (not an exhaustive list):

- Community/ township built environment (sewage, water, electricity access);
- Injured/ deceased persons;
- Potential isolation of communities, homes, businesses;
- Damage to local businesses vital to the community (suppliers of food);
- Damage to government facilities of community significance (schools, hospitals);
- Residential damage indicating displaced people, and
- Damage to essential road and rail transport connections.

In addition, the data will assist in informing local, regional and state budget holders regarding potential financial assistance requirements.

Transition from Initial to Secondary Impact Assessment

The Control Agency will initiate the transition from IIA to Secondary Impact Assessment in consultation with the IIA Coordinator and Recovery Coordinator. If the timeline was documented in the first instance it will be at the conclusion of the nominated time period unless by agreement the transition can occur at an earlier time. The IIA Activation and Advice template shown in Appendix 5 provides for signatures to be documented from the Incident, Regional or State Response Controller and Recovery Coordinator in relation to the handover from IIA to Secondary Impact Assessment.

The conclusion of the IIA phase and transition to Secondary Impact Assessment is to be clearly communicated to all agencies and documented at the Incident and Regional EMT. At State level the formal acknowledgement of the transition from IIA to the Secondary Impact Assessment phase of impact assessment will occur at the SEMT meeting.

For the transition to occur the Incident or Regional Controller must first be satisfied the impacted area is safe for non-responder personnel to operate in, and the IIA Coordinator must ensure that information collected in the IIA phase has been made available to the Secondary Impact Assessment Phase Recovery Coordinator.

8.1.2 Secondary Impact Assessment – Phase 2

Purpose

Secondary Impact Assessment builds on the observational information gathered through the IIA phase to provide an additional layer of analysis and evaluation. A secondary assessment is more detailed and the information supports understanding the type and level of assistance needed by affected communities.

This phase considers resources available within an affected community and identifies those needs and priorities that can only be met with outside assistance. The management of this phase will change from the incident, regional and state level Initial Impact Assessment coordinator to the Recovery Agency Co-coordinator.

Teams undertaking Secondary Impact Assessments should also consider the provision of psychological first aid by either including an appropriately trained person in the team (e.g. Red Cross or VCCEM) or providing psychological first aid training to those doing the assessment.

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The Recovery Coordinator will undertake planning for this phase in consultation with the Incident Controller. It will generally be the case that this phase takes place when the level of danger has subsided and non-responder personnel are able to access the affected area. The following points should be considered when transitioning from IIA to either the Secondary or Post Impact Assessment Phase:

- Review incident risk assessments so that necessary measures are put in place for the safety
 and wellbeing of personnel that will be operating in the secondary and post impact assessment
 phases (such information would contribute to the development of operational briefings);
- Determine the need to conduct secondary impact assessment, or transition directly to local government where local resources are activated for the conduct of post impact assessment;
- Confirm the process of IIA data exchange from the Incident Controller to DHHS, recovery
 agencies and local government (an agreed process should be developed and documented
 which ensures that any further impact assessment information collected by the control agency
 is clearly identifiable and flows seamlessly to those agencies and organisations involved in
 recovery operations)
- Determine what resources are required during the secondary and post Impact phases and for what period of time (resources could be sourced from agencies actively involved in IIA or by redirecting first responders where there is the capacity to do so and where such an approach would maintain continuity of understanding);
- Confirm which resources will be stood down and which resources will be activated such as Local Government, Red Cross and the Victorian Council of Churches Emergencies Ministry;
- Map and understand key geographical areas within the area of impact where Secondary and Post Impact Assessment operations should be concentrated and prioritised, e.g. key infrastructure, isolated communities and community icons;
- Development of key messages to the community which can be included within the broad suit of warning methods, and
- Understand the complications associated with the return of the community to the impacted area and develop a suitable plan where the community members are informed and supported.

This secondary assessment process will have the recovery teams engaging with community members and obtaining impact information in greater detail. Returning residents may have had contact with IIA teams already, so subsequent assessors will need to keep this in mind and try to minimise 'assessment fatigue' by avoiding repeating the same questions that IIA responders may have previously asked.

Agencies, departments or personnel that would operate in this phase would include (but not limited to):

- Local Government Area representatives to ascertain places of residence and loss of community assets;
- DHHS (for psycho-social needs);
- Recovery support agencies (e.g. Red Cross, Victorian Council of Churches Emergencies Ministry);
- DELWP Agriculture for more detailed stock, crop and fencing loss assessments and environmental assessments;
- Parks Victoria for environmental impact assessment;
- Insurance assessors;
- Civil Engineers to assess safety of structures and roads, and
- Essential Service Providers for assessing the resumption of facilities.

Ideally secondary assessment teams will be deployed as soon as the Incident or Regional Controller declares the impact area safe. From past experience the timeframe for secondary assessment is within four weeks of the onset of the emergency event.

Expected outcome

The expected outcomes of this phase are as follows:

- Inform municipal, regional and state recovery plans (for each of the five environments);
- Inform budget estimates for government;
- Inform agencies regarding the extent of psycho-social impact on communities and the extent of support that may be required;
- Identify any underlying issues within affected communities that are likely to be exacerbated by the emergency event (e.g. economic instability, tourism, employment, transportation, supply chain disruption), and
- Assist in treating identified risks and support consequence management.

Activation arrangements

The relevant Control Agency will initiate the transition from IIA to Secondary Impact Assessment in consultation with the relevant IIA Coordinator and Recovery Coordinator.

The conclusion of the IIA phase and transition to Secondary Impact Assessment is to be clearly communicated to all agencies and documented at State, Regional or Incident level.

8.1.3 Post Impact (Loss) Assessment – Phase 3

<u>Purpose</u>

Post Impact Assessment estimates the cost of destroyed assets across the following environments:

- Built environment
- Economic environment
- Natural environment
- Social environment

This phase of assessment aims at estimating the cost of destroyed assets, the changes in the 'flows' of an affected economy caused by the destruction of assets, and any changes in the performance of an affected economy.

The assessment should inform the medium to longer-term recovery process, and guide planning that focuses on building structures and designing environments that enhances community resilience and assists in mitigating the impact of future emergencies.

These assessments provide the Department of Premier and Cabinet with a foundation for determining whether Federal Government assistance may be required from the Natural Disaster Relief and Recovery Arrangements.

The timeframe for this phase will be dependent on the nature and scale of the event and may result in a number of update reports until final loss and damage assessments can be accomplished. The assessment can take months, as it requires a high level of analysis and is dependent on the availability of expert assessment advice.

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Expected Outcome

This phase provides a qualitative view of the overall cost of the impact and provides insight in relation to the length of time it will take the community and economy to recover. This data assists in informing State Government considerations regarding financial assistance, impact mitigation projects and recovery support to the community.

Methodology for Data gathering

The gathering of Post Impact Assessment data commences from a pre-existing baseline of data collected during the secondary assessment phase. Estimates are made for both physical and financial losses, such as the loss of business output. The Recovery Coordinator is accountable for coordination of this phase.

9 RESOURCE LIST

Each Municipality has a list of resources that are either owned by or are under the direct control of the Council. Lists of Council plant and machinery are managed by the Councils Works department.

The lists also record contractors who are able to provide plant and equipment that is not owned or controlled by Council. Access to the lists can be accessed by the MERO for each Council.

9.1 Request for resources

In an emergency the following steps must be followed when a request for Council resources is made:

- The Incident controller makes contact with the MERC requesting the resource
- The MERC makes contact with the Council MERO or MRM and makes the request for the resource
- The MERO or MRM take the necessary action to supply the resource
- The MERC then advises the Incident Controller that the resource request has been completed and what the details are regarding the estimated time of arrival or location of the resource
- If the resource cannot be supplied by Council because it is either unavailable or the request exceeds the Councils resource capacity the request is sent back to the MERC with the reasons why Council cannot meet the requirement
- The MERC advises the Incident Controller that the request cannot be met, along with the reasons. The Incident Controller can then escalate the request to regional level if required.

It should be noted that each Council within the Loddon Mallee Region is part of the Regional Emergency Management Team. Each Council has ready access to the Regional Control Centre which is based in Bendigo. Contact details for the RCC are contained in the all agency contact list.

Under the resource sharing model between Municipalities, there is greater access to resources. These resources can be requested through the MERO of the Council which owns or controls the resource.

9.2 Financial considerations when providing resources

Part 6 of the EMMV states that Councils are responsible for the costs of providing municipal resources that are owned or under the direct control of council, including:

- Plant and machinery (even where under it is operated under an existing contract from external providers)
- Personnel for response, relief and recovery activities
- Resources for relief and recovery activities

The EMMV acknowledges that the provision of some resources may be subject to limitations and constraint due to costs. In these circumstances this request would then be escalated to regional level in the first instance.

9.3 Municipality recouping costs

Under certain circumstances Councils may seek financial assistance from the Department of Treasury and Finance when there has been a disaster. Depending on the disaster meeting certain criteria, this eligibility may refer to the following:

- Establishment of relief and recovery centres
- Counter disaster operations
- Reinstatement of essential public assets
- Salaries and wages
- Asset replacement including betterment and enhancement
- Costs incurred that are outside Councils normal operating budget and procedures (such as using contractors)

In exceptional circumstances, and where a local council can demonstrate financial hardship, arrangements for payments to be provided in advance to assist councils experiencing financial hardship in commencing or progressing NDRRA/NDFA recovery works can be organised.

It should also be noted that a Council may apply to the Victorian Grants Commission for the provision of special payments where there is a shortfall between the approved restoration costs and the DTF contribution.

Further guidance and templates for applications are available at:

http://www.dtf.vic.gov.au/Victorias-Economy/Natural-disaster-financial-assistance

9.4 Debriefing arrangements

A debrief should take place as soon as practicable after an emergency.

The Municipal Emergency Response Co-coordinator will convene the debrief following the response phase and all agencies who participated should be represented with a view to assessing the adequacy of the Plan and to recommend any changes.

There may also be a later debrief following the transition from response to relief/recovery. Further to that it may also be prudent to have a debrief at the end of the recovery phase to allow the people involved to discuss events and the outcomes. The debrief/s should be convened and chaired by the Emergency Management Coordinator.

Any debrief must have an agenda and following the debrief a report of the findings and outcomes is prepared by the convenor and is to be included at the next Committee meeting.

The debrief should also consider the impact and effect the emergency may have on the personnel who were involved. This should be a shared responsibility – primarily of the individual agencies or departments but also of the "lead" agency for each stage – response, relief and recovery.

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10 EXERCISE AND TRAINING

Part 6 of the EMMV provides the guidelines for the development of a MEMP plan. Part of this process is to monitor and review the Plan.

The EMMV states that the MEMP Committee and organisations that have responsibilities under the Plan should conduct exercises to test the currency of the Plan.

Best practice is for at least one exercise to be conducted annually. A list of training / exercises undertaken is shown in Appendix 6.

11 CONTACT DIRECTORY

11.1 Council Contact lists

The Cluster maintains a contact list of staff members who occupy certain emergency management positions such as:

- MERO (and deputy)
- MRM (and deputy)
- MFPO (and deputy)
- MOC Manager (and deputy)
- Relief Centre Manager/s (and deputy)
- Recovery Centre Manager/s (and deputy)
- Cluster Emergency Manager
- Emergency Management Coordinator (EMC)
- Admin staff

This directory also lists:

- Emergency Relief Centres
- Places where vulnerable persons are likely to be located
- Vulnerable persons funded agencies
- Officers from emergency service organisations
- Officers from relief and recovery organisations
- Suppliers of goods used in emergencies e.g. Sand suppliers, transport operators, media.

The Cluster contact directory is located at http://contacts.regional.em.vic.gov.au/ Those requiring access should contact the Cluster Executive Officer, or other nominated officer. The Cluster Executive Officer will revise this contact list on a regular basis.

12 SUB PLANS, STANDARD OPERATING PROCEDURES

12.1 Sub-Plans for the Cluster

- Heatwave Plan (in preparation)
- o Municipal Public Health Emergency Management Special Plan

12.2 Sub-Plans and Special Plans for Individual Municipalities

12.2.1 City of Greater Bendigo

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan (in preparation)
- Bendigo Airport
- Plantations Plan
- Dam Plans
- Neighbourhood Safer Places Plan

12.2.2 Campaspe Shire Council

- Municipal Fire Management Plan
- Flood Emergency Plan
- Influenza Pandemic Plan
- Mass Vaccination Plan
- Emergency Animal Welfare, Stock Management and Disposal Plan
- Neighbourhood Safer Places Plan

12.2.3 Mount Alexander Shire Council

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan
- Emergency Recovery Environmental Sub Plan
- Neighbourhood Safer Places Place of Last Resort Sub Plan
- Emergency Recovery Transport Sub Plan
- Emergency Vulnerable People / Group Sub Plan
- Neighbourhood Safer Places Plan

12.2.4 Loddon Shire Council

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan (in preparation)
- Neighbourhood Safer Places Plan
- Municipal Animal Welfare Plan
- Municipal Heat Wave Plan
- Emergency Management Radio Communication plan
- Catering Plan

12.2.5 Central Goldfields Shire Council

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan (in preparation)
- Neighbourhood Safer Places Plan
- Municipal Animal Welfare Sub-plan
- Municipal Heat Wave Plan
- Emergency Management Radio Communication plan
- Catering Plan

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12.3 Standard Operating Procedures (Integrated)

- Emergency Relief Centres
- Recovery
- Emergency Management Liaison Officer (EMLO)
- Transition Agreement templates
- Relief Centre Training program for Volunteers
- Municipal Operations Centre

12.4 Standard Operating Procedures (Municipalities)

- Municipal Operations Centre
- Code Red Policy (COGB)
- Summer Preparedness guidelines (COGB)
- Procedure for Disposal/Removal of Dead Animals (MASC)
- Emergency Accommodation (MASC)
- Assessing Emergency Affected Housing (MASC)
- Service Delivery for High Fire Danger Days (MASC)



13 ACRONYMS

Emergency Management uses a broad range of acronyms across various plans, policies and procedures. The list of current acronyms can be sourced from the Emergency Management Manual Victoria, Part 8.

14 REFERENCES AND HYPERLINKS

CLUSTER DOCUMENT	HYPERLINK
Northern Victorian Cluster Incident Support Guidelines	http://files.ndc.em.vic.gov.au/Agreements/Cluster- Supporting-An-Incident-Guidelines.pdf
Northern Victorian Cluster Memorandum of Understanding	http://files.ndc.em.vic.gov.au/Agreements/MOU- Extension-2015-2017.pdf
Integrated Municipal Emergency Management Plan	Not yet finalised.
Northern Victorian Cluster Integrated Municipal Emergency Management Planning Committee Terms of Reference	http://files.ndc.em.vic.gov.au/MEMP- Documents/Northern-Victorian-Cluster-MEMPC- TOR.pdf
MEMP Contact Database	http://contacts.regional.em.vic.gov.au/
MEMP Contact Database User Guide	http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern- Victorian-Cluster-Contact-Database-Users-Guide.pdf
Relief Centre Standard Operating Procedures	http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern- Victorian-Cluster-Relief-Centre-SOPs.pdf
Recovery Centre Standard Operating Procedures	http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern- Victorian-Cluster-Recovery-SOPs.pdf
MOC Standard Operating Procedures	Under preparation
Emergency Management Liaison Officer Role Description	http://files.ndc.em.vic.gov.au/Cluster-SOPs/Northern- Victorian- Cluster-EMLO-Role-Description.pdf
Emergency Management Liaison Officer SOPs	http://files.ndc.em.vic.gov.au/Cluster-SOPs/Standard- Operating-Procedures-Emergency-Management-Liaison- Officer.pdf
Municipal Emergency Management Health Special Plan	http://files.ndc.em.vic.gov.au/Special-Plans/Northern- Victorian-Cluster-Municipal-Public-Health-Emergency- Management-Special-Plan.pdf

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Appendix 2 Municipal Statistics and Demographics

(information taken from 2011 Census data)

Loddon Shire Council	6,694 square km
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Population	
2011 Population	7459
Median age (years)	50.8
Population density	1.1 persons per square km

Estimated resident population

Age	Number	%
0-14	1288	17.3%
15-24	599	8.0%
25-44	1335	18.0%
45-64	2451	32.8%
65-84	1556	20.9%
85+	230	3.0%
Total	7459	100.0%

101 1.4% Proportion of the population who identify as Aboriginal & Torres Strait Islander

1066 14.3% Proportion of population born overseas

171 2.3% Speak a language other than English

6922 92.8% Speak English only

29 0.4% Speak Filipino/Tagalog (only other significant language)

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Households / families

Number of households	3038
Median weekly rent	\$100.00
Median monthly mortgage payment	\$898.00
Percentage of households with rental costs greater than 30%	3.4%
Percentage of households with mortgage costs great than 30%	4.7%
Percentage of persons with an individual income less than \$400 per week	49.9%
Percentage of households with an individual income less than \$600 per week	37.8%
Median weekly household income	\$686.00
Number of households who do not own a vehicle	5.1% (166)
Single or lone person households	32.3% (981)
Number of one parent families (children under 15)	21.0% (158)
Households with internet	58.0%
Number of residential aged care facilities	3

Vulnerable Groups

Some groups are more susceptible to the health effects of heatwave

Education

Number of Primary schools	5
Number of P-12 (P-10) schools	3
Percentage of people who did not complete Year 12 or equivalent	70.0%
Percentage of persons who completed a bachelor or higher degree 8.1%	

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Northern Viela Energinety Maria Plan

Labour force	
Occupation – Top 5 Job roles	
Managers	36.8%
Labourers	13.3%
Technicians and trades	10.0%
Professionals	10.3%
Clerical and administrative	8.5%
Industries of employment – Top 5	
Agriculture, forestry & fishing	37.3%
Healthcare & social assistance	10.3%
Manufacturing	7.4%
Retail	7.3%
Education & Training	6.2%
Unemployment	5.7% (179)
People aged over 15, employed	2932
Full time	58%
Part time	34%

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Appendix 3 Major Industries / Assets

Schools in Loddon

Boort District P-12 School	Bridgewater Primary School
Malone Street	Eldon Street
Boort VIC 3537	Bridgewater VIC 3516
03 5455 2201	03 5437 3081
East Loddon P-12 College	Inglewood Primary School
Serpentine Road	77 Sullivan Street
Dingee VIC 3571	Inglewood VIC 3517
03 5436 8300	03 5438 3303
Pyramid Hill College	Tarnagulla Primary School
(Prep to Year 10)	51 Stanley Street
103 Kelly Street	Tarnagulla VIC 3551
Pyramid Hill VIC 3575	03 5438 7355
03 5455 7377	
Wedderburn College	St Mary's School
(Prep to Year 12)	(Prep to Grade 6)
15-29 Hospital Street	87 Southey Street
Wedderburn VIC 3518	Inglewood VIC 3517
03 5494 3011	03 5438 3075
St Patrick's School	
(Prep to Grade 6)	
5 Victoria Street	
Pyramid Hill VIC 3575	
03 5455 7220	

Kindergartens

Boort Preschool	Dingee Preschool
Godfrey Street,	785 Dingee Road
Boort VIC 3537	Dingee VIC 3571
(03) 5455 2292	(03) 5436 8401
Inglewood Kindergarten	Pyramid Hill Preschool
75A Grant Street	67 Kelly Street
Inglewood VIC 3517	Pyramid Hill VIC 3575
(03) 5438 3533	(03) 5455 7230
Wedderburn Kindergarten	
77 Ridge Street	
Wedderburn VIC 3518	
(03) 5494 3183	

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Maternal Health

Boort	Dingee Bush Nursing Centre,	
King Street	King Street,	
Boort Vic	Dingee	
0409 166 891	0409 166 891	
Inglewood	Pyramid Hill	
Grant Street	Northern District Health	
0409 166 891	Victoria Street	
(03) 5438 3192	0409 166 891	
Wedderburn Community Centre		
Wilson Street		
Wedderburn		
0409 166 891		

Hospitals

Boort District Health Service	Inglewood & District Health Service
Public Hospital	3 Hospital St
31 Kiniry St,	Inglewood VIC 3517
Boort VIC 3537	Phone:(03) 5431 7000
Phone:(03) 5451 5200	

Ambulance Victoria - Community Emergency Response Team (CERT)

Boort CERT
Secretary Postal Address : PO Box 157 Suburb :
Boort VIC 3537
Ph: 03 5455 2595 Mobile: 0427 221 098
Email : ahvmcd@bigpond.net.au
Website : Ambulance Victoria

Aged Care Facilities

Inglewood & District Health Service	Pyramid Hill Residential Care
3 Hospital St	15 Durham Ox Rd
Inglewood VIC 3517	Pyramid Hill VIC 3575
(03) 5431 7000	(03) 5455 7112

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Neighbourhood Safer Places (Places of Last Resort)

BOORT - RECREATION RESERVE (OVAL ONLY) Malone Street Boort VIC 3537	PYRAMID HILL - MITCHEL PARK RECERATION RESERVE (OVAL ONLY) 43 Victoria Street Pyramid Hill
SERPENTINE – RECREATION RESERVE (OVAL ONLY) 20 Chapel Street Serpentine	BRIDGEWATER – MEMORIAL HALL GROUNDS ONLY 4 Main Street Bridgewater
INGLEWOOD – J. SLOAN RESERVE – BETWEEN SWIMMING POOL & TENNIS CLUB Calder Highway, Inglewood	WEDDERBURN – DONALDSON PARK CENTRAL OVAL AREA ONLY Chapel Street, Wedderburn

Relief Centres

Premises	Location	People	Мар	Parking	Access
			Ref		
INGLEWOOD – Town Hall	Cnr Verdon and Market Streets	120	F 10	30 cars	Steps
WEDDERBURN – Public Hall	Reef Street	120	C 8	40 cars	Level
BOORT – Public Hall	Cnr Godfrey and Lakeview	120	E 3.5	40 cars	Steps
	Street North				
PYRAMID HILL – Public Hall	Kelly Street	100	13	30 cars	Ramps
					& Steps
BRIDGEWATER – Public Hall	Cnr Erskine and Eldon Streets	80	G10	30 cars	Steps
TARNAGULLA – Public Hall	Commercial Road	80	F12.5	25 cars	Ramps
					& Steps

Community Resource Centres

Boort Resource & Information Centre	Inglewood Community Resource Centre
Godfrey Street	69 Brooke Street
Boort Victoria 3537	Inglewood Victoria 3517
Phone: (03) 5455 2716	Phone: (03) 5438 3562
Fax: (03) 5455 2713	
Pyramid Hill Neighbourhood House	Wedderburn Community Centre
22 Kelly Street	24 Wilson Street
Pyramid Hill Victoria 3575	Wedderburn Victoria 3518
Phone: (03) 5455 7129	Phone: (03) 5494 3489
Fax: (03) 5455 7122	Fax: (03) 5494 3638

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Community Halls

Arnold Public Hall	Boort James Boyle Hall	Boort Memorial Hall
Bridgewater Dunolly Road, Arnold	Nolens Park	119 Godfrey Street, Boort
	Godfrey Street, Boort	
Boort RSL Hall	Borung Mechanics Institute Hall	Bridgewater Memorial Hall
Godfrey Street, Boort	Boort-Wedderburn Road,	37 Eldon Street, Bridgewater
	Borung	
Calivil Recreation Reserve Hall	Campbells Forest Hall	Derby Public Hall
Prairie West Road, Calivil	Loddon Valley Highway,	Calder Highway, Derby
	Campbells Forest	
Dingee Memorial Hall	Durham Ox Memorial Hall	East Loddon Community Centre
20 Mack Street, Dingee	Boort-Pyramid Road,	789 Serpentine Road, Dingee
	Durham Ox	
East Loddon Scout Hall	Eddington Community Centre	Fentons Creek Hall
Pyramid Yarraberb Road,	31 McCoy St, Eddington	Wedderburn-Logan Road,
East Loddon		Fentons Creek
Inglewood Town Hall	Jarklin Public Hall	Korong Vale Mechanics Institute
20 Verdon Street, Inglewood	Loddon Valley Highway, Jarklin	Allen Street, Korong Vale
Laanecoorie Mechanics Institute	Mitiamo Public Hall	Newbridge Public Hall
Hall	20 Haig Street, Mitiamo	38 Burke Street, Newbridge
15 Main Road, Laanecoorie		
Powlett Plains & District	Pyramid Hill C.E.R.T. Hall	Pyramid Hill Memorial Hall
Community Hall	98 Victoria Street, Pyramid Hill	30-32 Kelly Street, Pyramid Hill
1243 Wedderburn Serpentine		
Road, Powlett Plains		
Rheola Hall	Serpentine Memorial Hall	Tarnagulla Public Hall
Inglewood Rheola Road, Rheola	20 Chapel Street, Serpentine	69-71 Commercial Road, Tarnagulla
Wedderburn Mechanics &	Woodstock on Loddon Public	Yando Public Hall
Literary Institute Hall	Hall	Boort-Yando Road, Yando
92 High Street, Wedderburn	Newbridge Road, Woodstock	
Yarrawalla Community Centre		
Yarrawalla Sth Road, Yarrawalla		

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Appendix 4 Victorian Government Municipal and Departmental Boundaries

The map below indicates the regional boundaries and municipal boundaries for regional Victoria.

Maps for the Cluster Councils are contained within the Loddon Mallee region which is shaded light green



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Appendix 5 Transition Agreement

AN AGREEMENT FOR TRANSITION OF COORDINATION ARRANGEMENTS FROM RESPONSE TO RECOVERY

Effective Date for Transition Agreement – xx – xx - xxxx

For the impacted municipality/s as follows:

[INSERT LIST OF IMPACTED MUNICIPALITY/S]

Control and coordination for the [INSERT NAME OF EMERGENCY] have been handed over from the Control Agency and the Emergency Response Coordinatorto:

[INSERT ONE OF THE FOLLOWING THREE OPTIONS]

[Impacted municipality/s] OR

[Regional Recovery Coordinator and impacted municipality/s] OR

[State Recovery Coordinator, Regional Recovery Coordinator, and impacted municipality/s]

Endorsed by:

Local (if applicable)	Regional/Divisional	State
Control Agency	Control Agency	Control Agency
Incident Controller		
Victoria Police	Victoria Police	Victoria Police
Municipal	Divisional	State Emergency Response
Emergency	Emergency	Officer
Response	Response	
Coordinator	Coordinator	
Local Government	Department of Health and	Department of Health and
	Human Services	Human Services
Municipal Recovery Manager	Regional Recovery Coordinator	State Recovery Coordinator

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Introduction

The purpose of this document is to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities.

The scope of the transition agreement arrangements includes:

- Authorisation arrangements;
- Coordination and management arrangements;
- Transition activities and tasks to ensure continuity of essential community support;
- Information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

1. Description of the event

A description of the event is at Attachment 2.

2. Authority

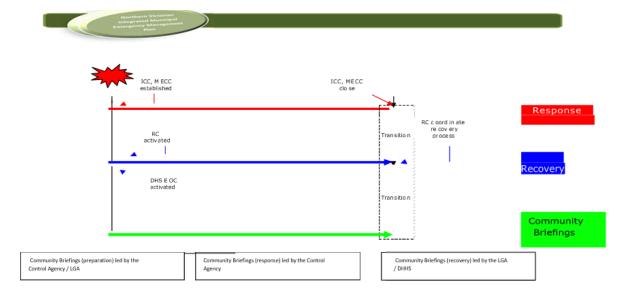
This transition agreement is endorsed by the following agencies in consultation with the local government areas affected, and reflects the state, regional and local levels of interest in emergency response and recovery:

- Victoria Police delegated Emergency Response Coordinator;
- Control Agency;
- Department of Health and Human Services State/Regional Recovery Coordinator;
- Impacted Municipalities

This is pursuant to the roles and responsibilities detailed in the Emergency Management Act (1986) and the Emergency Management Manual Victoria.

- 3. Coordination and management arrangements for transition from response to recovery
 - The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations, including:
 - The nature of the hazard/threat and whether there is a risk of a recurring threat.
 - The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented.
 - The extent of and known level of loss and damage associated with the incident.
 - The considerations for the extent of emergency relief required by affected communities.
 - The considerations for the resources required to be stood up for effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period will be established to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.



4. The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and become fully established.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required.
- Identifying resources required to support immediate community recovery requirements including public health and safety.
- Coordination of essential clean-up operations.
- Initial Impact Assessments1 in the affected communities.

Conclusion of response implies the cessation of the responsibilities of Victoria Police as response coordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

5. Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;

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ORDINARY COUNCIL MEETING AGENDA

- Ongoing management of relief centres and establishment of recovery centres with key contact information by Local Government
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

6. Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and also include key recovery representatives.
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.recovery.vic.gov.au is the State's single recovery website and will be updated for public recovery information.
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232
- ABC radio metropolitan and regional radio reports.
- Media releases on services available via media outlets, electronic and paper.
- Community newsletters.
- Coordinated community and business sector outreach programs.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government attends these meetings to provide information about recovery services that may be required.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

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Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for the following impacted municipalities:

Key considerations for Transition:

- Potential impacts
- The integration of recovery activities
- The provision of initial impact information via the Incident Control Agency and Incident Management Teams

	Key Actions – Incident Control Agency Note: The following actions may occur concurrently:	Lead Agency	Confirmation process
1	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGA's dependent on timing of impacts and continued threat.		Handover report
2	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator from the Incident Control Agency (Attachment 2).		
4	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHS for community interests.		Briefing
5	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		

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8	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9	Key Actions – Response Coordination Agency		
10	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHS Regional Recovery Coordinator and Municipal Recovery Manager (joint briefing see item 3). Briefing to include the ongoing MOC functionally requirements.	VicPol	Verbal Briefing
11	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12	Key Actions – Recovery Coordination Agency		
13	Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery; including departments, agencies, and LGA.	DHHS	Via Recovery Planning Arrangements
14	Integration of recovery issues into existing arrangements, where applicable.	DHHS	
15	Key Actions – Municipalities		•
16	Identification of transition issues for local MOCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	LGAs	Verbal Briefing
17	Analysis of initial impact I information, validation with municipal records/data base and provision of a consolidated report	LGAs	Report to DHS Region
18	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government	LGAs	Via recovery planning arrangements
19	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	LGAs	
20	Establish community based recovery processes as per Municipal Emergency Management Plan	LGAs	
		L	

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Appendix 6 Exercise and Training

To be developed for 2017

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8.6 REVIEW OF LOCAL LAW 1

File Number:	04/01/001
Author:	Lynne Habner, A/Manager Executive and Commercial Services
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	1. Draft Local Law No. 1
2.	Explanatory document with review of Local Law No. 1

RECOMMENDATION

That Council resolve to make Local Law No. 1 Process of Municipal Government (Meetings and Common Seal).

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 discussed the revisions to the Local Law No. 1 at its Forum on 1 February 2017, and at its February 2017 meeting, resolved to publish a public notice to seek submissions in respect of the draft in accordance with section 223 of the Local Government Act 1989.

BACKGROUND

Loddon Shire Council Local Law No.1, Process of Municipal Government (Meetings and Common Seal) ceased to operate on 1 March 2017.

Jim Gifford Consulting P/L has been engaged to review the local law in order for it to be considered for adoption by Council.

ISSUES/DISCUSSION

Revisions to the Local Law No.1 include several specific changes to reflect best practice in the matters contained within the document, including election of Mayor, meeting preparation, general conduct of meetings, conduct of debate, common seal, and enforcement and penalties.

Closely related matters have been grouped to reduce the overall number of clauses from 106 to 64, clauses that reflect Local Government Act provisions specify the relevant sections of the Act, and provisions that were contrary to the current provisions of the Local Government Act have been amended or replaced.

The attached explanatory document outlines the content of the draft local law.

The draft was advertised seeking public comment until 3 April 2017. No submissions were received.

It is proposed that Council consider making the Local Law No. 1. Following Council's decision, a notice will be published in the Victorian Government Gazette, and a copy will be sent to the Minister for Local Government, in accordance with section 119 of the Local Government Act 1989.

COST/BENEFITS

The cost to Council of renewing Local Law No.1 is related to the engagement of a consultant. Benefits to Council accrue from having clear guidance for the conduct of meetings and related matters.

RISK ANALYSIS

This process will ensure that Council continues to have a local law concerning the process of municipal government.

CONSULTATION AND ENGAGEMENT

Senior staff and councillors have been consulted in the review of this local law. The draft has also been advertised seeking public submissions in accordance with section 223 of the Local Government Act 1989.

LODDON SHIRE COUNCIL

LOCAL LAW NO. 1 PROCESS OF MUNICIPAL GOVERNMENT (Meetings and Common Seal) Local Law



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Chief Executive Officer
INTERNAL COMMITTEE	Not applicable
ENDORSEMENT: 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:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES: RELATED LEGISLATION:	Local Government Act 1989
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.

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# PART 1 – PRELIMINARY

#### 1 Title

This Local Law is the Council's Processes of Municipal Government Local Law No. 1 and referred to below as this Local Law.

#### 2 Objectives of this Local Law

The objectives of this Local Law are:

- (a) to provide for the election of the Mayor;
- (b) to establish procedures to ensure the orderly and effective conduct of Council meetings;
- to establish procedures to ensure the orderly and effective conduct of special committee meetings;
- (d) to facilitate community participation in Council decision making processes; and
- (e) to regulate the control and use of the Council's common seal.

#### 3 The power to make this Local Law

The Council's power to make this Local Law is contained in sections 5 and 91 and 111 of the *Local Government Act 1989*.

#### 4 Commencement

- (1) This Local Law comes into operation on [INSERT DATE].
- (2) This Local Law ceases to operate on the tenth anniversary of the date on which it comes into operation.

#### **5** Definitions

In this Local Law, unless inconsistent with the context:

Absolute majority	Means a number of votes that is more than one-half of the number of members who are entitled to attend and vote at the meeting. (i.e. An absolute majority of the Council is more than one-half of the number of elected Councillors.)
Act	Means the Local Government Act 1989.
Broadcast	Means the visual or aural transmission of proceedings on any medium, including radio, television or the internet.
Carried	Means that the relevant motion or amendment is determined in the affirmative.
Chairperson	Means the person who chairs a meeting and includes the Mayor who chairs a Council meeting.
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Chief Executive Officer	Means the Chief Executive Officer or Acting Chief Executive Officer appointed under section 94 of the Act. If the Chief Executive Officer is absent or unable to perform a function required under this Local Law, the Director of Corporate Services must perform that function.
Council	Means the Loddon Shire Council.
Councillor	Means a Councillor of the Council.
Council Meeting	Includes Ordinary and Special meetings of the Council.
Majority	Means a number of votes that is more than one-half of the number of members in attendance in the meeting when the vote is taken.
Member	Means a Councillor or a member of a special committee.
Minister	Means the Minister responsible for administering the Act.
Penalty unit	Has the value of \$100, as specified in section 110(2) of the <i>Sentencing Act 1991</i> .
Quorum	Means the minimum number of members of the Council or committee who be present in order to constitute a valid meeting of the Council or committee.
Recording	Means a recording of proceedings made using any device that is capable of recording speech or actions, including a tape recorder, video camera, mobile phone or portable computer.
Special Committee	Means a special committee established by the Council under section 86 of the Act.

# PART 2 – ELECTION OF MAYOR AND OTHER CHAIRPERSONS

#### 6 Meeting to conduct an election

- (1) An election to fill a vacancy must be conducted under this part:
  - (a) when a vacancy in the position of Mayor is required to be filled under section 71 of the Act; and
  - (b) when the Chairperson of a special committee needs to be elected.
- (2) At any meeting to elect the Mayor the Chief Executive Officer must be the temporary chairperson.
- (3) At any meeting of a special committee to elect a Chairperson, a member of the committee who will not be a nominee for Chairperson must be the temporary chairperson.
- (4) At the conclusion of an election under this Part, the member elected to be Mayor or Chairperson shall take the chair.

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#### 7 Nominations

- (1) The temporary chairperson must call for nominations to fill the vacancy.
- (2) The following provisions apply to nominations:
  - (a) any member may propose a nomination;
  - (b) any member may decline to be nominated; and
  - (c) nominations do not require a seconder and are not motions.
- (3) If only one nomination is received, the nominated candidate must be declared elected.

#### 8 Conduct of election

- (1) If more than one nomination is received, the temporary chairperson must call for a vote. All voting under this Part must be by a show of hands and each member is entitled to a single vote.
- (2) A candidate must be declared elected:
  - (a) at any time that the candidate receives an absolute majority of votes; or
  - (b) if there are only two candidates remaining and the candidate has received the most votes.
- (3) At any time when there are more than two candidates remaining and no candidate has received an absolute majority of votes, the candidate with the fewest votes must be eliminated and a new vote must be taken. If two or more candidates have the equal fewest votes, the candidate to be eliminated must be determined by drawing lots in a manner determined by the temporary chairperson.

#### 9 Resolving a tied vote

- (1) If there are two candidates remaining in an election conducted under this Part and the candidates have received an equal number of votes, the result must be determined by drawing lots in a manner determined by the temporary chairperson.
- (2) Despite subclause (1), if there are two candidates remaining in the election for the Mayor and the candidates have received an equal number of votes, the temporary chairperson may adjourn the meeting to enable the Councillors to consider the matter. A repeat election must be conducted after the adjournment in accordance with clauses 7 and 8.

# PART 3 – MEETING PREPARATION

## **Division 1 – Calling meetings**

#### 10 Calling and scheduling council meetings

(1) The dates, times and places of ordinary meetings will be fixed by the Council from time to time.

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- (2) Subject to the requirements of clause 11, the date, time or place of an ordinary council meeting may be altered by the Council or, in case of emergency, by the Chief Executive Officer.
- (3) In accordance with sections 84 and 84A of the Act, a special meeting of the Council may be called by:
  - (a) a resolution of the Council;
  - (b) a written notice from the Mayor;
  - (c) a written notice from three Councillors; or
  - (d) the Chief Executive Officer within 14 days after the declaration of the result of a general election.

#### **11 Public notice**

- (1) In accordance with section 89 of the Act, public notice will be given at least seven (7) days before:
  - (a) an ordinary or special meeting of the Council; or
  - (b) a meeting of any special committee comprised entirely of Councillors.
- (2) If an extraordinary circumstance prevents the giving of seven (7) days' notice, the Chief Executive Officer will provide as much notice as is practicable and the nature of the extraordinary circumstance will be specified in the minutes.
- (3) If a special committee is not comprised entirely of Councillors, the Chairperson must provide reasonable notice of the meeting to the public.

#### 12 Agenda notice

- (1) This clause applies to council meetings and meetings of special committees that are comprised entirely of Councillors.
- (2) At least five (5) days before a meeting is scheduled to occur, an agenda notice must be:
  - (a) delivered to each Councillor's residence or usual place of business; and
  - (b) published on the Council's web site.
- (3) An agenda notice must include:
  - (a) a description of the date, time and place of the meeting;
  - (b) a description of the matters to be considered at the meeting;
  - (c) any validly lodged notices of motion, amendment or rescission; and
  - (d) reports prepared for consideration at the meeting.
- (4) If it is not possible to comply with subclause (2) for any reason, the Chief Executive Officer must ensure delivery and publication as soon as is reasonably possible.
- (5) Subject to the direction of Council, the delivery of an agenda notice may be undertaken by electronic means.
- (6) If a Councillor is on leave or absent from the municipality, a notice of meeting does not have to be delivered to the Councillor unless he or she requests delivery.

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#### 13 Adjourned meeting notices

- (1) If a Council or special committee meeting is adjourned to another day for any reason:
  - (a) clause 11 applies to the adjourned meeting; and
  - (b) clause 12 applies to the adjourned meeting to the extent that it is reasonably practicable.

## **Division 2 – Notice of motion**

#### 14 Giving a notice of motion

- (1) A member may give notice of motion on any matter the member wants to be considered at an ordinary council meeting or a meeting of the special committee.
- (2) A notice of motion must be given:
  - (a) during a meeting preceding the meeting at which it is to be proposed; or
  - (b) in writing to the Chief Executive Officer no later than seven (7) days before the meeting at which it is to be proposed.
- (3) A member may provide a brief written explanation for the notice of motion.

#### 15 Notice may be rejected

- (1) The Chief Executive Officer must reject a notice of motion if:
  - (a) it appears to be contrary to the Act or any other law;
  - (b) it is vague or unclear in its intention; or
  - (c) it is not lodged in accordance with clause 14.
- (2) If the Chief Executive Officer rejects a notice of motion, he or she must:
  - (a) notify the member of the reason for the rejection; and
  - (b) if reasonably possible before the agenda notice is issued, give the member an opportunity to amend the notice.

#### 16 Notice must be listed on the agenda

- (1) A notice of motion must be included on the agenda for the next ordinary council meeting or the next meeting of the special committee, unless:
  - (a) it has been rejected under clause 15, or
  - (b) the member lodging the notice has requested it be listed for a different meeting.
- (2) If a brief written explanation of the notice of motion has been provided, it must be included in the agenda notice.

## **Division 3 – Notice of amendment or rescission**

#### 17 Giving a notice of amendment or rescission

(1) A member may give notice of a motion to amend or rescind a decision of the Council or committee provided that the previous motion has not been implemented.

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- (2) A notice of amendment or rescission:
  - (a) must specify the decision that it proposes to amend or rescind;
  - (b) must be clear in its intent;
  - (c) must be in writing; and
  - (d) must be given to the Chief Executive Officer no later than seven (7) days before the meeting at which the relevant motion will be put.
- (3) The Chief Executive Officer must reject a notice of amendment or rescission that does not comply with subclauses (1) and (2).

#### 18 Affected persons to be notified

Unless a notice of amendment or rescission is rejected, under clause 17(2), the Chief Executive Officer must ensure that any person directly affected by the proposed amendment or rescission is notified without delay.

#### 19 Notice must be listed on the agenda

- (1) Unless a notice of amendment or rescission has been rejected under clause 17(3), it must be included on the agenda for the next applicable meeting of the Council or committee.
- (2) If more than one notice of amendment or rescission is received in regard to a particular matter, the notices must be listed on the agenda in the order they were received.

# **PART 4 – GENERAL CONDUCT OF MEETINGS**

#### **Division 1 – General matters**

#### 20 Matters not provided for

Where a situation has not been provided for under this Local Law, the Council may determine the matter by resolution.

#### 21 Addressing the meeting

- (1) Councillors and committee members must conduct themselves in a courteous and respectful manner during meetings.
- (2) Any person addressing the Chair should refer to the Chairperson as:
  - (a) Madam Mayor;
  - (b) Mr Mayor;
  - (c) Madam Chairperson; or
  - (d) Mr Chairperson; as the case may be.
- (3) All Councillors, other than the Mayor, should be addressed as Cr .... (name).
- (4) All Officers should be addressed as Mrs, Ms, Miss or Mr .... (name).

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# **Division 2 – Business of meetings**

#### 22 Order of business

- (1) Subject to this Local Law, the order of business of meetings will be determined by the Chief Executive Officer to facilitate and maintain open, efficient and effective processes of government.
- (2) The Chief Executive Officer may include any matter on an agenda for consideration by the meeting.
- (3) Once an agenda has been issued under clause 12, the order of business for the meeting may only be altered by resolution of the members at the meeting.

#### 23 Urgent business

- (1) At an ordinary council meeting, business that is not included in the agenda notice must only be considered if no more than one Councillor is absent and the Council resolves that the matter is urgent.
- (2) Despite subclause (1), a matter that is not included in the agenda notice for an ordinary Council meeting must not be considered at the meeting if it will:
  - (a) directly and significantly affect the exercise of a person's rights;
  - (b) alter the Council Plan or the budget; or
  - (c) commit the Council to expenditure exceeding \$20,000.
- (3) At a special council meeting, business that has not been included on the agenda notice may only be considered if all the Councillors are present and unanimously resolve that the matter is urgent (as required by section 84 of the Act).
- (4) At a special committee meeting, business that is not included in the agenda notice must not be considered unless the committee comprises all the elected Councillors, in which case subclauses (1) and (2) apply.

# **Division 3 – Minutes**

#### 24 Keeping of minutes

- (1) The Chief Executive Officer must ensure that minutes of council and special committee meetings are kept in accordance with section 93 of the Act.
- (2) The draft (unconfirmed) minutes of council meetings, excluding those parts of meetings that are closed to the public, must be published on the Council's website as soon as practicable after the relevant meeting.

#### 25 Confirmation of minutes

- (1) The Chief Executive Officer must ensure the draft minutes are submitted to the next applicable meeting of the Council or committee for confirmation.
- (2) No discussion or debate on the confirmation of minutes will be permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned.

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(3) If a member is dissatisfied with the accuracy of the minutes, then the member must propose a motion specifying the alternative wording to amend the minutes.

# Division 4 – Quorums

#### 26 Defining a quorum

- (1) In accordance with section 91 of the Act, a quorum for a meeting of the Council or a special committee is a majority of the members of the Council, or committee.
- (2) Despite subclause (1) the Council may resolve that the quorum of a special committee will be greater than a majority of the members.

#### 27 Lack of a quorum

- (1) If a quorum cannot be obtained within thirty (30) minutes of the scheduled starting time of any meeting or adjournment, the meeting may be adjourned for a period not exceeding seven (7) days by:
  - (a) those members present; or
  - (b) if there are no members present, the Chief Executive Officer.
- (2) If a quorum cannot be maintained in a meeting for any reason other than a result of conflicts of interest¹, the meeting may be adjourned for a period not exceeding seven (7) days by:
  - (a) those members present; or
  - (b) if there are no members present, the Chief Executive Officer.

## **Division 5 – Suspension of standing orders**

#### 28 Suspension of standing orders

The Council or special committee may, by resolution, suspend standing orders for the purposes of:

- (a) enabling a full discussion of an issue;
- (b) allowing a member of the public to address the meeting;
- (c) providing for public question time; or
- (d) any other reasonable purpose determined by the meeting.

#### 29 Arrangements when standing orders suspended

- (1) During a period when standing orders are suspended, no decision, motion or other formal proceeding may be allowed, other than:
  - (a) the raising of a point of order; or
  - (b) a motion to resume standing orders.
- (2) The minutes of a meeting do not have to include a detailed account of matters considered during a period when standing orders are suspended.

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¹ See clause 38: "Conflict of interest"

# **Division 6 – Public participation**

#### **30 Addressing meetings**

- (1) At an ordinary meeting of the Council or at a meeting of a special committee, standing orders may be suspended to enable any member of the public to address the meeting.
- (2) A member of the public addressing the Council or a special committee must extend due courtesy and respect to the members and the Council or committee and must take direction from the Chairperson.
- (3) Unless otherwise resolved by the Council or committee the maximum speaking time for a member of the public addressing the Council is three (3) minutes.

#### 31 Public question time

- (1) Any member of the public may put a question to an ordinary council meeting. Questions from a member of the public:
  - (a) must be in writing;
  - (b) must relate to a matter of business on the meeting agenda;
  - (c) must not be offensive or defamatory, and
  - (d) must be given to the Chief Executive Officer or the delegated officer no later than ten (10) minutes before the scheduled commencement of the meeting.
- (2) If the Council has received a question from the public under subclause (1), the Council must suspend standing orders at an appropriate time for the question to be put.
- (3) The Chairperson must reject a question:
  - (a) that does not comply with subclause (1); or
  - (b) where answering, the question would require the disclosure of confidential information.
- (4) If a question cannot be dealt with adequately or appropriately during public question time, the Chairperson may request the Chief Executive Officer to provide a written answer to the person.

#### 32 Petitions and joint letters

- (1) A member of the public may give a petition or a joint letter to a Councillor, the Chief Executive Officer or the delegated officer.
- (2) A petition or joint letter must:
  - (a) state the name of the person forwarding the petition and an address to which notice of Council's response may be forwarded;
  - (b) contain the name, address and signature of each person signing the petition or letter;
  - (c) clearly state the request or describe the action that the Council is asked to do on each page of the petition or in the joint letter (whichever is applicable);
  - (d) not include any statement that is offensive, defamatory or disrespectful to Council;
  - (e) be legible;
  - (f) not contain alterations;
  - (g) not have any letters or other documents attached to it.

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- (4) A petition or joint letter that complies with subclause (2) must be tabled at an ordinary Council meeting at the first reasonable opportunity.
- (5) A petition or joint letter may be tabled by any Councillor or by the Chief Executive Officer. It does not have to be tabled by the person to whom it was given.
- (6) A petition or joint letter tabled at a Council meeting must lay on the table until the next ordinary meeting of the Council and no motion, other than to receive the petition or joint letter may be accepted by the Chairperson unless the Council resolves to deal with it earlier.

# **Division 7 – Disruptions**

#### 33 Chairperson may call a member to order

- (1) The Chairperson may call to order any member:
  - (a) who is disruptive or acting unruly during a meeting; or
  - (b) who makes a statement that is offensive, insulting or defamatory.
- (2) Without detracting from subclause (1), the Mayor may call to order any Councillor who is acting contrary to the Councillor Code of Conduct in a meeting.
- (3) If the Chairperson calls a member to order, the Chairperson may direct the member:
  - (a) to cease the actions for which the member has been called to order; or
  - (b) to retract or apologise for a statement or action.
- (4) If a member fails to comply with a direction under subclause (3), the Chairperson may direct the member to leave the meeting for a specified time.
- (5) The direction by the Chairperson under subclause (4) may be overruled by a resolution of the meeting.

#### 34 Chairperson may remove a member of the public

- (1) The Chairperson may direct a member of the public to leave a meeting if, in the opinion of the Chairperson, the person is disrupting the orderly conduct of the meeting.
- (2) A person directed to leave a meeting under subclause (1) must not return to the meeting unless authorised by the Chairperson.
- (3) Any person who fails to comply with a direction of the Chairperson under this clause is guilty of an offence.

Penalty: 5 penalty units.

#### 35 Chairperson may adjourn a meeting

- (1) The Chairperson may adjourn a meeting at any time if a disruption is preventing the Council or committee from conducting its business in an orderly manner.
- (2) Unless otherwise specified by the Chairperson, an adjournment under subclause (1) will be for a period of 15 minutes.

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# **Division 8 – Recording meetings**

#### 36 Council may record meetings

- (1) The Council may resolve to:
  - (a) broadcast a council or special committee meeting in any form;
  - (b) make a recording of a Council or special committee meeting; or
  - (b) specify how and in what form a recording of a Council or special committee meeting will be made available to the public.
- (2) Despite subclause (1), a meeting that is closed to the public under section 89 of the Act must not be broadcast or a recording made available to the public in any form.

#### 37 No recording or broadcasting without authority

It is an offence, without the authority of the Council:

- (1) to make or distribute a recording of a council or special committee meeting; or
- (2) to broadcast a council or special committee meeting.
  - Penalty: 10 penalty units if the offence only relates to a meeting that is open to the public.20 penalty units if the offence relates to any part of a meeting that is closed to the public under section 89 of the Act.

# PART 5 – CONDUCT OF DEBATE

## **Division 1 – General debate matters**

#### **38 Conflict of interest**

- (1) As required by section 79 of the Act, any member who has a conflict of interest in a motion or amendment must:
  - (a) disclose the conflict of interest immediately before the matter is considered; and
  - (b) leave the meeting while the matter is debated and voted upon.
- (2) If, as a result of the number of members with conflicts of interest, the Council or committee cannot maintain a quorum to consider the matter:
  - (a) the matter lapses; and
  - (b) the Chairperson may allow a motion to be put seeking Ministerial exemptions under section 80 of the Act.

#### 39 Rejecting a motion

- (1) The Chairperson must reject any motion or amendment which:
  - (a) is offensive or defamatory;
  - (b) is outside the powers of the Council or otherwise contrary to the Council's legal obligations;

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- (c) is not relevant to the item of business on the agenda and has not been admitted as urgent business under clause 23; or
- (d) purports to be an amendment but would have the effect of negating the principle intent of the motion it seeks to amend.
- (2) If it appears to the Chief Executive Officer that a proposed motion or amendment is contrary to the Council's legal obligations, the Chief Executive Officer must advise the Chairperson in a timely manner in accordance with section 94A(1)(da) of the Act.

#### 40 Lapsed motion or amendment

- (1) If a motion or amendment lapses under this Local Law:
  - (a) the motion or amendment is no longer debated or voted upon at that meeting;
  - (b) if it is an amendment, debate on the principle motion resumes; and
  - (c) if it is a motion, the meeting proceeds to the next matter on the agenda.
- (2) Nothing in this Local Law prohibits a lapsed motion from being considered at a later meeting of the Council or committee.

### **Division 2 – Motions and amendments**

#### 41 Moving a motion

- (1) When moving a motion:
  - (a) the member moving the motion must state the motion without speaking to it;
  - unless the motion is a procedural motion, it must be seconded by another member; and
  - (c) if a motion is not seconded and is not a procedural motion, it lapses.
- (2) The Chairperson may require any motion to be submitted in writing where it is lengthy, unclear or for any other reason. The Chairperson may suspend the meeting while a motion is being written or request that the matter be deferred until later in the meeting.
- (3) If a motion is moved and seconded, the Chairperson must ask if the motion is opposed by any member, and:
  - (a) if the motion is not opposed the Chairperson must declare the motion carried; or
  - (b) if the motion is opposed the Chairperson must invite the members to debate the motion.

#### 42 Debating the motion

- (1) When debating a motion:
  - (a) the mover of the motion is invited to speak first;
  - (b) the seconder of the motion is invited to speak second, however he or she may reserve the right to speak later in the debate;
  - (c) the member who opposed the motion is invited to speak third; and
  - (d) any other members may speak for or against the motion.
- (2) When inviting other members to speak to the motion the Chairperson must ask for speakers for and against the motion in turn, however no member may be refused the right to speak because there is no contrary speaker.

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- (3) No member may speak more than once in debating a motion, except where the mover of the motion has a right of reply.
- (4) Debate must always be relevant to the motion and the Chairperson may:
  - (a) request a speaker to confine debate to the subject motion; or
  - (b) direct a speaker to cease speaking if he or she continues to debate irrelevant matters.
- (5) Once the debate has been exhausted, the mover of the motion is entitled to exercise a right of reply, but may not raise any new matter.
- (6) Immediately after the mover's right of reply, the Chairperson must put the motion to a vote without further discussion or debate.

# 43 Amendments

- (1) Any member debating the motion, except the mover of the motion, may move an amendment to the motion.
- (2) There is no limit on the number of amendments that may be proposed to a motion. However, no amendment may be proposed while another amendment is being proposed or debated.
- (3) An amendment:
  - (a) must be relevant to the motion; and
  - (b) must not have the effect of negating the principal intent of the motion.
- (4) An amendment must be seconded by another member. If an amendment is not seconded, it lapses.
- (5) If an amendment is moved and seconded, the Chairperson must invite the members to debate the amendment in the same order and manner as a motion under clause 42, except that mover of an amendment does not have a right of reply.
- (6) A member speaking to an amendment is not deemed to be speaking to the motion, so speaking to an amendment does alter a member's right to speak to the principal motion.
- (7) If an amendment is carried then the motion is altered accordingly and becomes the matter before the meeting.

# 44 Foreshadowing motions or amendments

- (1) At any time during debate, a member may foreshadow his or her intention to move a motion or amendment at a later stage in the meeting. This does not extend any special right to the foreshadowed motion.
- (2) A foreshadowed motion is not required to be recorded in the minutes until or unless it is proposed.

# 45 Withdrawal of motion or amendment

Before any motion or amendment is put to the vote it may be withdrawn by the mover with leave from the Council or special committee.

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# 46 Separation of motions

Where a motion contains more than one part the Chairperson may decide to put the motion to the vote in separate parts.

# Division 3 – Speaking times

## 47 Speaking times

- (1) Unless a motion for extension of time has been passed, the maximum speaking time for a member will be three (3) minutes when:
  - (a) speaking to a motion or amendment; or
  - (b) exercising a right of reply on a motion.

#### 48 Extension of speaking time

- (1) An extension of speaking time for any member may be granted by resolution of the Council.
- (2) A motion to extend speaking time must not be permitted after another member has commenced speaking.
- (3) An extension of speaking time:
  - (a) must not exceed three (3) minutes;
  - (b) may only be granted once for each speaker on a motion or amendment.

# **Division 4 – Voting**

#### 49 Voting process

- (1) All members of the Council or of a special committee are entitled to a single vote on each motion and each amendment, except:
  - when the Chairperson is entitled to a second vote under section 90(1)(e) of the Act; or
  - (b) when a member of a special committee is not entitled to vote because of a decision of the Council under section 87(8) of the Act.
- (2) When putting a motion or amendment to a vote, the Chairperson will first call for those in favour of the motion and then those opposed to the motion.
- (3) Unless the meeting resolves otherwise, all voting must be by a show of hands.
- (4) If a majority of the members in the meeting vote in favour of the motion or amendment the Chairperson must declare the motion or amendment carried.
- (5) As provided in section 90 of the Act, if exactly half the members in the meeting vote in favour of a motion or amendment the Chairperson may cast a second vote to determine whether the matter is carried.
- (6) If the motion or amendment is not carried under this clause, the Chairperson must declare the motion or amendment lost.

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(7) Any member may request that the way they voted on a motion or amendment be recorded in the minutes.

# 50 Secret ballot

- (1) As provided in section 90 of the Act, voting in a meeting that is open to the public must not be by secret ballot.
- (2) If a meeting is closed to the public, the meeting may resolve to conduct voting by secret ballot and in a matter to be determined by the Chairperson.

## 51 Division

- (1) Any member may request a division:
  - (a) immediately before a vote is taken under clause 49; or
  - (b) immediately after a vote is taken under clause 49.
- (2) A division must not be requested after the next item of business has commenced.
- (3) If a division is requested, the Chairperson must conduct a vote in the manner specified in clause 49, and the names of members voting for or against the motion or amendment must be recorded in the minutes.
- (4) If a prior vote has been taken on the motion or amendment, a member is not prevented from changing his or her original vote at the division.
- (5) Once a vote has been taken under a division, no further vote may be taken on the relevant motion or amendment in that meeting.

# **Division 5 – Amendment or rescission**

#### 52 Motion to amend or rescind

- (1) If a notice of amendment or rescission has been given under clause 16:
  - (a) the motion must not be amended; and
  - (b) any member in attendance at the meeting may move the motion.
- (2) If a motion of amendment or rescission is not put at the meeting it lapses.
- (3) If a motion to amend or rescind is lost, that motion or any similar motion must not be put before the Council or committee for at least three months unless the members resolve to relist the motion for a future meeting.

# 53 Deciding an amendment or rescission

A motion to amend or rescind a prior decision is not carried unless:

- (a) an absolute majority of members votes in favour of the motion;
- (b) exactly half the total number of Councillors cast votes in favour of the motion at a Council meeting and the Chairperson casts a second vote in favour of the motion; or

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(c) exactly half the number of committee members who are entitled to vote cast votes in favour of the motion, and the Chairperson casts a second vote in favour of the motion.

# Division 6 – Points of order

# 54 Raising a point of order

- (1) A member may raise a point of order if he or she considers that:
  - (a) the Act or this Local Law is not being complied with; or
  - (b) a member should be called to order under clause 33.
- (2) A member raising a point of order must:
  - (a) state the point of order; and
  - (b) state the relevant clause or provision constituting the point of order.
- (3) A member raising a point of order is not deemed to be speaking to the motion or amendment before the meeting.
- (4) All other matters before the Council or committee are suspended until the point of order is decided.

# 55 Chairperson to decide

- (1) The Chairperson must decide all points of order without entering into discussion or debate.
- (2) The Chairperson may adjourn the meeting to consider a point of order or otherwise must rule on it as soon as it is raised.
- (3) The decision of the Chairperson in respect to a point of order is final and conclusive unless the meeting dissents.

# 56 Dissenting a decision

- (1) A member may move a motion of dissent from the Chairperson's decision on a point of order.
- (2) A motion of dissent on a point of order will take precedence over all other business and if carried must be acted on instead of the ruling given by the Chairperson.
- (3) A motion of dissent in relation to a point of order is not a motion of dissent in the Chair. The Chairperson remains in the Chair and may exercise a second vote if exactly half the members vote in favour of the motion of dissent.

# **Division 7 – Procedural motions**

# 57 Procedural motions generally

(1) Subject to subclause (2), a procedural motion may be moved at any time and must be dealt with immediately by the Chairperson.

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- (2) A procedural motion may propose:
  - (a) to adjourn a debate;
  - (b) to set aside a question;
  - (c) to put the question; or
  - (d) to adjourn the meeting.
- (3) A procedural motion must not be moved:
  - (a) during the election of the Chairperson; or
  - (b) while any member is speaking.
- (4) A procedural motion cannot be moved:
  - (a) by the Chairperson; or
  - (b) by a member who has moved, seconded or spoken on the motion or amendment to which the procedural motion relates.
- (5) A procedural motion is not required to be seconded.

# 58 Adjourning a matter

- (1) A member may move that the matter be adjourned.
- (2) If a motion to adjourn a matter under this clause is passed the motion under consideration and any amendments proposed to that motion are adjourned.
- (3) A motion under subclause (1) may specify that the matter be adjourned until a specific meeting or until a specific time or place.
- (4) If a motion under subclause (1) does not state when debate will be resumed, it may be included on the agenda for another meeting:
  - (a) if resolved by the Council or committee; or
  - (b) at the discretion of the Chief Executive Officer.
- (5) A motion under this clause may be debated, but may only be amended in respect to the time and place when debate will be resumed.

# 59 Setting aside a question

- (1) A member may move that the question be NOT put.
- (2) A motion under subclause (1) that relates to a motion:
  - (a) if carried, prevents the motion from being dealt with and the meeting proceeds to the next matter; or
  - (b) if lost, allows debate on the motion to continue.
- (3) A motion under subclause (1) that relates to an amendment:
  - (a) if carried, prevents the amendment from being dealt with and the meeting proceeds with debate on the motion; or
  - (b) if lost, allows debate on the amendment to continue.
- (4) A motion under this clause must not be debated.

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# 60 Putting the question

- (1) A member may move that the question be put now.
- (2) A motion under subclause (1):
  - (a) if carried, requires the motion or amendment that is currently before the meeting to be voted upon immediately; or
  - (b) if lost, allows debate on the motion or amendment to continue.
- (3) The Chairperson may reject a motion to put the question if the Chairperson considers that the matter is contentious and has not been adequately debated.
- (4) A motion under this clause must not be debated.

# 61 Adjourning a meeting

- (1) A member may move that the meeting be adjourned.
- (2) A motion under subclause (1) may specify when the meeting will resume², which may be:
  - (a) at a specific time, date and place;
  - (b) at the conclusion of another scheduled meeting; or
  - (c) at a time to be determined by the Chief Executive Officer.
- (3) A motion to adjourn a meeting may be debated, but may only be amended in respect to the time and place when meeting will be resumed.

# PART 6 – COMMON SEAL

#### 62 The Council's common seal

- (1) The Chief Executive Officer must ensure the security of the Council's common seal at all times.
- (2) The Council's common seal may only be used in accordance with a specific resolution of the Council or under the Council's delegated authority and every document to which the seal is affixed must be signed by the Chief Executive Officer or a senior officer authorised in writing by the Chief Executive Officer.
- (3) Any person who uses the Council's common seal without authority is guilty of an offence.

Penalty: 10 penalty units

(4) The Chief Executive Officer must notify the Council, no later than the next ordinary Council meeting, after the Council's common seal is affixed to a document under the Council's delegated authority.

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² See Clause 13, "Adjourned meeting notices".

# PART 7 – ENFORCEMENT AND PENALTIES

## 63 Infringement notices

- (1) A person who is an authorised officer of the Council under section 224 of the Act may issue an infringement notice in respect to an offence under this Local Law.
- (2) An infringement notice must specify:
  - (a) the nature of the offence;
  - (b) the time and place where the offence was committed (if known);
  - (c) the provision of this Local Law that has been breached;
  - (d) the amount of the infringement penalty;
  - (e) how the infringement penalty may be paid; and
  - (f) the date by which the infringement penalty must be paid.
- (3) An infringement notice must advise the person to whom it is addressed:
  - (a) that they have a right to disregard the infringement notice;
  - (b) that if they disregard the infringement notice, the Council may initiate action in a court; and
  - (c) the maximum penalty that may be imposed by a court.
- (4) The date by which an infringement penalty must be paid must not be less than 28 days after the date of the infringement notice.

## 64 Infringement penalties

- (1) The infringement penalty in respect of a failure to comply with a direction of the Chairperson to leave a meeting under clause 34, is one (1) penalty unit.
- (2) The infringement penalty in respect of an offence under clause 37 regarding the unauthorised broadcasting, recording or distribution of a recording of a Council or special committee:
  - is two (2) penalty units if the offence only relates to a meeting that is open to the public;
  - (b) is five (5) penalty units if the offence relates to any part of a meeting that is closed to the public under section 89 of the Act.
- (3) The infringement penalty in respect of the use of the Council's common seal without authority in contravention of clause 62, is two (2) penalty units.

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# Explanatory document: Proposed Local Law No.1

#### Introduction

Section 111(1) of the Local Government Act 1989 (the Act) empowers a Council to "... make local laws for or with respect to any act matter or thing in respect of which the Council has a function or power under this or any other Act".

Section 91(1) of the Act states that "A Council must make local laws governing the conduct of meetings of the Council and special committees". Section 5(3) requires the Council's common seal to be used in accordance with the local laws of the Council.

#### Overview

This proposed Local Law No.1 will:

- specify the process for the election of the Mayor
- · establish procedures for the general conduct of Council and special committee meetings
- · provide for public participation in Council meetings
- regulate the storage and use of the common seal
- · prescribe penalties for breaches of the local law.

#### Election of Mayor

Clauses 6 to 9 describe the processes for electing the Mayor or the chairperson of a special committee.

Regarding the election of the Mayor, the Local Law requires that the Mayor must only be elected if he or she obtains an absolute majority of the votes of the Councillors or, if votes are tied between two candidates, he or she obtains half the votes and the matter is determined by drawing lots.

#### **Meeting Preparation and Notices**

Clauses 10 to 19 describe procedures prior to a meeting, including public notices.

#### Agenda Notice

In addition to the requirements of the Act regarding public notice of Council and special committee meetings, this Local Law also specifies procedures for the issue of the Agenda Notice, describing the matters to be considered at the meeting. The standard process will be for the Agenda Notice to be provided to all Councillors and published on the Council's website at least five days before the meeting.

#### Notice of motion/rescission

The Local Law provides for Councillors or committee members to lodge notices of motion or notices of amendment or rescission. These notices must be lodged no later than seven days before the relevant meeting and will be included in the Agenda Notice.

#### **General Meeting Conduct**

The Local Law describes many general matters relating to the conduct of meetings. This includes urgent business, minutes of meetings, public participation, meeting disruptions and recording or broadcasting meetings.

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#### Urgent business

Clause 23 allows a Councillor to raise a matter of urgent business at a Council meeting if no more than one Councillor is absent and the meeting agrees to consider the matter. An urgent matter must not be considered if it will significantly affect a person's rights, alter the Council Plan or budget or commit the Council to expenditure exceeding \$20,000.

#### Minutes

Minutes must be kept of all Council and special committee meetings and confirmed at the next meeting. The Local Law includes provision for the draft minutes of Council meetings to be published on the Council website for community information.

#### **Public participation**

There are several ways in which the public may participate in a Council or special committee meeting. This includes addressing the meeting, asking a question or lodging a petition. The provision for public question time is new. It will allow any member of the public to ask a question about a matter on the Council agenda by lodging the question in writing at least 10 minutes before the meeting. The Local Law also sets appropriate standards for petitions.

#### Meeting disruptions

The Local Law empowers the chairperson to deal with a meeting disruptions. If the disruption is caused by a Councillor, the Councillor may be called to order and, if the Councillor does not come to order, he or she may be required to leave the meeting. If the disruption is caused by a member of the public, the person may be directed to leave the meeting and fined if he or she fails to leave.

#### Broadcasting/recording meetings

Clause 36 empowers the Council to broadcast or record meetings and clause 37 imposes a penalty on any person who broadcasts or records a Council or special committee meeting without authority.

#### **Conduct of Debate**

Clauses 38 to 61 detail the procedures for debating a motion and moving and debating amendments. This includes the voting process, speaking times, points of order and procedural motions. Provisions of this type are generally common to all Councils.

#### **Common seal**

Clause 62 provides for the Chief Executive Officer (CEO) to ensure the security of the Council's common seal and describes how the seal may be used. The common seal may only be used in accordance with the authority of the Council and the CEO must ensure the Council is notified whenever the seal is used under delegated authority.

It is an offence to use the Council's common seal without authority.

#### Enforcement

Clauses 63 and 64 empower an authorised officer to issue an infringement notice to a person who commits an offence under the Local Law.

# 8.7 FINANCE REPORT FOR THE PERIOD ENDING 31 MARCH 2017

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 March 2017

# RECOMMENDATION

That Council:

- 1. receives and notes the 'Finance report for the period ending 31 March 2017'
- 2. approves budget revisions included in the report for internal reporting purposes only
- 3. approves the write off a single bad debt to the value of \$1,051.50 for client 17296 against the Provision for Doubtful Debts.

## **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 March 2017 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 2016/17 Budget, and includes operating results, capital expenditure and funding sources.

#### **ISSUES/DISCUSSION**

Budgeted Surplus - Council's budgeted cash surplus has significantly increased from \$161K to \$1.95M mainly due to new grants received and major savings within various projects being captured, with some carried forward into the 2017/18 Budget.

Income Statement (Revenue) - Council's year to date (YTD) operating revenue is at 90% of YTD budget. Just over \$0.67M within the various debtors accounts were raised in March. The main variance is capital grants revenue which is \$2.3M behind YTD budget due to delays in a number of capital projects.

Income Statement (Expenditure) - Council's operating expenditure is at 98% of YTD budget. The main variation is within contractor payments which are \$323K behind mainly due to delays in commencing some major projects and the timing of invoices being received. Payments for this month totalled just over \$2.9M, compared to \$1.9M last month.

Capital Works - The revised budget for capital works is \$17.5M and is 34% complete in financial terms (26% at the end of February) for the current financial year. Council is currently working towards measuring % practical completion. Asset types with major variations (10% or \$10K) include furniture and office equipment, land and buildings, plant and equipment, road works, urban

and road drainage, parks, open space and streetscapes and footpaths with many projects behind expected timing due to a decrease in activity as a result of the recent floods.

Balance Sheet - Council has a \$19.1M cash total with \$1.1M in general accounts. Debtors are nearly \$2.1M which is a decrease of \$0.5M since the last report. Sundry debtors total \$660K with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$34K.

There were no supplementary valuations updated in March. The total rateable CIV at the end of March remains at \$1.80B.

Work has also been undertaken on reviewing overdue accounts and as a result there was a total of \$2,068.63 during March that has been written off under the authority of the CEO. Within this amount there were a total of 8 community wellbeing accounts, 10 Avdata accounts and one waste account. Individually these all have an amount under the \$1,000 threshold and fall within the scope of the Provision for Doubtful Debts and Writing Off Bad Debts Policy. A further \$1,015.50 is recommended for write off by Council within this report. This debt belongs to a deceased community wellbeing client where no funds were available from the estate to finalise the account. As this amount is over the \$1,000 threshold a council resolution is required to write off the debt against the Provision for Doubtful Debts.

# 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 2016/17.

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 MARCH 2017



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# **1 INTRODUCTION**

During the month of March the finance department has continued work on the 2017/18 Budget. This is to be presented to Council at the Forum on 11 April and is anticipated to be approved for advertisement at the April Council meeting. The Fees and Charges Schedule for 2017/18 was adopted at the Council Forum on 28 March.

# 2 CASH SURPLUS POSITION

#### 2.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has increased from \$161,433 to \$1,952,531.

These changes have adjusted the revised budget in the following areas:

	February Finance	March Finance	
Item	Report	Report	Change \$
Operating revenue	\$30,237,845	\$29,742,073	(\$495,772)
Operating expenditure	(\$30,376,571)	(\$29,481,050)	\$895,521
Transfers from reserves	\$12,043,331	\$11,563,297	(\$480,034)
Transfers to reserves	(\$2,828,863)	(\$2,593,077)	\$235,786
Other funding decisions	\$773,769	\$324,496	(\$449,273)
Capital expenditure	(\$19,627,454)	(\$17,542,584)	\$2,084,870
Other non cash adjustments	\$8,757,468	\$8,757,468	\$0
Accumulated surplus carried forward	\$1,181,908	\$1,181,908	\$0
Closing surplus (deficit) as			
reported in Appendix 2	\$161,433	\$1,952,531	\$1,791,098

Major changes are highlighted below:

#### 2.2 Operating revenue

Operating revenue has decreased by \$496K.

The main variations to the budget are:

- sale of buildings for \$300K has been revised down and included in 2017/18 Budget
- Wedderburn housing estate of \$35K land not sold, expected to occur in 2017/2018
- Serpentine industrial development income of \$85K, revised down and included in the 2017/18 Budget.

#### 2.3 Operating expenditure

Operating expenditure has decreased by \$896K.

The main variations to budget are:

- unsightly property compliance fund allocation of \$100K now transferred to the reserve
- local roads maintenance items of \$495K with the program delivered at a lower expenditure than budgeted
- main roads maintenance items of \$246K with less routine works requested by VicRoads to date this year.

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#### 2.4 Transfer from reserves

Transfer from reserves has decrease by \$480K.

The main variations to budget are:

- reduction in land and buildings of \$315K with the income expected from sale of housing estate land and other properties not expected to occur until 2017/18
- reduction in the economic development reserve of \$115K with income from the sale of industrial land not expected to occur until 2017/18
- increase in the heritage loan scheme (\$27K), swimming pool capital works (\$50K) and unsightly premises (\$100K) to suit expected positons at 30 June.

#### 2.5 Transfer to reserves

Transfer to reserves has decreased by \$236K.

The main variations to budget are:

- reduction in IT strategy of \$314K with lower expected works this financial year
- reduction in economic development transfers of \$156K with the Pyramid Hill industrial estate on hold until further project plans are completed.

#### 2.6 Capital expenditure

Capital expenditure has decreased by \$2.08M.

The main variations to budget include:

- swimming pool solar power project of \$200K carried over to the 2017/18 Budget
- IT strategy implementation works decreased by \$350K to reflect the actual expected costs for the remainder of 2016/17
- Pyramid Hill industrial estate works of \$557K on hold
- various depot works of \$313K carried over to the 2017/18 Budget
- tender for the reseals program has given Council \$282K in savings.

# **3 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.

#### 3.1 Operating revenue

Total operating revenue brought to account for the month of March was \$673K.

Revenue YTD is at 90% compared to YTD budget, or \$2.3M behind YTD budget.

#### 3.1.1 Capital grants

Capital grants are currently \$2.25M or 53% behind YTD budget.

Items behind budget include:

- Roads to Recovery funding behind budget by \$1.9M with many works to be completed before further funds can be claimed
- Wedderburn Community Centre of \$213K with works now complete on rising damp issues and an invoice to be submitted once the acquittal is complete
- LGIP Inglewood Town Hall of \$50K with works complete and final amount to be claimed
- FRRR Bridgewater foreshore of \$30K with works to be complete before invoice can be raised.

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#### 3.1.2 Reimbursements

Reimbursements are currently \$29K or 12% behind YTD budget.

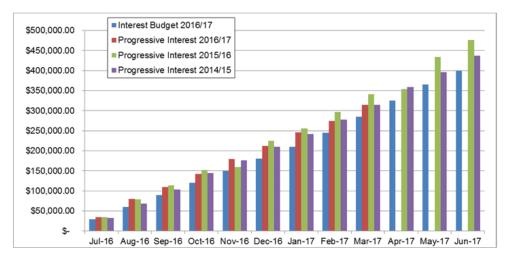
The main variation relates to the fuel rebate reimbursement of \$22K which was not claimed prior to end of month.

#### 3.1.3 Interest income

Interest raised on investments and rates for the month of March 2017 was \$46K.

The total investment interest received and accrued to date is \$314K, and rates interest is \$31K. This is compared to YTD budget of \$321K, or \$24K ahead of budget. This years revised budget is now \$428K.

Year to date actuals represents 81% of the updated yearly budget amount of \$428K (\$400K for investments only).



Progressive interest from investments for the years 2014/15 to 2016/17 are reported below:

The appendices of this report include a table that shows all investments for the financial year to date for 2016/17. All investments are term deposits with National Australia Bank or the Bendigo Bank. 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. Interest realised and interest accrued on non-matured deposits, are shown separately in the appendix.

#### 3.2 Operating expenditure

Total operating expenditure brought to account for the month of March was \$2.9M.

Expenditure YTD is at 98% of YTD budget, or \$508K behind.

#### 3.2.1 Contract payments

Contract payments are behind YTD budget by \$323K or 16%.

The main variances to budget include:

- Serpentine Pavilion project with works on track but invoices yet to be submitted
- delay in invoices being submitted for the pool contract management.

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#### 3.2.2 Payments

During the month the following cash payments were made:

TOTAL	\$2,503,004.83
Creditor payments - cheque	\$21,462.40
Creditor payments - electronic funds transfer	\$1,911,608.40
Payroll (2 pays)	<u>\$569,934.03</u>

TOTAL

#### 3.3 Operating surplus

The operating surplus to date is \$849K which is \$1.8M or 68% behind YTD budget.

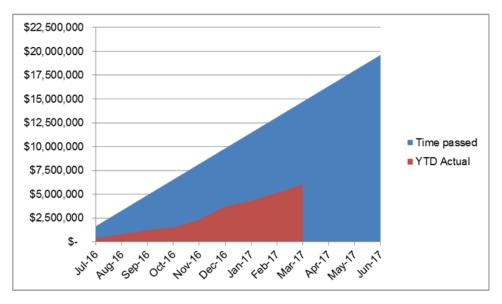
#### 3.4 Capital expenditure

Total capital works expenditure for March was \$869K.

The total capital works expenditure is 34% complete in financial terms with 75% of the year elapsed.

YTD capital works is currently \$879K or 13% behind YTD budget.

The total revised budget for the 2016/17 capital works program is \$17.5M compared to an original budget of \$17.3M.



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

#### 3.4.1 Furniture and office equipment

Furniture and office equipment are currently ahead of YTD Budget by 15% or \$16K.

The main variations relates to the corporate IT package with the purchase of the corporate planning software ahead of expected timing.

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#### 3.4.2 Land and buildings

Land and buildings are currently behind YTD budget by 37% or \$398K.

The main variations to budgets are:

- Inglewood transfer station is behind by \$84K with works almost complete and invoices yet to be submitted
- operations centre expansion is behind by \$208K with works due to commence within the next month
- upgrade of livestock and domestic pound behind by \$38K due to delay with planning and building permits.

#### 3.4.3 Plant and equipment

Plant and equipment are currently behind YTD budget by 34% or \$155K.

The main variation is within fleet replacement with current delays in purchasing new vehicles until the new policy has been approved.

#### 3.4.4 Urban and road drainage

Urban and road drainage are currently behind YTD budget by 27% or \$89K.

The main variance is \$69K for Houston South Road and Kerr Street due to works that are yet to be completed.

#### 3.4.5 Recreation, leisure and community facilities

Recreation, leisure and community facilities are currently behind YTD budget by 17% or \$53K.

The main variations to budget are for the Wedderburn caravan park trees project and swimming pool capital works program with further works yet to be completed.

#### 3.4.6 Parks, open space and streetscapes

Parks, open space and streetscapes are currently ahead of YTD budget by 18% or \$72K.

The main variations to budgets relate to:

- Bridgewater foreshore is ahead of budget by \$35K due to works being completed ahead of expected time
- Pyramid Hill playground is ahead of budget \$48K with funding from other sources yet to be confirmed.

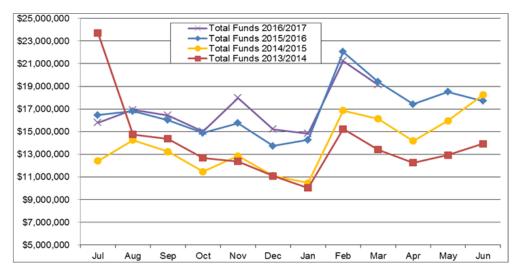
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# 4 STANDARD BALANCE SHEET

#### 4.1 Cash

At the end of the month, Council's overall cash total was \$19.1M which includes a balance of \$1.1M in general accounts.

Month end balances for Council's cash, from July 2013 until the current month, are reflected in the graph that follows:



#### 4.2 Receivables

#### 4.2.1 Debtors

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

Category of debtor	March 2016		June 2016		Jan 2017		Feb 2017		March 2017	
Rates	\$	1,054,016	\$	235,802	\$	7,187,262	\$	1,684,812	\$	1,141,321
Fire Services Property Levy	\$	154,318	\$	41,144	\$	860,208	\$	232,580	\$	164,328
Total Rates & Fire Services										
Property Levy	\$	1,208,334	\$	276,946	\$	8,047,470	\$	1,917,392	\$	1,305,649
Sundry debtors	\$	1,151,148	\$	861,879	\$	495,287	\$	561,510	\$	660,032
Community loans/advances	\$	247,000	\$	6,834	\$	7,413	\$	7,413	\$	7,413
Long term loans/advances	\$	573	\$	240,000	\$	160,000	\$	160,000	\$	160,000
Employee superannuation	\$	8,042	\$	-	\$	4,498	\$	4,309	\$	(2,060)
Magistrates court fines	\$	84,977	\$	104,543	\$	102,793	\$	102,543	\$	102,293
LESS provision for doubtful debts	\$	(58,449)	\$	(78,010)	\$	(78,010)	\$	(78,010)	\$	(77,530)
Total	\$	2,641,625	\$	1,412,191	\$	8,739,450	\$	2,675,157	\$	2,155,796

#### 4.2.2 Rates debtors

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

		Mar 2016		June 2016	Jan 2017		Feb 2017		March 2017	
0005/00	-	(4/4/2016)		(4/7/2016)		(1/2/2017)		(1/3/2017)	_	(4/4/2017)
2005/06	\$	322	\$		\$	343	\$	348	\$	351
2006/07	\$	860	\$		\$	917	\$	929	\$	938
2007/08	\$	1,291	\$	1,312	\$	1,378	\$	1,395	\$	1,409
2008/09	\$	1,498	\$	1,522	\$	1,598	\$	1,619	\$	1,634
2009/10	\$	3,931	\$	3,995	\$	4,043	\$	4,092	\$	4,131
2010/11	\$	9,110	\$	8,655	\$	9,025	\$	8,752	\$	8,373
2011/12	\$	12,469	\$	12,571	\$	12,503	\$	12,657	\$	12,748
2012/13	\$	15,633	\$	14,428	\$	14,424	\$	14,577	\$	14,553
2013/14	\$	26,714	\$	19,388	\$	17,068	\$	17,172	\$	16,895
2013/14 Fire Services Property Levy	\$	5,799	\$	4,490	\$	4,160	\$	4,099	\$	4,064
2014/15	\$	81,575	\$	58,630	\$	48,648	\$	48,047	\$	45,614
2014/15 Fire Services Property Levy	\$	12,305	\$	8,934	\$	6,625	\$	6,460	\$	6,231
2015/16	\$	332,928	\$	114,100	\$	105,041	\$	98,834	\$	92,350
2015/16 Fire Services Property Levy	\$	50,353	\$	27,720	\$	14,831	\$	14,019	\$	13,214
2016/2017	\$	-	\$	-	\$	-	\$	1,476,390	\$	352,424
2016/2017 Fire Sevices Levy	\$	-	\$	-	\$	-	\$	208,001	\$	53,290
Sub-total: arrears	\$	554,788	\$	276,945	\$	240,604	\$	1,917,392	\$	628,218
Current year (outstanding but not due)	\$	567,686	\$	-	\$	6,972,274	\$	604,440	\$	589,879
Fire Services Property Levy	\$	85,859	\$	-	\$	834,592	\$	99,121	\$	87,552
Total outstanding	\$	1,208,333	\$	276,945	\$	8,047,470	\$	2,620,953	\$	1,305,649
Summary										
Rates in arrears	\$	486,330	\$	235,802	\$	214,989	\$	1,684,812	\$	551,419
FSPL in arrears	\$	67,459	\$	41,144	\$	25,616	\$	232,580	\$	76,799
Total arrears	\$	553,789	\$	276,945	\$	240,604	\$	1,917,392	\$	628,218

Payments by those not using the instalment method were required by 15 February 2017 and the 4th instalment is due on 31 May 2017.

As previously reported, Section 181 sales have been progressing through the legal stages and a majority are now ready for auction. The auction is planned to be held on 3 June 2017. That will result in the finalisation of the debt for these properties, if the properties sell and cover the outstanding amounts including legal and sale costs.

#### 4.2.3 Sundry debtors

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

Current	\$61,134	48%
30 days	\$32,385	25%
60 days	\$15,817	12%
90 + days	\$18,276	14%
Sub total routine debtors	\$127,612	100%
Government departments	\$392,591	
GST	\$139,828	
Total	\$660,032	
60 + days consists of:		
Community Wellbeing debtors	\$18,724	
Local community groups	\$1,376	
Others	\$13,992	
Total	\$34,092	

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Total outstanding for sundry debtors as at 31 March 2017 is \$0.7M.

The routine sundry debtors of \$128K have been broken into the amount of time they have been outstanding. At present \$34K or 26% of the total has been outstanding for more than 60 days.

#### 4.3 Bad debts written off

Bad debts to the value of \$2,068.63 have been written off under the authority of the CEO, and a further amount of \$1,051.50 will be recommended for write off by authority of Council. The amounts are in relation to aged charges on Community Wellbeing clients who have had services cease, and Avdata water clients who have not cleared aged accounts, and have had their access keys cancelled. The amount recommended for write off by Council authority relates to a deceased Community Wellbeing client where no funds were available from the estate.

The individual amounts do not warrant further effort to recover.

Approved amounts have been written off against the Provision for Doubtful Debts, as will the amount submitted for approval by Council.

#### 4.4 Supplementary valuations

All rateable and non-rateable supplementary valuations are included in this report.

There was no supplementary valuation processed in March 2017, with one pending currently in the hands of the valuer.

The current balances are:

	Opening	Supplementary	Closing
Valuation type	balances	changes	balances
Site value	\$ 1,123,643,800	\$-	\$1,123,643,800
Capital improved value	\$ 1,803,535,200	\$ -	\$1,803,535,200
NAV	\$ 92,828,890	\$ -	\$ 92,828,890

The total rateable CIV at the end of March 2017 was \$1.8B.

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# APPENDIX 1: STANDARD INCOME STATEMENT

	2016/17 Original Budget	2016/17 Revised Budget	VTD Budgot	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACT	<u> </u>	Budget	YTD Budget	YID Actual	Budget	T D Budget	Budget
Rates	\$10,083,316	\$10,105,251	\$10,043,597	\$10,042,614	(\$983)	100%	99%
Revenue grants	\$9,500,431	\$9,902,028	\$7,328,491	\$7,308,669	(\$19,822)	100%	74%
Capital grants	\$7,245,536	\$6,192,226	\$4,267,320	\$2,014,879	(\$2,252,441)	47%	33%
Vic Roads	\$1,031,024	\$700,063	\$525,042	\$495,339	(\$29,703)		71%
User fees	\$1,797,766	\$2.002.291	\$1,554,387	\$1,536,976	(\$17,411)	99%	77%
Capital contributions	\$1,757,700	\$0	\$0	\$0	(@17,411) \$0	0%	0%
Recurrent contributions	\$60.000	\$115,331	\$115,331	\$118,289	\$2,958	103%	103%
Interest income	\$375,000	\$428,000	\$320,994	\$345,149	\$24,155	108%	81%
* Reversal of impairment losses	\$373,000	\$166	\$166	\$166	\$0	100%	100%
* Library equity	\$0	\$100	\$100	\$100	\$0	0%	0%
Reimbursements	\$296.264	\$296.718	\$234.969	\$206,429	(\$28,540)	88%	70%
Total revenue	\$30,389,336	\$29,742,074	\$24,390,297	\$22,068,512	(\$2,321,785)	90%	74%
		+	+,,	+	(+_,,,,		
EXPENDITURE FROM ORDINAR							
Labour	\$9,352,102	\$9,100,252	\$6,928,033	\$6,719,705	\$208,328	97%	74%
Materials & services	\$8,572,572	\$8,516,565	\$5,682,059	\$5,687,611	(\$5,553)	100%	67%
Depreciation	\$8,757,634	\$8,757,634	\$6,568,209	\$6,568,227	(\$18)	100%	75%
Utilities	\$386,318	\$414,894	\$330,168	\$358,769	(\$28,601)	109%	86%
Contract payments	\$1,329,923	\$2,392,589	\$2,025,449	\$1,702,707	\$322,742	84%	71%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$83,000	\$83,000	\$30,744	\$30,933	(\$189)	101%	37%
Councillor costs	\$216,116	\$216,116	\$162,090	\$151,066	\$11,024	93%	70%
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	\$0	\$0	0%	0%
Total expenditure	\$28,697,665	\$29,481,050	\$21,726,752	\$21,219,018	\$507,734	98%	72%
NET RESULT FOR THE PERIOD	\$1,691.672	\$261.025	\$2.663.545	\$849,494	\$1,814,052	32%	325%
	\$1,001,012	4201,020	\$2,000,040	40-10,-10-1	\$1,014,00L	0270	02070
The operating expenditure show	n above is rep	resented in C	ouncil's key d	irection areas	as follows:		
					Variance of		
					YTD Actual		% YTD
	2016/17	2016/17			& YTD	% YTD	Actual to
	Original	Revised			Revised	Actual to	Revised
	Budget	Budget	YTD Budget	YTD Actual	Budget	YTD Budget	Budget
EXPENSES FROM ORDINARY AC							
Economic development & tourism	\$1,315,710	\$1,384,704	\$1,063,585	\$979,492	\$84,093	92%	71%
Leadership	\$1,542,140	\$1,552,752	\$937,186	\$1,333,335	(\$396,149)		86%
Works & infrastructure	\$12,365,887	\$11,539,984	\$8,441,605	\$8,450,138	(\$8,533)	100%	73%
Good management	\$4,151,839	\$4,343,154	\$3,388,032	\$3,250,607	\$137,425	96%	75%
Environment	\$1,798,465	\$2,080,773	\$1,410,657	\$1,401,597	\$9,060	99%	67%
Community services & recreation	\$7,523,623	\$8,579,683	\$6,485,687	\$5,803,848	\$681,839	89%	68%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$28,697,665	\$29,481,050	\$21,726,752	\$21,219,018	\$507,734	98%	72%
NET RESULT FOR THE PERIOD	\$1,691,672	\$261,025	\$2,663,545	\$849,494	\$1,814,052	32%	325%

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

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# **APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT**

	2016/17 Original Budget	2016/17 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	\$7,969,926	\$11,563,297	\$229,206	\$235,144	(\$5,938)	103%	2%
Less transfer to reserves	(\$2,760,022)	(\$2,593,077)	(\$27,390)	(\$31,390)	\$4,000	115%	1%
Add proceeds from sale of assets	\$773,769	\$324,496	\$224,492	\$91,403	\$133,089	41%	28%
TOTAL FUNDING DECISIONS	\$5,983,673	\$9,294,716	\$426,308	\$295,157	\$131,151	69%	3%
NET FUNDS AVAILABLE FOR CAPITAL	\$7,675,345	\$9,555,741	\$3,089,853	\$1,144,650	\$1,945,203	37%	12%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$569,500	\$112,803	\$112,803	\$129,283	(\$16,480)	115%	115%
Land and buildings	\$2.044.500	\$1,857,255	\$1,087,969	\$689.858	\$398,111	63%	37%
Plant and equipment	\$1,753,895	\$1,763,077	\$457,532	\$302,777	\$154,755	66%	17%
Roadworks	\$8,081,977	\$8,093,567	\$3,634,099	\$3,727,572	(\$93,473)	103%	46%
Urban and road drainage	\$254,650	\$681,611	\$243,650	\$154,436	\$89,214	63%	23%
Recreation, leisure and community facilities	\$801,331	\$425,521	\$309,191	\$256,686	\$52,505	83%	60%
Parks, open space and streetscapes	\$3,327,000	\$3,809,204	\$398,223	\$470,050	(\$71,827)	118%	12%
Footpaths	\$476,333	\$799,546	\$653,701	\$287,021	\$366,680	44%	36%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$17,309,186	\$17,542,584	\$6,897,168	\$6,017,684	\$879,484	87%	34%
NON CASH ADJUSTMENTS							
Less depreciation	\$8,757,634	\$8,757,634	\$6,568,209	\$6,568,227	(\$18)	100%	75%
Add reversal of impairment losses	\$0	(\$166)	(\$166)	(\$166)	\$0	100%	100%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$0	\$0	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$8,757,634	\$8,757,468	\$6,568,043	\$6,568,061	(\$18)	100%	75%
Accumulated surplus brought forward	(\$939,453)	(\$1,181,908)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$63,245)	(\$1,952,531)	(\$2,760,728)	(\$1,695,028)	(\$1,065,700)	61%	87%

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	March 2017	June 2016	March 2016
	As per trial	As per financial	As per trial
	balance	statements	balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$19,125,167	\$15,950,711	\$ 19,421,954
Trade and other receivables	\$1,993,796	\$1,250,191	\$ 2,386,083
Financial assets	\$72,365	\$2,385,205	\$ 110,137
Inventories	\$81,190	\$65,814	\$ 94,371
Non-current assets classified as held for sale	\$190,356	\$190,356	\$ 63,210
TOTAL CURRENT ASSETS	\$21,462,874	\$19,842,277	\$22,075,755
NON-CURRENT ASSETS			
Trade and other receivables	\$162,000	\$162,000	\$ 247,000
Financial assets	\$362,225	\$362,225	\$ 354,080
Intangible assets	\$1,654,362	\$1,654,362	\$ 1,589,445
Property, infrastructure, plant and equipment	\$302,194,437	\$302,836,384	\$ 287,333,556
TOTAL NON-CURRENT ASSETS	\$304,373,024	\$305,014,971	\$ 289,524,081
TOTAL ASSETS	\$325,835,899	\$324,857,248	\$311,599,837
	<b>#</b> 507.007	<b>#</b> 2000.000	<b>*</b> 440.000
Trade and other payables	\$587,907	\$690,923	\$ 148,203
Trust funds and deposits Provisions	\$462,799	\$277,094 \$2,127,212	\$ 400,426
	\$2,173,679	\$2,127,212	\$ 2,361,854
Interest bearing loans and borrowings	\$0	\$0	\$ -
TOTAL CURRENT LIABILITIES	\$3,224,384	\$3,095,229	\$ 2,910,483
NON-CURRENT LIABILITIES			
Provisions	\$2,324,221	\$2,324,221	\$ 2,353,192
Interest bearing loans & borrowings	\$0	\$0	\$ -
TOTAL NON-CURRENT LIABILITIES	\$2,324,221	\$2,324,221	\$2,353,192
TOTAL LIABILITIES	\$5,548,605	\$5,419,450	\$ 5,263,675
NET ASSETS	\$320,287,293	\$319,437,798	\$306,336,162
EQUITY			
Accumulated Surplus	\$96,791,137	\$95,737,888	\$ 95,706,778
Asset Revaluation Reserve	\$208,675,727	\$223,699,910	\$ 194,107,652
Other Reserves	\$14,820,429	\$0	\$ 16,521,732
TOTAL EQUITY	\$320,287,293	\$319,437,798	\$306,336,162

# APPENDIX 3: STANDARD BALANCE SHEET

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Cash flows from operating activities	March 2017
Rates and charges	9,049,283
Statutory fees and fines	222,898
User fees	1,790,169
Grants - operating	7,941,851
Grants - capital	2,577,140
Contributions - monetary	127,752
Contributions - non monetary	-
Reimbursements and subsidies	359,651
Interest received	367,593
Net GST refund (payable)	(139,828
Trust funds and deposits taken	185,705
Payments to employees	(6,631,118
Payments to suppliers	(8,397,401
Net gain/(loss) on disposal of property, infrastructure, plant	
and equipment	-
Share of net profits of associates and joint ventures	-
Other income	-
Reversal of impairment of assets	-
Depreciation and amortisation	-
Finance costs	-
Bad debts expense	(546
Other expenses	-
Councillors' emoluments	(151,066
Internal audit remuneration	(30,933
External audit remuneration	_
Impairment of interest free loans	
Net cash provided (used in) investing activities	7,271,149
Cash flows from investing activities	
Payments for property, infrastructure, plant and equipment	(5,926,598
Proceeds from sale of property, infrastructure, plant and	
equipment	318
Term deposits	-
Payment for intangible assets	-
Loans and advances to community organisations	6,000
Repayment of loans and advances from community	
organisations	73,587
Net cash provided by (used in) investing activities	(5,846,693
Cook flows from financing activities	
Cash flows from financing activities	
Repayment of interest bearing loans and borrowings	-
Borrowing costs	-
Net cash provided by (used in) financing activities	-
, , , , , , , , , , , , , , , , , , , ,	
	1 424 456
Net increase/(decrease) in cash and cash equivalents	1,424,456
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at the beginning of the financial	
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at the beginning of the financial year	1,424,456 15,950,711
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at the beginning of the financial	

# **APPENDIX 4: CASH FLOW STATEMENT**

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# **APPENDIX 5: INVESTMENTS**

	LODDON SHIRE COUNCIL INVESTMENT SCHEDULE																
	Establishment date	Status	Maturity date	Investment days	Interest rate	"	nvestment amount		erest last year ccrued)	In	terest this year		Current		nterest eived to date		Accrued
*	*	*	*	*	*	⊢	*		*		*		*		*		*
NAB 77 245 2306	15/04/2016		15/07/2016		3.07%	\$	2,000,000		12,785		2,523	\$	-	\$	2,523	5	-
NAB 23-857-3036	18/01/2016	Closed	18/07/2016		3.00%	\$	1,000,000	\$	13,479	s	1,480	\$	-	\$	1,480	s	-
NAB 23-570-3368	27/01/2016		27/07/2016		3.00%		1,000,000	\$	12,740	s	2,219	\$	-	\$	2,219	s	-
NAB 84 440-4742 Rates Reserve	30/06/2016	Closed	1/08/2016	32	2.12%	\$	229,206	\$	-	S	426	\$	-	\$	426	s	-
BGO 1854033	16/02/2016	Closed	16/08/2016	182	3.00%	\$	2,000,000	\$	22,192	s	7,726	\$	-	\$	7,726	s	-
NAB 44-433-2962	25/05/2016	Closed	23/08/2016	90	2.93%	\$	1,000,000	\$	2,890	s	4,335	\$	-	\$	4,335	s	-
NAB 44-452-1114	23/06/2016	Closed	22/08/2016	61	2.59%	\$	1,000,000	\$	497	s	3,832	\$	-	\$	3,832	s	
NAB 23-570-3368	27/07/2016	Closed	26/08/2016	30	2.07%	5	1,000,000	\$	-	S	1,701	\$	-	\$	1,701	s	-
NAB 44-441-8766	2/06/2016	Closed	31/08/2016	90	2.93%	\$	2,000,000	\$	4,495	S	9,955	\$	-	\$	9,955	s	-
NAB 77 245 2306	15/07/2016	Closed	13/09/2016	60	2.54%	\$	2,000,000	\$	-	s	8,433	\$	-	\$	8,433	S	-
NAB 69-741-0391	30/06/2016	Closed	30/09/2016	92	2.88%	\$	2,000,000	\$		s	14,518	\$	-	\$	14,518	S	-
NAB 23-857-3036	18/07/2016	Closed	18/10/2016	92	2.88%	\$	1,000,000	\$	-	s	7,338	\$	-	\$	7,338	S	-
NAB 44-452-1114	22/08/2016	Closed	21/11/2016	91	2.61%	s	3.000.000	s	-	\$	19.521	s	-	s	19.521	\$	-
NAB 23-570-3368	26/06/2016	Closed	24/11/2016	90	2.60%	s	2.000.000	ŝ		ŝ	12.822	s	-	Ś	12,822	ŝ	-
BGO 2048365	14/09/2016	Closed	13/12/2016	90	2.70%	s	2,000,000	ŝ		\$	13,315	S	-	ŝ	13,315	\$	
NAB 55-839-5005 (LSL)	29/06/2016	Closed	27/12/2016	181	2.93%	s	1,750,000	\$	-	s	25,427	\$	-	ŝ.	25,427	S	-
NAB 69-741-0391	30/09/2016	Closed	11/01/2017	103	2.70%	s	2.000.000	ŝ	-	s	15.242	Ľ.		s	15,242	S	-
NAB 44-441-8766	31/08/2016	Closed	30/01/2017	152	2.59%	s	3,000,000	ŝ		s	32,357	\$	-	ŝ	32,357	s	-
NAB 44-452-1114	21/11/2016	Closed	20/02/2017	91	2.71%	s	3.000.000	ŝ		s	20,269	1		ŝ	20,269	s	-
NAB 23-570-3368	24/11/2016	Closed	22/02/2017	90	2.71%	s	2,000,000	ŝ		ŝ	13,364	\$		š	13,364	š	-
NAB 69-741-0391	11/01/2017	Closed	14/03/2017	62	2.34%	ŝ	1,000,000	š		š	3,975	1.		š	3,975	ŝ	
NAB 64-792-7106	24/11/2016	Closed	24/03/2017	120	2.72%	ŝ	2.000.000	š		ŝ	17,885	I .		š	17,885	š	-
70-681-2043	20/02/2017	Closed	30/03/2017	38	2.02%	lš.	2.000.000	š		ŝ	4,206	s	-	š	4,206	ě	
10-001-2040	2010272011	Citobbu	00/00/2011		£.0/£ /0		2,000,000	4	-	Ψ	4,200		_		4,200	Ψ	-
11:am Account BGO	14/12/2016	Open	N/A		1.50%	s	1.000.000	s	-	\$		s	1.000.000	\$	-	\$	
Deal 10420786	20/02/2017	Open	18/04/2017	57	2.30%	s	2.000.000	ŝ		ŝ	7,184	S	2.000.000	ŝ	-	ŝ	4,915
NAB 71-217-6449	20/02/2017	Open	21/04/2017	60	2.34%	s	1,000,000	š	-	ŝ	3,847	s	1,000,000	ŝ	-	\$	2,500
NAB 70-700-8970	20/02/2017	Open	2/05/2017	71	2.42%	s	2.000.000	ŝ		ŝ	9,415	ŝ	2.000.000	ŝ	-	\$	5,172
NAB 44-452-1114 (Deal 10420783)	20/02/2017	Open	22/05/2017	91	2.55%	s	2.000.000	š		ŝ	12,785	s	2.000.000	ŝ	-	ŝ	5,449
NAB 44-441-8766	30/01/2017	Open	30/05/2017	120	2.55%	s	2.000.000	ŝ		s	16.837	ŝ	2,000,000	ŝ		ŝ	8,384
New Deal	3/04/2017	Open	2/06/2017	60	2.57%	š	2,000,000	ŝ		ŝ	8,449	ŝ	2,000,000	ŝ		ŝ	-
NAB 69-741-0391	14/03/2017	Open	13/06/2017	91	2.51%	š	1.000.000	ŝ		ŝ	6,258	s	1.000.000	ŝ		ŝ	1.169
NAB 55-839-5005 (LSL)	27/12/2016		28/06/2017	183	2.68%	s	1,775,427	s		ŝ	23,856	ŝ	1,775,427	\$		φ \$	12,254
NAB 23-570-3368	22/02/2017	Open	22/06/2017	120	2.55%		1,000,000	s		ŝ		s	1,000,000	ŝ		\$	2,585
NAB 64-792-7106	24/03/2017	Open	22/06/2017	90	2.56%			s,		Ф Ŝ	12,625	S	2,000,000	ş Ş	-	.₽ \$	2,000
1910 071 021 100	2-400/2011	Open	22/30/2011		£-30 /0	1	2,000,000	ř.		-0	12,020	1	2,000,000	Ť.		Ψ	
NAB 84-459-3192(Wedderburn Kinder)	30/12/2016	Open	28/06/2017	180	2.93%	s	162.687	ŝ		\$		¢	162,687	\$		S	
Interest on Kinder account	30/12/2010		Due 28/06/2017	100	2.3370	ŝ	2,150	° S	-	\$		1.0	102,001	\$	-	S	
Interest on general bank accounts						1.0	2,130	ę	-	⇒ S	28.961			Ф 5	28,961	ə S	
Interest on general bank accounts Totals						5	55,754,633	⇒ \$	69.078	S	381,467	¢	17,938,114	<u> </u>	28,901 271,829	5	42.428
Interest earned						4	53,134,033	4	00,010	9	301,407	4	11,000,114	4	271,023	9 5	314,257
Interest transferred to/from external	hy funded project	te														ş	314,237
Net interest on investments	y randed projec															5	314,257
ver interest on investments								-						_		÷	314,237

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# 8.8 FEES AND CHARGES FOR THE YEAR 1 JULY 2017 TO 30 JUNE 2018

File Number:	07/01/006
Author:	Deanne Caserta, Manager Financial Services
Authoriser:	Sharon Morrison, Director Corporate Services
Attachments:	1. Fees and Charges 2017-18

## RECOMMENDATION

That Council:

- 1. approves the Fees and Charges for the year 1 July 2017 to 30 June 2018 v2
- 2. subject to the approval of the Director Corporate Services or Chief Executive Officer, make effective immediately any changes where the fees and charges are altered by legislation, and make amendment to the relevant Fees and Charges for the year 1 July 2017 to 30 June 2018.

## 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 one of the Fees and Charges Schedule was approved by Council on 28 March 2017 with an amendment made to the building fees section.

At the Council Forum on 11 April 2017, a further discussion was held around the proposed changes and as a result, version two of the document has been created and requires approval by Council.

#### BACKGROUND

Each year, as a part of the budget process, a Fees and Charges Schedule is prepared and submitted for approval by Council.

During the financial year changes may arise that require the document to go back to Council for authorisation.

# **ISSUES/DISCUSSION**

Generally the new schedule takes effect from the start of the financial year; however included in the schedule are residential accommodation charges which require a minimum notice period of 60 days. Notification will be forwarded to tenants as soon as practicable after approval by Council.

The approach to the 2017/18 schedule was to review fees and charges in line with the Long Term Financial Plan (LTFP), which included an indexation of 2.0% to discretionary charges.

Following the Council meeting on 28 March 2017 where it was resolved to amend table 3.1.1 to state that the fee for demolition of a building be set at the State Building Levy, Council officers provided further advice to Councillors at the Forum on 11 April 2017. As a result of this advice, a policy is being developed in relation to demolition fees and will be presented to Council for approval prior to the Fees and Charges Schedule becoming effective on 1 July 2017.

# COST/BENEFITS

The schedule will raise an equitable contribution of revenue towards the cost of service.

# **RISK ANALYSIS**

There is a minor risk of avoidance of payment by customers.

# CONSULTATION AND ENGAGEMENT

The recommendations in the report have been considered in detail by the Management Executive Group and Council.

LODDON

SHIRE COUNCIL

# FEES AND CHARGES FOR THE YEAR 1 JULY 2017 TO 30 JUNE 2018



# **DOCUMENT INFORMATION**

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Financial Accountant
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	31/01/2018
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES: RELATED LEGISLATION:	Local Government Act 1989 Australian Taxation Office Goods and Services Tax Act (GST)
EVIDENCE OF APPROVAL:	

FILE LOCATION:

K:\FINANCE\Budget\2017-18\Fees and Charges\STR Fees and Charges 2017-18 Final v1.docx

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**

This document is provided to Loddon Shire Council staff and customers to provide clear advice on Council's fees and charges for the financial year 1 July 2017 to 30 June 2018.

# 2 BUDGET IMPLICATIONS

The fees and charges included in the document will be incorporated into Council's 2017/18 Budget.

# 3 FEES AND CHARGES

The fees and charges contained in this document apply for the period 1 July 2017 to 30 June 2018. There may be some alteration to legislated fees and charges contained in the document. Where this occurs, the document will be updated with the new fees and charges, which will be effective at the date deemed in the legislation.

#### PLEASE NOTE: M or D determines the type of fee or charge as below: M = Mandatory and is set by another organisation/government department D = Discretionary and is set by Council

#### 3.1 Building fees

#### 3.1.1 Building fees

Building fees	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
New dwellings, dwelling additions, sheds, carports, veranda	Application	D	Yes	\$460.00 + (Cost Of Building Works (COBW /\$200.00)
Fences, retaining walls and swimming pools (including safety barriers)	Application	D	Yes	\$410.00
Other classes - fee will be determined depending on type of building e.g. factory, retail shop, workshop etc.	Application	D	Yes	On request
Demolitions	Application	D	Yes	\$485.00
Re-erection of a dwelling	Application	М	Yes	\$900.00 + (COBW / \$200.00)
Additional Inspections	Inspection	D	Yes	\$175.00
Extensions of time on permits	Application	D	Yes	\$255.00
State Building Levy	Application	М	No	0.128%
Re-erection of a dwelling – bond / surety	Application	М	No	\$5,000.00
Lodgement fee	Lodgement	М	No	\$38.30
Property information	Per application	М	No	\$51.20
Dispensation fee	Application	М	No	\$256.90

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Building fees	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$80.00
Application under section 29A of the Building Act 1993	Application	М	No	\$64.10
Point of discharge for stormwater	Application	М	No	\$64.10

### 3.2 Caravan parks

## 3.2.1 Bridgewater Public Caravan Park

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2017/18 adopted fee
Cabins				
Cabin (peak period)	Per night 2 people	D	Yes	\$135.00
Cabin additional persons	Per night per person	D	Yes	\$10.00
Cabin (off peak period)	Per night 2 people	D	Yes	\$115.00
Additional person	Per night per person	D	Yes	\$10.00
Sites				
Powered site (peak period)	Per night 2 people	D	Yes	\$40.00
Additional persons	Per night per person	D	Yes	\$5.00
Powered site (off peak period)	Per night 2 people	D	Yes	\$35.00
Additional persons	Per night per person	D	Yes	\$5.00
Powered site	Per week 2 people	D	Yes	\$155.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Unpowered site (peak period)	Per night 2 people	D	Yes	\$30.00
Additional persons	Per night per person	D	Yes	\$5.00

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Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2017/18 adopted fee
Unpowered site (off peak period)	Per night 2 people	D	Yes	\$25.00
Additional persons	Per night per person	D	Yes	\$5.00
Unpowered site	Per week 2 people	D	Yes	\$125.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Other				
Washing machine use	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00

- Peak periods means:
  - 1. Victorian school holidays
  - Victorian public holiday long weekends (being Labour Day, Easter, ANZAC Day (if this falls on a Friday or Monday), Queens Birthday, Melbourne Cup and AFL Grand Final).
- Normal check out time is 10.00am.
- \$10.00 late stay fee: to enable campers to remain on the current site until 6:00pm on the day of check out if the site is not required for new campers to check in.
- Caravan and Motorhome Club Group bookings: A flat discount rate of 10.00% is a offered for both powered and unpowered sites during both peak and non-peak rates under the following conditions:
  - 1. the group must be a formalized caravan or motorhome club
  - 2. a group is defined as 10 or more caravans or motorhomes
  - 3. two night minimum booking
  - 4. discounts are at the discretion of the Park Managers, who will take into account the demand for occupancy at the time the group booking is required.
- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.

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Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2017/18 adopted fee
Deluxe cabin self-contained	Per night 2 people	D	Yes	\$125.00
Deluxe cabin self-contained	Per week 2 people	D	Yes	\$735.00
Additional to two people staying	Per person per night	D	Yes	\$15.00
Deluxe cabin	Per night 2 people	D	Yes	\$95.00
Deluxe cabin per week	Per week 2 people	D	Yes	\$545.00
Deluxe cabin - more than 2 people staying	Per person per night additional to above	D	Yes	\$15.00
Standard cabin	Per night 2 people	D	Yes	\$85.00
Standard cabin per week	Per week 2 people	D	Yes	\$460.00
Standard cabin – additional to 2 people staying	Per person per night additional to above	D	Yes	\$10.00
Powered sites				
Overnight fee	Per night 2 people	D	Yes	\$35.00
Weekly fee	Per week 2 people	D	Yes	\$155.00
Additional to 2 people staying	Per person per night	D	Yes	\$10.00
Unpowered sites				
Overnight fee	Per night 2 people	D	Yes	\$25.00
Weekly fee	Per week 2 people	D	Yes	\$125.00
Additional to 2 people staying at an unpowered site	Per person per night	D	Yes	\$10.00
Permanent resident				
Weekly fee (GST @ 5.5%)	Per week	D	Yes	\$62.75
Annual fee (GST @ 5.5%)	Per year	D	Yes	\$3,130.00

# 3.2.2 Pioneer Caravan Park – Wedderburn

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Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2017/18 adopted fee
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
Annual tenant				
Annual fee - holiday caravan site	Per year	D	Yes	\$1,090.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
Other				
Washing machine	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00
Storage	Per week	D	Yes	\$10.00
Shower	Per shower	D	Yes	\$7.00

 Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.

### 3.3 Rental properties

### 3.3.1 Elderly persons units

Elderly persons units	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Dingee				
Unit 1	Per week	D	No	\$90.00
Unit 2	Per week	D	No	\$90.00
Unit 3	Per week	D	No	\$90.00
Unit 4	Per week	D	No	\$90.00
Unit 5	Per week	D	No	\$90.00
Pyramid Hill				
Unit 1	Per week	D	No	\$76.00
Unit 2	Per week	D	No	\$83.00
Unit 3	Per week	D	No	\$76.00
Unit 4	Per week	D	No	\$76.00
Serpentine				
Unit 1	Per week	D	No	\$90.00
Unit 2	Per week	D	No	\$90.00
Unit 3	Per week	D	No	\$90.00
Unit 4	Per week	D	No	\$90.00
Unit 5	Per week	D	No	\$90.00

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### 3.4 Environmental health

# 3.4.1 Food Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Registration of premises (class 1)	Each	D	No	\$360.00
Registration of premises (class 2)	Each	D	No	\$280.00
Community group with a Liquor Licence (class 2)	Each	D	No	\$145.00
Community group without a Liquor Licence (class 2)	Each	D	No	\$100.00
Registration of premises (class 3)	Each	D	No	\$170.00
Community group with a Liquor Licence (class 3)	Each	D	No	\$90.00
Community group without a Liquor Licence	Each	D	No	\$65.00
Registration of premises (class 4) Not permitted under the Food Act 1984	Each	М	No	N/A
Community groups operating a class 2 or class 3 premises less than 10 times per year	For the year	D	No	\$25.00
Inspection and report	Each	D	Yes	\$190.00
Transfer of registration (includes mandatory inspection charge)	Each	D	No	\$175.00
Late payment of annual registration fee (additional charge added to annual registration fee)	Each	D	No	50% of applicable fee
Additional inspection fee (applied to each subsequent inspection beyond the 3 allowed in each registration year)	Each	D	Yes	\$190.00

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Food premises	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Registration of premises (prescribed accommodation)	Each	D	No	\$200.00
Registration of health premises (undertaking 1 activity)	Each	D	No	\$140.00
Registration of health premises (undertaking 2 or more activities)	Each	D	No	\$160.00
Inspection and report	Each	D	Yes	\$190.00
Late payment of annual registration fee	Each	D	No	50% of applicable fee
Transfer of registration	Each	D	No	50% of applicable fee

3.4.2 Public Health and Wellbeing Act registration fees

3.4.3 Residential Tenancies Act & Regulations (caravan parks)

Caravan parks	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Three year registration - as per schedule in regulations	Per Site	М	No	As set within regulation
Transfer of premises - as per schedule in regulations	Each	М	No	As set within regulation
Transfer inspection report	Each	D	Yes	\$190.00
Application to install a moveable dwelling / rigid annex	Each	D	Yes	\$65.00

3.4.4 Environment Protection Act application fees

Septic tanks	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Installation of new septic tank or significant alterations	Each	D	No	\$475.00
Minor amendments to recently issued permits	Each	D	No	\$72.00
Permit extension - 1 year	Each	D	No	\$165.00
Alteration to an existing septic tank system	Each	D	No	\$235.00
Inspection fee	Each	D	Yes	\$190.00

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### 3.5 Aged and disability services

## 3.5.1 Home and community care for younger people program

Aged care services	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Home care – low	Per hour	D	No	\$6.00
Home care – medium	Per hour	D	No	\$15.20
Home care – high	Per hour	D	No	\$33.60
Personal care – low	Per hour	D	No	\$4.48
Personal care – medium	Per hour	D	No	\$9.08
Personal care – high	Per hour	D	No	\$37.60
Respite care – low	Per hour	D	No	\$3.00
Respite care – medium	Per hour	D	No	\$4.60
Respite care – high	Per hour	D	No	\$34.60
Negotiated fee variation – home care	Per hour	D	No	\$2.40
Negotiated fee variation - personal care	Per hour	D	No	\$1.40
Meals on wheels - low and medium	Per meal	D	No	\$9.10
Meals on wheels – high	Per meal	D	No	\$11.20
Property maintenance – low	Per hour	D	No	\$12.00
Property maintenance – medium	Per hour	D	No	\$18.00
Property maintenance – high	Per hour	D	No	\$47.60
Property maintenance – mod construction	Per hour	D	No	\$23.00
Planned activity group – core	Per session	D	No	\$8.00
Planned activity group – high	Per session	D	No	\$8.00

3.5.2 Commonwealth home support program

Home support program	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Domestic assistance – low	Per hour	D	No	\$6.00
Domestic assistance – medium	Per hour	D	No	\$15.12
Domestic assistance – high	Per hour	D	No	\$33.60
Personal care – low	Per hour	D	No	\$4.48
Personal care – medium	Per hour	D	No	\$9.08
Personal care – high	Per hour	D	No	\$37.60
Flexible response – low	Per hour	D	No	\$3.00
Flexible response – medium	Per hour	D	No	\$4.60
Flexible response – high	Per hour	D	No	\$34.60
Meals on wheels – low and medium	Per meal	D	No	\$9.10
Meals on wheels – high	Per meal	D	No	\$11.20
Meals – other	Per meal	D	No	\$9.10
Property maintenance – low	Per hour	D	No	\$12.00

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Home support program	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Property maintenance – medium	Per hour	D	No	\$18.00
Property maintenance – high	Per hour	D	No	\$47.60
Property maintenance – mod construction	Per hour	D	No	\$23.12
Social support – group	Per session	D	No	\$8.00
Social support – individual	Per session	D	No	\$8.00

### 3.5.3 Transport for aged service clients

Transport for aged service clients	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Transport within town	Per trip	D	No	\$5.30
Transport under 20km to destination	Per trip	D	No	\$10.40
Transport 20-50km to destination	Per trip	D	No	\$20.90
Transport 50-100km to destination	Per trip	D	No	\$31.40
Transport 100-150km to destination	Per trip	D	No	\$41.80
Transport over 150km to destination	Per trip	D	No	\$52.20

### 3.5.4 <u>Brokered services: linkages, post-acute care, aged care packages, carer support</u> services, WorkCover

Services	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Home care	Per hour	D	Yes	\$48.18
Personal care	Per hour	D	Yes	\$48.18
Respite care	Per hour	D	Yes	\$48.18
Weekend personal / respite care	Per hour	D	Yes	\$96.14
Property maintenance	Per hour	D	Yes	\$62.81
Meals on wheels	Per meal	D	Yes	\$12.43
Travel	Per km	D	Yes	\$1.16
Annual home safety check	Per check	D	Yes	\$52.80

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# 3.5.5 Capped account limits

Capped account limits	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Client monthly account - single - 4 week account cycle	Per month	D	No	\$233.00
Client monthly account - single - 5 week account cycle	Per month	D	No	\$290.00
Client monthly account - single - 6 week account cycle	Per month	D	No	\$350.00
Client monthly account - double - 4 week account cycle	Per month	D	No	\$415.00
Client monthly account - double - 5 week account cycle	Per month	D	No	\$520.00
Client monthly account - double - 6 week account cycle	Per month	D	No	\$620.00

# 3.5.6 Department of Veteran Affairs

Department of Veterans Affairs	Unit rate per client	M or D	Is GST applicable?	2017/18 adopted fee
Home care	Per hour	М	Yes	\$52.85
Personal care	Per hour	М	Yes	\$65.75
Personal care - weekend	Per hour	М	Yes	\$81.10
Respite care	Per hour	М	Yes	\$49.45
Respite care – weekend	Per hour	М	Yes	\$65.80
Emergency respite	Per hour	М	Yes	\$52.85
Emergency respite – weekend	Per hour	М	Yes	\$59.75
Property maintenance	Per hour	М	Yes	\$55.50
Co-payment – average of all fees	Per hour	М	No	\$5.00

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### 3.6 Local laws

### 3.6.1 Domestic (Feral and Nuisance) Animals Act 1994

Domestic animals	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Registration fee - unsterilized animal	Per animal	D	No	\$115.00
Registration fee - unsterilized animal - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - reduced fee (refer criteria)	Per animal	D	No	\$26.50
Registration fee - reduced fee (refer criteria) - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee – dangerous / menacing or restricted breed dog (no reduced fee available under S 15(7) of the Act)	Per animal	D	No	\$115.00
Impounding of dog or cat	Per animal	D	No	\$70.00

3.6.2 Domestic (Feral and Nuisance) Animals Act 1994 - reduced fee criteria

Pro rata charge and refund available 1 July to 9 April

Animal de-sexed

Animal over 10 years old

Dog kept for working stock

Animal kept for breeding by the proprietor of a domestic animal business conducted on registered premises

Dogs that have undergone obedience training which complies with the regulations, at a standard acceptable to Council

Dogs registered with the Victorian Canine Association or any successor in law of that Association or any organisation approved by the Council

Cats registered with the Feline Control Council, the Governing Council of the Cat Fancy Australia and Victoria Incorporated, or the Democratic Cat Council Incorporated

#### 3.6.3 Livestock Local Law 5 (Amendment No 3 2005)

Livestock	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Sheep	Impoundment	D	No	\$1.25
Sheep	Daily feeding	D	Yes	\$2.25
Horse, cow or ram	Impoundment	D	No	\$51.00
Horse, cow or ram	Daily feeding	D	Yes	\$10.50
Other livestock	Impoundment	D	No	\$26.00
Other livestock	Daily feeding	D	Yes	\$10.50

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With regard to the items below, please see the relevant Local Law or associated Act for fines and penalties

- 3.6.4 Municipal Places Local Law 3 (Amendment No 4 2006)
- 3.6.5 Environment Local Law 4 (Amendment No 3 2008) infringements
- 3.6.6 Street and Roads Local Law 2 (Amendment No 2 2010) infringements
- 3.6.7 Environment Protection Act 1970 penalties
- 3.6.8 Country Fire Authority Act 1958
- 3.6.9 Livestock Local Law 5
- 3.6.10 Impounding of Livestock Act 1994
- 3.6.11 Domestic Animals Act 1994

### 3.6.12 Local Laws Permits

Local laws permits	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
All local laws permits	Per permit	D	No	\$25.50
Annual licence fee for Domestic Animal Business Registration	Per licence	D	No	\$138.00

3.6.13 Clearing fire hazard blocks

Fire hazard blocks	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Clearing of fire hazards – blocks	Per block	D	Yes	At cost plus \$75 admin fee

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# 3.7 Town Planning

# 3.7.1 Planning fees

Permits	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Use only	Application	М	No	\$1,240.70
Single dwelling and ancillary to dwelling	ng (based on val	ue of devel	opment)	
Less than \$10,000	Application	М	No	\$188.00
\$10,001 to \$100,000	Application	М	No	\$592.50
\$100,001 to \$500,000	Application	М	No	\$1,212.80
\$500,001 to \$1,000,000	Application	М	No	\$1,310.40
\$1M > \$2M	Application	М	No	\$1,407.90
Other development (based on value of	development)			
\$10,001 to \$100,000	Application	М	No	\$1,080.40
\$100,001 to \$1,000,000	Application	М	No	\$1,456.70
\$1M to \$5M	Application	М	No	\$3,312.20
\$5M to \$15M	Application	М	No	\$8,190.80
\$15M to \$50M	Application	М	No	\$24,151.10
\$50M to \$100M	Application	М	No	\$54,282.40
Subdivision				
To subdivide an existing building	Application	М	No	\$1,240.70
To subdivide land into 2 lots	Application	М	No	\$1,240.70
To subdivide land into more than 2 lots	Application	М	No	\$1,240.70 per 100 lots
To remove a restriction (within the meaning of the Subdivision Act 1988) over land	Application	М	No	\$1,240.70
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or to create or remove a right of way	Application	М	No	\$1,240.70
To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement in a Crown grant.	Application	М	No	\$1,240.70
Secondary Consent	Application	М	No	\$188.00
Extension of time to Permit	Application	М	No	\$188.00
Certification of plan of subdivision	Application	М	No	\$164.50

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### 3.8 Swimming pools

# 3.8.1 Pool fees

Pool fees	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Season tickets				
Family	Per season	D	Yes	\$130.00
Adult	Per season	D	Yes	\$75.00
Child	Per season	D	Yes	\$50.00
Entrance fees				
Family (for 1 or 2 adults and their children)	Per entry	D	Yes	\$10.00
Adult	Per entry	D	Yes	\$5.00
Child	Per entry	D	Yes	\$2.50
School groups	Per entry	D	Yes	\$1.20
Adult - non-swimmer	Per entry	D	Yes	Nil
Child - non-swimmer	Per entry	D	Yes	Nil
School groups				
One lifeguard in attendance	Per hour	D	Yes	\$17.50
Two lifeguards in attendance	Per hour	D	Yes	\$52.50

### 3.9 Roads

3.9.1 Road reinstatement fees

Roads	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Minimum charge	Event	D	Yes	\$110.00
Sealed pavement (surface only)	Per m ²	D	Yes	\$135.00
Unsealed pavement	Per m ²	D	Yes	\$90.00
Trench off pavement	Per m ²	D	Yes	\$45.00
Footpath (100-200mm concrete)	Per m ²	D	Yes	\$145.00
Footpath (other sealed asphalt)	Per m ²	D	Yes	\$145.00

# 3.9.2 Application for consent to work within municipal road reserve

Roads	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Fee structure determined pursuant to the Roads Management (Works and Infrastructure) (Interim) Regulations. Current fee unit rate is available at www.vicroads.vic.gov.au	Application	М	Yes	See relevant legislative document

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### 3.10 Tourism

3.10.1 Loddon Discovery Tours

- Loddon Discovery Tours are priced based on full cost recovery to Council, therefore as prices change, tour prices are amended.
- Details on all tours with inclusions/exclusions are located in the various Loddon Discovery Tour brochures available on Council's website.
- These prices stated are subject to minimum booking numbers.

### 3.11 Waste management

### 3.11.1 Domestic waste and recyclables

Waste and Recyclables	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee	
General waste (up to 4m ³ )	Per m ³	D	Yes	\$28.00	
Recyclable materials (up to 1m ³ )	Per m ³	D	Yes	Nil	
Recyclable materials (1m ³ to 4m ³ )	Per m ³	D	Yes	\$5.00	
Domestic green waste (up to 4m ³ )	Per m ³	D	Yes	\$10.00	
Refrigerators, freezers, and air conditioners	Each	D	Yes	\$15.00	
Televisions and computer monitors	Each	D	Yes	\$11.00	
Uncontaminated bricks and concrete (up to $4m^3$ )	Per m ³	D	Yes	\$30.00	
Mattress (single)	Each	D	Yes	\$10.00	
Mattress (double or larger)	Each	D	Yes	\$15.00	
Metals (up to 4m ³ )	Per m ³		Yes	Nil	
Cars (complete or close)	Each		Yes	\$25.00	
Loads over the quoted volu	nes will not be	accepted at	any Loddon wa	iste site	
Commercial wasts is no longer acconted at any Loddon wasts site					

# Commercial waste is no longer accepted at any Loddon waste site

# 3.11.2 Tyres

Tyres	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Car tyre	Each	D	Yes	\$10.00
Car tyre on rim	Each	D	Yes	\$27.00
4 wheel drive / light truck tyre	Each	D	Yes	\$14.00
Truck tyre	Each	D	Yes	\$32.00
Super single tyre	Each	D	Yes	\$52.00
Truck tyre on rim	Each	D	Yes	\$52.00
Small tractor tyre	Each	D	Yes	\$120.00
Large tractor tyre	Each	D	Yes	\$195.00

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# 3.12 Miscellaneous

3.12.1 Rates

Rates	Unit rate	M or D	ls GST applicable?	2017/18 adopted fee
Land information certificates	Application	М	No	\$25.40
Rates search	Application	D	Yes	\$50.00
3.12.2 Photocopying and printin	ng			
Photocopying and printing	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Black and white - single sided	Per page	D	Yes	\$0.60
Black and white - double sided	Per page	D	Yes	\$0.90
Colour - single sided	Per page	D	Yes	\$1.00
Colour - double sided	Per page	D	Yes	\$1.35
3.12.3 Private works				
Private works	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
For community groups	Per job	D	Yes	At cost
For private residents	Per job	D	Yes	At cost plus 30%
3.12.4 Insurance				
Insurance	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Casual hirer's public liability insurance	Per event	D	Yes	\$17.00
Stall holder's and performer's public liability	Per event	D	Yes	\$38.00
3.12.5 Freedom of information	requests			
Freedom of information	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee

Freedom of information	Unit rate	M or D	applicable?	adopted fee
Freedom of information requests	Per request	М	No	\$28.40
FOI search charge	Hourly	М	No	\$21.30
FOI supervision charge	Quarter hourly	М	No	\$5.30

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# 3.12.6 Water charges

Water	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Water via standpipes (Inglewood, Tarnagulla, Mitiamo, Pyramid Hill and Wedderburn)	Per kilolitre	D	No	\$5.00
Emergency water supply points (non- potable water)	Per kilolitre	D	No	\$3.00
Water via Skinners Flat and Inglewood Reservoir pipelines	Per kilolitre	D	No	\$0.50
Truck wash facility use	Per minute	D	No	\$0.85

3.12.7 Senior citizens room hire

Room hire	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Community group session	Per session	D	Yes	\$15.95
Private / commercial session	Per session	D	Yes	\$67.43
Government session	Per session	D	Yes	\$39.82
Daily government rate	Per day	D	Yes	\$79.20
Weekly government rate	Per week	D	Yes	\$105.60
Monthly government rate	Per month	D	Yes	\$391.60

3.12.8 Other room hire

Room hire	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Large meeting rooms in Wedderburn	Office or Council	Chambers	in Serpentine	
Community group session	Per session	D	Yes	\$23.00
Private / government session	Per session	D	Yes	\$46.00
Daily government rate	Per day	D	Yes	\$92.00
Weekly government rate	Per week	D	Yes	\$150.00
Monthly government rate	Per month	D	Yes	\$400.00
Small meeting room in Wedderburn O	office (sits up to 4	l people)		
Community group session	Per session	D	Yes	\$12.00
Private / government session	Per session	D	Yes	\$23.00
Daily government rate	Per day	D	Yes	\$46.00
Weekly government rate	Per week	D	Yes	\$80.00
Monthly government rate	Per month	D	Yes	\$300.00

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# 3.12.9 Boat launching fees

Boat launching fees	Unit rate	M or D	Is GST applicable?	2017/18 adopted fee
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per season	D	Yes	\$100.00
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per day	D	Yes	\$15.00
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	\$75.00
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	\$10.00

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# 8.9 ADVERTISEMENT OF THE 2017/18 DRAFT BUDGET

File Number:	07/01/001
Author:	Deanne Caserta, Manager Financial Services
Authoriser:	Sharon Morrison, Director Corporate Services
Attachments:	1. Draft Budget 2017-18

### RECOMMENDATION

That Council:

- 1. advertise the Draft Budget in accordance with Section 129 of the Local Government Act 1989
- 2. adopt the proportion of rates raised within various valuation categories as follows:

Rural Production to have a differential rate 11% lower than the General (Residential, Commercial and Other) differential rate

- 3. agree that the above distribution of rates raised demonstrates fairness and equity across the municipality
- 4. implement a differential rate to be struck between categories of Rural Production and General as follows:
  - General (Residential, Commercial and Other) 0.004977 Cents in the Dollar of Capital Improved Value
  - Rural Production 0.004431 Cents in the Dollar of Capital Improved Value
- 5. Apply a Municipal Charge of \$207 to all properties, except where an exemption has been granted for Single Farm Enterprise under the Local Government Act 1989
- 6. Apply a Garbage Charge of \$260 per Residential Garbage Service (140 Litre Bin) and \$352 per Commercial Garbage Service (240 Litre Bin)
- 7. Apply a Kerbside Recycling Service Charge of \$98 per service (240 Litre Bin)
- 8. Apply GST to the applicable service charges in accordance with the relevant tax legislation
- 9. Update the Strategic Resource Plan for the Council Plan 2017-21 with the current information contained in the Budget, in line with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 requirements.

# 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 was presented with the 2017/18 Draft Budget at a Council Forum on 11 April 2017.

# BACKGROUND

The 2017/18 Draft Budget has been prepared in draft following discussions with Councillors and senior officers.

Council has once again used the Best Practice Guide 'Model Budget' to assist with developing the budget. The Executive Summary is based on this model and has been prepared to provide an explanation of the major components of the budget.

A number of financial reports have also been developed outlining expected income and expenditure for all areas of Council in 2017/18, and comparing these to the forecast actual results for 2016/17.

The Draft Budget includes:

- the continuation of a strong cash position
- the continuation of the Community Planning program
- projects and initiatives included in Council's various strategic plans
- no new borrowings
- continuation of the use of discretionary reserves.

Council's rating increase for 2017/18 is in line with the Victorian State Government's Rate Capping Policy which has been set at 2.0% on the 2016/17 forecast budget rate income. Council has discretion over increases relating to garbage and recycling charges, and has included in the draft budget an increase of 10.0% to assist in ensuring a cost neutral position for waste collection services.

# **ISSUES/DISCUSSION**

Under Section 223 of the Local Government Act, Council must allow a 28 day timeframe for submissions to be made regarding the 2017/18 Draft Budget.

Subject to Council approval, the Draft Budget will be advertised in the Bendigo Advertiser on Saturday 29 April 2017 and the Loddon Times on Tuesday 2 May 2017. Council will receive submissions until close of business on Monday 29 May 2017.

It is proposed that Council consider submissions received at the Council Forum to be held on Tuesday 13 June 2017 and formally adopt the Draft Budget at the Ordinary Meeting of Council to be held on Tuesday 27 June 2017 in the Council Chambers at Serpentine.

# COST/BENEFITS

The benefits to Council and the community is that a consultative budget process complies with the Local Government Act 1989, the budget provides a measure for accurate planning, and ensures that Council can deliver services and projects included in the document.

# **RISK ANALYSIS**

The risk to Council of not discussing and then advertising the annual budget is that it will not comply with requirements under the Local Government Act 1989.

# CONSULTATION AND ENGAGEMENT

The Local Government Act 1989 requires that the Draft Budget be available for public comment from a period of 28 days after Council advertisement. After the lapsing of 28 days all submissions received must be provided to Council when deliberating on the 2017/18 Budget.

# LODDON SHIRE COUNCIL DRAFT BUDGET FOR YEAR ENDED 30 JUNE 2018



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# **MAYOR'S INTRODUCTION**

The Councillors and I are pleased to present the 2017/18 Budget to the community. This budget builds on our Council Plan 2017-21 vision of "A prosperous, vibrant and engaged community and focuses on the following five key themes:

- Population;
- Economic prosperity;
- Liveability;
- Sustainability;
- High performance organisation.

The Council Plan 2017-21 (Year 1), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the first year of the current Council term, part of the focus over the next year will be on the planning and design activities required to deliver current commitments.

The budget details the resources required over the next year to fund a large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our Shire's road infrastructure, buildings and operational assets as well as funding for a range of projects.

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016 we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible. In response, Council has continued an organisation wide approach to identify savings that don't impact on its services, to provide increased value for money to ratepayers. Council will continue to focus on identifying sustainable cost savings that will enable it to deliver on our Council Plan to deliver high quality, responsive and accessible services to the community.

The budget includes a rate increase of 2.0 per cent. This is in line with the Fair Go Rates System which has capped rate increase by Victorian Councils. Council has also identified a number of significant cost and revenue impacts during the budget process which it has had to take into consideration. These include:

- the changes in financial support provided by the Victorian Government within the Home and Community Care area;

- the increasing demand for services from the community and an expectation that at least all services will be maintained at their present standard;

- Council's desire to continue to support Community Planning to drive strategic outcomes from a community level.

Some of the highlights contained in the 2017/18 Budget include:

- full funding of Council's ongoing commitment of community planning of \$750K;
- an increased commitment to investment in information technology;
- strong investment in local road and related infrastructure maintenance;
- \$400K allocation for works associated with the Building Asset Management Plan;
- continued support for the aged services and early years programs;
- capital expenditure program of \$9.36 million;
- no loan repayments with Council remaining debt free;
- continuation of a strong cash position.

This budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage the community to read through this document, in conjunction with the Council Plan 2017-21 and I look forward to receiving your submission.

#### Cr. Neil Beattie Mayor

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# **EXECUTIVE SUMMARY**

Council has prepared a budget for 2017/18 which is aligned to the vision in the Council Plan 2017-21. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within rate increases mandated by the State Government.

This budget projects a cash surplus of \$0.207 million for 2017/18, however, it should be noted that the adjusted underlying result is a surplus of \$0.46 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

#### 1 Key things we are funding

- ongoing delivery of services to the Loddon Shire Council community

- continued investment in capital projects (\$9.36M). This includes roads (\$3.77M); urban and road drainage (\$1.56M); footpaths (\$0.29M); recreational, leisure and community facilities (\$1.12M) and parks, open space and streetscapes (\$0.35M).

#### 2 The rate rise

- the average rate will rise be 2.0% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System

- this year is not a revaluation year, therefore, valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations)

- the waste service charges will increase by 10.0% per collection item
- refer to Section 7 for further Rates and Charges details.

#### 3 Key statistics

Total revenue is \$26.68 million (2016/17 \$29.74 million)

Total operating expenditure is \$28.67 million (2016/17 \$29.48 million)

<u>Accounting result</u> is \$2.01 million deficit (2016/17 \$0.26 million surplus) (Refer Income Statement in Section 3) Note: Based on total income of \$26.68 million which includes capital grants and contributions.

<u>Underlying operating result</u> is \$0.46 million surplus (\$1.43 million deficit in 2016/17) (Refer Analysis of operating budget in Section 10.1) Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital.

<u>Cash result</u> is \$0.21 million surplus (\$1.80 million surplus in 2016/17) (Refer Capital Expenditure Statement in Appendix E)

Note: This is the net funding result after considering the funding requirements to meet reserve transfers.

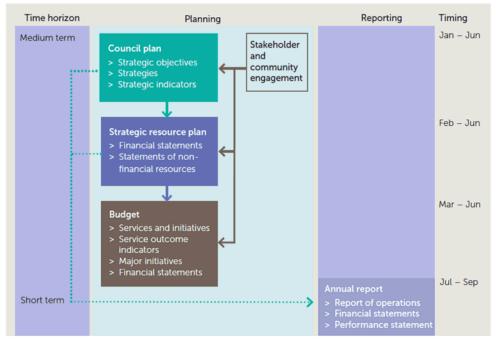
<u>Capital works program</u> of \$9.36 million (\$17.69 million in 2016/17) \$3.89 million from Council operations \$1.58 million from reserves No borrowings \$0.16 million from asset sales \$3.1 million from external grants.

# 1 LINKAGE TO THE COUNCIL PLAN

This section describes how the Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Long Term Financial Plan 2017/18 to 2026/27), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

#### 1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Budget process.

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# 1. LINKAGE TO THE COUNCIL PLAN (Continued)

#### 1.2 Our purpose

#### Our Vision

"Loddon Shire Council's vision is to be a prosperous, vibrant and engaged community"

#### Our Mission

"Its mission is to enhance the sustainability and liveability of Loddon Shire"

#### Our Values

#### Leadership

Means acting ethically, dealing with suspected wrongdoing, doing the right thing even in the face of adversity, giving proper advice fearlessly, taking initiative, being innovative and acting strategically.

#### Integrity

Means obeying the law, following the intention of policies and procedures, fully disclosing actual or potential conflicts of interest, acting honestly and responsibly and observing organisational values and codes of conduct.

#### Accountability

Means having justifiable reasons for decision and actions, obtaining value for money, continuously improving, keeping proper records, and submitting to scrutiny.

#### Impartiality

Means being fair by being fully informed, considering only relevant matters, and dispassionately assessing without fear, favour or bias.

#### Respect

Means being open to feedback and other views, communicating with clarity and sensitivity, giving all relevant information, providing reasons for decisions, collaborating and working effectively in teams, being courteous and being punctual.

# 1. LINKAGE TO THE COUNCIL PLAN (Continued)

#### 1.3 Core business of Council

In preparing the Council Plan, the Council has articulated the scope of its role in:

#### 1 - Leadership

Providing vision and leadership in planning for our community's longer term future.

#### 2 - Provision of well being services

Cost effectively providing for the basic needs of our communities.

#### 3 - Planning for future needs

Anticipating and planning for demographic and economic shifts.

#### 4 - Economic development

Supporting the growth and diversification of our economy, based on areas of competitive advantage.

#### 5 - Providing quality infrastructure

Developing and maintaining both built and natural assets appropriate to community priorities.

#### 6 - Financial stability

Planning and managing for long-term financial needs and keeping our rate payers informed about the financial situation.

#### 7 - Education and life-long learning

Advocating for better youth engagement and life-long learning outcomes.

#### 8 - Compliance

Ensuring we are compliant with all legislative reporting requirements.

#### 9 - Regulation

Ensuring community compliance with local regulations.

#### 10 - Advocacy and partnerships

Collaborating internally and externally to achieve our region's goals and promoting the interests and position of our Council.

#### 1.4 Strategic themes

In addition Council has identified five high level strategic themes which are priority activities for the Council over the next four years. These are:

Population - Grow and invigorate Loddon's population Economic prosperity - Support development of a prosperous and diverse economy Liveability - Develop attractive, vibrant and well- serviced communities Sustainability - Provide leadership which contributes to the sustainability of our region High performance organisation - Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation.

The Budget includes major initiatives that sit under the strategic themes that will be delivered in 2017/18. They are considered high priority projects in attempting to achieve the strategic platform objectives.

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# LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2018

# 1. LINKAGE TO THE COUNCIL PLAN (Continued)

#### 1.6 Reporting framework

Council has retained its current reporting structure, which includes six Key Direction Areas, as follows:

#### 1 - Economic development and tourism

To promote economic growth through the retention and development of agriculture and business, and the development and promotion of tourism.

#### 2 - Leadership

To provide Loddon Shire with strategic direction, representation and advocacy to promote good government, realisation of opportunities and to build confidence, pride and unity within the community.

#### 3 - Works and infrastructure

Infrastructure to be provided in an efficient manner that meets the needs of the community.

#### 4 - Good management

Ensure best practice management of human, physical and financial resources.

#### 5 - Environment

To promote and enhance the natural and built environment for the enjoyment of future generations.

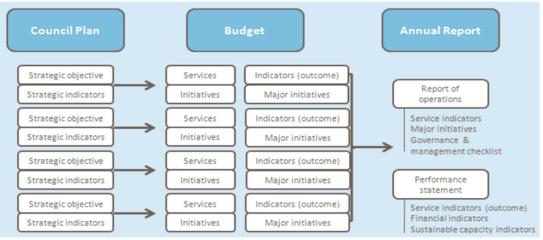
#### 6 - Community services and recreation

To enhance the quality of life of all ages through the provision of community services and support of community organisations.

- -

# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic platforms specified in the Council Plan. It also describes a number of major initiatives and service performance outcome indicators for key areas if Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

#### 2.1 Strategic themes

The following provides a brief outline of the strategic themes outlined within the Council Plan.

#### 2.1.1 Strategic theme 1 - Population

#### Objective:

Grow and invigorate Loddon's population

#### Key priorities:

a) population growth and diversity - develop a more balanced and sustainable demographic profile
b) quality childcare services - optimise the potential for all residents to pursue employment opportunities and lifestyle choices

c) infrastructure, amenities and services - support community needs with high standard infrastructure, facilities, services and programs

d) attractive housing policies - encourage population growth by improving the ease of transition for new residents

e) public transport services - improve the mobility and accessibility of residents to lifestyle needs and choices.

# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.1 Strategic themes (continued)

#### 2.1.2 Strategic theme 2 - Economic prosperity

#### Objective:

Support development of a prosperous and diverse economy

#### Key priorities:

a) tourism - realise Loddon's tourism potential by supporting and promoting our natural, historical and cultural assets

b) economic development - encourage economic development by providing support which facilitates business initiatives and growth

c) water security - secure adequate water access to maintain the viability of diverse economic activities
 d) economic infrastructure - support the delivery of key public infrastructure that facilitates improved economic returns

e) business capability - facilitate improvement in the business capabilities of Loddon traders and entrepreneurs.

#### 2.1.3 Strategic theme 3 - Liveability

#### Objective:

Develop attractive, vibrant and well-serviced communities

#### Key priorities:

a) township appearance - ensure our townships are presented to a high standard

b) community engagement - build relationships and foster community engagement, pride and resilience
 c) lifestyle infrastructure - provide quality infrastructure which supports the desired lifestyles of our residents

d) water security - secure adequate water access with supports lifestyle needs and recreational choices.

#### 2.1.4 Strategic theme 4 - Sustainability

#### Objective:

Provide leadership which contributes to the sustainability of our region

#### Key priorities:

a) economic sustainability - ensure the ongoing economic viability of Loddon Shire Council operations
 b) environmental sustainability - deliver adequate, efficient and sustainable environment and waste management services

c) social sustainability - Actively promote policies and activities which facilitate community harmony and engagement.

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.1 Strategic themes (continued)

#### 2.1.5 Strategic theme 5 - High performance organisation

#### Objective:

Implement frameworks which enable sound decision making and support a high performing and customerfocused organisation

#### Key priorities:

a) financial management - practise responsible and sustainable financial behaviours

- b) quality customer service improve communication with community and customers
- c) IT infrastructure improve internal and external service delivery

d) leadership and representation - deliver results in line with the direction of Council

e) organisational development - develop the necessary culture and capabilities to achieve Council's strategic and operational objectives

f) compliance and reporting - meet our legislative requirements and improve internal efficiencies.

#### 2.2 Major initiatives

This section provides a description of the individual key activities and initiatives to be funded in the Budget for 2017/18.

2.2.1 Strategic theme 1

#### Key priority

Advocate for the provision of quality facilities and services which attract and retain families.

#### Major initiative

Implement the Donaldson Park Master Plan.

2.2.2 Strategic theme 2

#### Key priority

Develop a comprehensive, cohesive and compelling story which positions and promotes Loddon Shire as 'Victoria's Natural Playground'.

#### Major initiative

Complete a review of the Tourism Strategy.

2.2.2 Strategic theme 3

#### Key priority

Improve character and quality of townships.

#### Major initiative

Implement streetscape improvements in key townships.

2.2.4 Strategic theme 4

#### Key priority

Promote multi-purpose facility sharing opportunities which meet community needs.

#### Major initiative

Review the Small Towns Policy.

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

### 2.2 Major initiatives (continued)

2.2.6 Strategic theme 5

#### Key priority

Implement the software purchases and upgrades as identified within the IT strategy.

#### Major initiative

Replace phone system.

#### 2.3 Service performance outcome indicators

These service performance outcome indicators are those prescribed in accordance with the Regulations and are reported within Council's Performance Statement.

Indicator	Performance measure	Computation			
Governance					
Satisfaction	Satisfaction with Council Decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community			
	Home and community care				
Participation	Participation in HACC Service (Percentage of the municipal target population that receive a HACC service)	[Number of people who received a HACC service / Municipal target population for HACC services] x100			
Participation	Participation in HACC service by CALDpeople (Percentage of the municipal targetpopulation in relation to CALD people whoreceive a HACC service)				
	Maternal and child health				
Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100			
Participation	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100			

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

### 2.3 Service performance outcome indicators

Indicator	Performance measure	Computation					
	Libraries						
Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100					
	Aquatic facilities						
Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population					
Statutory planning							
Decision making	<b>Council planning decisions upheld at VCAT</b> (percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
	Waste collection						
Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					
	Roads						
Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads					
	Animal management						
Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions					
	Food safety	Number of critical re-					
Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non- compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					

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# LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2018

# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.4 Services

Section 127(2)(b) and (c) of the Act required the budget to contain a description of the services funded in the budget. This is in further detail below:

Activity	Net cost of activity	Income	Expenditure
110. ECO DEV & TOURISM			
STRATEGIES	\$208,011	(\$35,000)	\$243,011
111. ECONOMIC DEVELOPMENT	\$206,784	\$0	\$206,784
121. TOURISM	\$212,341	\$0	\$212,341
122. TOURISM INITIATIVES	\$93,273	\$0	\$93,273
123. CARAVAN PARKS	\$230,745	(\$870,032)	\$1,100,776
125. LODDON DISCOVERY		(+)	
TOURS	\$0	(\$23,752)	\$23,752
131. PROMOTIONAL INITIATIVES	\$10,000	\$0	\$10,000
132. INDUSTRIAL SITES	(\$3,580)	(\$12,240)	\$8,660
141. CONTRIBUTIONS	\$4,400	(0,12,2.10)	\$4,400
142. ECONOMIC DEVELOPMENT	(\$10,791)	(\$18,544)	\$7,753
151. BUILDING CONTROL	\$12,659	(\$120,959)	\$133,618
161. COUNCIL RESIDENCES	\$12,000	(\$2,500)	\$13,010
181. STANDPIPES &	\$11,720	(\$2,500)	\$14,220
TRUCKWASHES	(\$1,000)	(\$43,525)	\$42,525
191. ACQUISITION & DISPOSAL	(\$300,000)	(\$300,000)	\$0
211. COUNCILLOR COSTS	\$361,755	(\$500,000) \$0	\$361,755
212. EXECUTIVE	\$360,856	\$0	
	, ,		\$360,856
221. LOCAL LAWS	\$141,805	(\$929)	\$142,735
230. DEVELOPMENT SERVICES	\$151,971	\$0	\$151,971
232. COMMUNITY LEADERSHIP	\$17,000	(\$50,491)	\$67,491
251. RECORDS MANAGEMENT	\$99,054	\$0	\$99,054
281. MUN EMERGENCY MAN	\$7,500	(\$53,444)	\$60,944
311. STAFF ONCOSTS	(\$222,585)	(\$1,575,575)	\$1,352,990
320. TECHNICAL SERVICES	\$674,552	\$0	\$674,552
321. PLANT OPERATING	(\$2,155,741)	(\$3,994,259)	\$1,838,518
322. FLEET	(\$287,077)	(\$504,000)	\$216,923
331. LOCAL ROADS MAINT	\$5,413,334	\$0	\$5,413,334
333. RESEALS	\$1,224,000	\$0	\$1,224,000
339. ROADS TO RECOVERY	(\$1,763,197)	(\$1,763,197)	\$0
341. MAIN RDS ROUTINE			
PAVEMENT MAINT	(\$155,181)	(\$710,647)	\$555,466
349. LOCAL RD AMENITY			
PROGRAM	\$37,125	\$0	\$37,125
350. LOCAL ROAD SAFETY			
PROGRAM	\$302,280	\$0	\$302,280
351. LOCAL RD CONSTRUCTION	\$1,246,240	\$0	\$1,246,240
352. LOCAL RD GRAVEL			
RESHEETS	\$346,912	\$0	\$346,912
353. LOCAL RD SHOULDER			
SHEETS	\$339,895	\$0	\$339,895
354. LOCAL			
BRIDGES/CULVERTS	\$251,000	\$0	\$251,000
356. TOWNSHIP/STREETS IMP	\$293,755	\$0	\$293,755
371. URBAN DRAINAGE WORKS	\$458,000	\$0	\$458,000
381. GRAVEL PITS	\$279,091	(\$123,039)	\$402,130
383. DEPOTS	\$308,403	(\$153,000)	\$461,403
384. ROAD OPENINGS ETC	(\$1,996)	(\$9,715)	\$7,719
385. TRAFFIC CONTROL	\$31,500	\$0	\$31,500

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

## 2.4 Services (continued)

386         PRIVATE WORKS         (\$3.842)         (\$37.781)         \$33.939           391         ACQUISITION & DISPOSAL         \$748,434         (\$155.666)         \$904,100           391         ACQUISITION & DISPOSAL         \$351,500         \$0         \$351,500           STRATEGIES         \$351,500         \$0         \$361,500           STRATEGIES         \$351,500         \$0         \$361,500           311.INTERESTINCOME         (\$378,000)         \$\$378,000)         \$378,000)         \$378,000)         \$378,000)         \$378,000)         \$378,000)         \$30           431.INTERESTINCOME         (\$378,000)         \$\$378,000)         \$3712,042         \$0         \$712,042         \$0         \$712,042           434.INFORMATION         \$534,209         \$552,29)         \$580,9439         \$344,00         \$227,913         \$30         \$364,000         \$30         \$344,00         \$227,913         \$30,00         \$30,200         \$30         \$30,200         \$30,200         \$30,200         \$44,00         \$\$43,000         \$50         \$30,200         \$30,200         \$30,200         \$30,200         \$30,200         \$30,200         \$30,200         \$30,200         \$30,200         \$30,570         \$31,927         \$0         \$319,227         \$0	Activity	Net cost of activity	Income	Expenditure	
391. ACQUISITION & DISPOSAL         \$748,434         (\$155,666)         \$904,100           410. GOOD MANAGEMENT         \$351,500         \$0         \$351,500           10. GOOD MANAGEMENT         \$351,500         \$0         \$351,500           21. VGC INCOME         (\$9,126,787)         \$0         \$311,500           21. VGC INCOME         (\$81,21,048)         \$31,104,80         \$0           431. INTEREST INCOME         (\$378,000)         \$53         \$529           432. OTHER INCOME         \$371,042         \$0         \$712,042           434. INFORMATION         \$120,00         \$0         \$334,000           435. PRINTING & STATIONERY         \$344,000         \$0         \$344,000           436. ADMINISTRATION         \$684,209         (\$56,229)         \$569,439           437. INSURANCE         \$281,871         \$0         \$818,781         \$0         \$818,781           442. OPERATIONS         \$818,781         \$0         \$818,781         \$0         \$818,781           443. OCC HALTH & SAFETY         \$30,200         \$0         \$30,200         \$0         \$319,227           450. USIDING MAINTENANCE         \$83,626         \$0         \$86,206         \$0         \$86,206           10. WEVELOPMENT	-		(\$37,781)	\$33,939	
STRATEGIES         \$351.500         \$0         \$351.500           411. RATES INCOME         (\$9,126,787)         (\$9,126,787)         \$0           421. VGC INCOME         (\$8,121,048)         \$(\$8,121,048)         \$0           431. INTEREST INCOME         (\$9,312)         (\$14,607)         \$5,294           432. OTHER INCOME         (\$9,312)         (\$14,607)         \$5,294           434. INFORMATION         \$534,200         \$56,229)         \$680,430           435. PRINTING & STATIONERY         \$34,000         \$0         \$34,000           436. ADMINISTRATION         \$634,209         \$56,229)         \$680,430           437. INSURANCE         \$218,493         \$(\$9,420)         \$227,913           440. FINANCE         \$861,866         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & \$AFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         \$144         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$836,266         \$0         \$63,206           451. WEDDERBURN OFFICE         \$82,2670         \$(\$1,300)         \$53,970           452. LONG SERVICE LEAVE         \$52,000	391. ACQUISITION & DISPOSAL				
411. RATES INCOME         (\$9, 126, 787)         (\$9, 126, 787)         \$0           421. VGC INCOME         (\$8, 121, 048)         (\$8, 121, 048)         \$0           421. INTEREST INCOME         (\$87, 80, 00)         (\$37, 80, 00)         \$5           431. INTEREST INCOME         (\$9, 312)         (\$14, 607)         \$5, 294           431. INTEREST INCOME         (\$9, 312)         (\$14, 607)         \$5, 294           431. INTEREST INCOME         (\$9, 320)         \$50         \$24, 1400         \$50           434. INFORMATION         \$634, 200         \$50         \$34, 000         \$60         \$34, 000           436. ADMINISTRATION         \$634, 209         (\$56, 229)         \$690, 439         \$41, 100PORATE SERVICES         \$669, 447         \$0         \$688, 447           441. CORPORATE SERVICES         \$669, 447         \$0         \$688, 447         \$0         \$688, 447           442. OPERATIONS         \$818, 781         \$0         \$61, 886         \$0         \$631, 227           443. OCC HEALTH & SAFETY         \$30, 200         \$0         \$30, 200         \$0         \$30, 200           444. ORGANISATIONAL         \$319, 227         \$0         \$319, 227         \$0         \$319, 227           450. BULLDING MAINTENANCE         \$83,			(1)		
411. RATES INCOME         (\$9, 126, 787)         (\$9, 126, 787)         \$0           421. VGC INCOME         (\$8, 121, 048)         (\$8, 121, 048)         \$0           421. INTEREST INCOME         (\$87, 80, 00)         (\$37, 80, 00)         \$5           431. INTEREST INCOME         (\$9, 312)         (\$14, 607)         \$5, 294           431. INTEREST INCOME         (\$9, 312)         (\$14, 607)         \$5, 294           431. INTEREST INCOME         (\$9, 320)         \$50         \$24, 1400         \$50           434. INFORMATION         \$634, 200         \$50         \$34, 000         \$60         \$34, 000           436. ADMINISTRATION         \$634, 209         (\$56, 229)         \$690, 439         \$41, 100PORATE SERVICES         \$669, 447         \$0         \$688, 447           441. CORPORATE SERVICES         \$669, 447         \$0         \$688, 447         \$0         \$688, 447           442. OPERATIONS         \$818, 781         \$0         \$61, 886         \$0         \$631, 227           443. OCC HEALTH & SAFETY         \$30, 200         \$0         \$30, 200         \$0         \$30, 200           444. ORGANISATIONAL         \$319, 227         \$0         \$319, 227         \$0         \$319, 227           450. BULLDING MAINTENANCE         \$83,	STRATEGIES	\$351,500	\$351,500 \$0		
421. VGC INCOME         (\$8, 121,048)         (\$8, 121,048)         \$0           431. INTEREST INCOME         (\$9,312)         (\$14,607)         \$5,294           432. OTHER INCOME         (\$9,312)         (\$14,607)         \$5,294           434. INFORMATION         (\$9,312)         (\$14,607)         \$55,294           434. INFORMATION         \$634,209         (\$56,229)         \$680,439           435. PRINTING & STATIONERY         \$34,400         \$50         \$34,000           436. ADMINISTRATION         \$634,209         (\$56,229)         \$580,439           437. INSURANCE         \$218,493         (\$9,420)         \$227,913           440. FINANCE         \$681,871         \$0         \$818,781           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         \$319,227         \$0         \$319,227           451. WEDDERDENUN OFFICE         \$87,129         \$0         \$83,626           451. WEDDERDENUN OFFICE         \$82,2670         (\$1,300)         \$53,970           452. SERPENTINE OFFICE         \$82,2670         \$51,300)         \$53,940           453. TELEPHONE CHARGES         \$30,000			(\$9,126,787)	\$0	
431. INTEREST INCOME         (\$378,000)         (\$378,000)         \$5           432. OTHER INCOME         (\$9,312)         (\$14,607)         \$5,294           434. INFORMATION         TECHNOLOGY         \$712,042         \$00         \$712,042           435. PRINTING & STATIONERY         \$\$44,000         \$00         \$\$44,000         \$00         \$\$44,000           435. PRINTING & STATIONERY         \$\$44,000         \$00         \$\$660,439         \$\$656,229)         \$\$660,439           437. INSURANCE         \$\$218,493         (\$9,420)         \$\$227,913         \$\$694,441         \$\$0         \$\$651,886           441. CORPORATE SERVICES         \$\$689,447         \$\$0         \$\$681,871         \$\$0         \$\$818,781           442. OPERATIONS         \$\$818,781         \$\$0         \$\$818,781         \$\$0         \$\$818,781           443. OCC HEALTH & SAFETY         \$\$30,200         \$\$0         \$\$319,227         \$\$0         \$\$319,227           450. BUILDING MAINTENANCE         \$\$818,781         \$\$0         \$\$818,781         \$\$0         \$\$818,781         \$\$0         \$\$87,129         \$\$0         \$\$319,227         \$\$0         \$\$319,227         \$\$0         \$\$319,227         \$\$0         \$\$319,227         \$\$0         \$\$319,227         \$\$0         \$\$319	421. VGC INCOME				
432. OTHER INCOME         (\$9,312)         (\$14,607)         \$5.294           434. INFORMATION         \$712,042         \$0         \$712,042           435. PRINTING & STATIONERY         \$34,000         \$0         \$34,000           436. ADMINISTRATION         \$634,209         (\$56,229)         \$690,439           437. INSURANCE         \$218,493         (\$8,420)         \$227,913           440. FINANCE         \$651,886         \$0         \$6651,886           441. CORPORATE SERVICES         \$669,447         \$0         \$689,477           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & \$AFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         \$0         \$838,626         \$0         \$83,626           51. WEDDERBURN OFFICE         \$82,670         \$1,300)         \$53,970           452. SERPENTINE OFFICE         \$52,670         \$1,300)         \$53,93,970           452. LEPHONE CHARGES         \$30,000         \$0         \$30,000         \$60         \$30,000           452. LONG SERVICE LEAVE         \$63,4712         \$2,496,564)         \$2,182,392         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS,         \$55,934					
434. INFORMATION         5712,042         \$0         \$7712,042           435. PRINTING & STATIONERY         \$34,000         \$0         \$34,000           436. ADMINISTRATION         \$634,209         (\$56,229)         \$680,439           437. INSURANCE         \$218,493         (\$9,420)         \$227,913           440. FINANCE         \$661,886         \$0         \$6651,886           441. CORPORATE SERVICES         \$689,447         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           CPUELOPMENT         \$319,227         \$0         \$319,227           A50. BUILDING MAINTENANCE         \$83,626         \$0         \$83,870           A53. BRIC         \$56,206         \$0         \$83,970           452. SERPENTINE OFFICE         \$56,206         \$0         \$66,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           451. WEDDERBURN OFFICE         \$56,206         \$0         \$66,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$24,823           452. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753 </td <td></td> <td></td> <td></td> <td></td>					
TECHNOLOGY         \$712.042         \$0         \$712.042           435. PRINTING & STATIONERY         \$\$4,000         \$0         \$\$44,000           436. ADMINISTRATION         \$634,209         \$(\$56,229)         \$689,430           437. INSURANCE         \$218,433         \$(\$9,420)         \$227,913           440. FINANCE         \$669,486         \$0         \$669,486           441. CORPORATE SERVICES         \$669,447         \$0         \$849,471           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,370           452. SERPENTINE OFFICE         \$82,670         \$(\$1,300)         \$53,970           452. ENRENTINE OFFICE         \$\$2,670         \$(\$1,300)         \$53,970           452. LONG SERVICE LEAVE         \$0         \$22,000         \$0         \$20,000           451. TELEPHONE CHARGES         \$30,000         \$0         \$20,000         \$0         \$270,000           452. LONG SERVICE LEAVE         \$0         \$248,753         \$0         \$244		(+++,++=)	(+,)		
435. PRINTING & STATIONERY         \$34,000         \$0         \$34,000           436. ADMINISTRATION         \$634,209         (\$56,229)         \$660,439           437. INSURANCE         \$218,493         (\$9,420)         \$227,913           440. FINANCE         \$661,886         \$0         \$661,886           441. CORPORATE SERVICES         \$669,447         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$82,670         (\$1,300)         \$\$33,970           452. SERPENTINE OFFICE         \$82,606         \$0         \$30,000         \$30,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$32,000         \$32,000         \$32,000           461. RESERVE TRANSFERS         \$\$31,041,172         \$\$2,496,564         \$22,823         \$248,753           471. SUBSCRIPTIONS,         \$55,934         \$0         \$25,593         \$270,000         \$270,000         \$270,000         \$270,0		\$712.042	\$0	\$712,042	
437. INSURANCE         \$218,493         \$\$27,913           440. FINANCE         \$661,866         \$0         \$6651,866           441. CORPORTE SERVICES         \$689,447         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$82,670         \$\$1,300)         \$\$53,970           453. BRIC         \$62,066         \$0         \$\$62,06           454. TELEPHONE CHARGES         \$\$30,000         \$0         \$330,000           464. TELEPHONE CHARGES         \$\$30,000         \$0         \$30,000           471. SUBSCRIPTIONS, DENORS, SE5,934         \$0         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS, A MEMBERSHIPS         \$553,1506         \$106,195)         \$637,701         \$11,720,000         \$270,000         \$270,000         \$270,000         \$270,000         \$270,000         \$252,700,000         \$248,753			\$0		
437. INSURANCE         \$218,493         (\$9,420)         \$227,913           440. FINANCE         \$661,866         \$0         \$669,447           441. CORPORATE SERVICES         \$689,447         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$82,626         \$0         \$867,129           452. SERPENTINE OFFICE         \$62,066         \$0         \$62,070           453. BRIC         \$62,066         \$0         \$63,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           464. TELEPHONE CHARGES         \$30,000         \$0         \$248,733           471. SUBSCRIPTIONS,         \$248,753         \$0         \$248,753           9ROV         \$248,753         \$0         \$25,934         \$0         \$257,934           9L1. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000         \$270,000         \$270,000         \$270,000         \$270,000			(\$56,229)		
440. FINANCE         \$651,886         \$0         \$651,886           441. CORPORATE SERVICES         \$669,447         \$0         \$669,447           42. OPERATIONS         \$818,781         \$0         \$818,781           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$82,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$62,060         \$0         \$62,06           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           451. RESERVE TRANSFERS         \$(\$314,172)         \$(\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS,         \$55,934         \$0         \$55,934           532. TOWN PLANNING         \$543,350         \$1,280,078)         \$727,000           532. TOWN PLANNING         \$248,753         \$0         \$248,753	437. INSURANCE	1,			
441. CORPORATE SERVICES         \$689,447         \$0         \$689,447           442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$862,670         \$(\$1,300)         \$53,970           452. SERPENTINE OFFICE         \$56,267         \$(\$1,300)         \$53,970           453. BRIC         \$62,06         \$0         \$63,000         \$0         \$30,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000         \$0         \$30,000           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753         \$0         \$248,753           PROV         \$244,753         \$0         \$25,934         \$0         \$25,934         \$0         \$25,934           90. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000         \$0         \$270,000         \$211.1FIS         \$531,506         \$110,6195         \$637,701         \$38,980         \$21,467,195         \$321,000         \$24,000         \$22,000			(.,,,,		
442. OPERATIONS         \$818,781         \$0         \$818,781           443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$52,670         \$(\$1,300)         \$53,970           453. BRIC         \$6,206         \$0         \$6,200           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753           V11. SUBSCRIPTIONS,         \$55,934         \$0         \$55,934           DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$270,000           \$11. TIPS         \$531,506         \$106,195         \$637,701           512. GARBAGE COLLECTION         \$554,388         \$1,280,073         \$725,690           524. TOWN PLANNING         \$94,462         \$50,000         \$114,462					
443. OCC HEALTH & SAFETY         \$30,200         \$0         \$30,200           444. ORGANISATIONAL         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S         S					
444. ORGANISATIONAL         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$52,670         (\$1,300)         \$53,970           453. BRIC         \$62,06         \$0         \$66,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$14,172)         (\$2,496,564)         \$2,182,332           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753           DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           J1. TIPS         \$551,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$314,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           562. ENVIRONMENT         (\$15,000)         \$35,000			-		
DEVELOPMENT         \$319,227         \$0         \$319,227           450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$52,670         \$(\$1,300)         \$53,970           453. BRIC         \$62,060         \$0         \$62,060           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         \$(\$314,172)         \$(\$2,496,664)         \$2,182,392           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS,         DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           DONATIONS, & MEMBERSHIPS         \$55,1506         \$(\$106,195)         \$637,701           512. GARBAGE COLLECTION         \$54,452         \$(\$50,000)         \$144,462           521. TOWN PLANNING         \$84,462         \$(\$000)         \$144,462           522. ENVIRONMENT         \$(\$16,67)         \$33,333         \$1,250,000           592. CONSTRUCTIONIMPROVE         \$416,667         \$833,333         \$1,250,000           522. ENVIRONMEN		<b>400,200</b>	ψυ	\$00,200	
450. BUILDING MAINTENANCE         \$83,626         \$0         \$83,626           451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$52,670         (\$1,300)         \$53,970           453. BRIC         \$6,206         \$0         \$6,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$314,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS,         DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           91. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701         \$32,700         \$248,753           52. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462         \$450,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000         \$22,000         \$22,000         \$240,000         \$350,000         \$350,000         \$350,000         \$2350,000         \$350,000         \$246,753         \$30,000         \$350,00		\$319 227	\$0	\$319 227	
451. WEDDERBURN OFFICE         \$87,129         \$0         \$87,129           452. SERPENTINE OFFICE         \$52,670         (\$1,300)         \$53,970           453. BRIC         \$6,206         \$0         \$6,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$14,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         PROV         \$248,753         \$0         \$248,753           9ROV         \$248,753         \$0         \$55,934         \$0         \$55,934           491. ACQUISITIONS,         DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$270,000         \$0         \$270,000         \$0         \$270,000         \$12,26ARBAGE COLLECTION         \$554,388         (\$12,80,078)         \$772,690         \$32. TOWN PLANNING         \$94,462         \$50,000)         \$144,462         \$450,000)         \$144,462         \$451,444,462         \$450,000)         \$344,462         \$30,000         \$32,000         \$34,466         \$33,333)         \$1,250,000         \$42,000         \$20,000         \$32,000         \$34,680,000)         \$32,50,000         \$32,50,000         \$32,50,000         \$					
452. SERPENTINE OFFICE         \$52,670         (\$1,300)         \$55,970           453. BRC         \$6,206         \$0         \$6,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$314,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         \$2,182,392         \$2,487,53         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753         \$0         \$255,934           90NATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701         \$12. GARBAGE COLLECTION         (\$554,338)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462         \$50,000         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000         \$144,462         \$333,33         \$1,250,000         \$12,000         \$144,462         \$50,000         \$34,462         \$50,000         \$32,000         \$144,462         \$2,000         \$2,000         \$2,000         \$2,000         \$2,000         \$2,000         \$2,000         \$2,000         \$2,000		+ ,		. ,	
453. BRIC         \$6,206         \$0         \$6,206           454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$314,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         PROV         \$248,753         \$0         \$248,753           9ROV         \$248,753         \$0         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$255,934         \$0         \$270,000         \$0         \$270,000         \$0         \$270,000         \$0         \$270,000         \$0         \$270,000         \$11. TIPS         \$5531,506         \$106,195)         \$637,701         \$212. GARBAGE COLLECTION         \$554,338)         \$1,280,078)         \$725,690         \$32. TOWN PLANNING         \$94,462         \$50,000)         \$144,462         \$51,000         \$61.71,173         \$2,000         \$0         \$2,000         \$2.000         \$61         \$2,000         \$61         \$2,000         \$35,000         \$22.000         \$35,000         \$22.000         \$35,000         \$22.000         \$35,000         \$22.000         \$35,000         \$32.000         \$35,000         \$32.020         \$35,000         \$32.020         \$32.020         \$32.0			7 -		
454. TELEPHONE CHARGES         \$30,000         \$0         \$30,000           461. RESERVE TRANSFERS         (\$314,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         ************************************				++++++	
461. RESERVE TRANSFERS         (\$314,172)         (\$2,496,564)         \$2,182,392           462. LONG SERVICE LEAVE         \$248,753         \$0         \$248,753           PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS,         \$55,934         \$0         \$55,934           JONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$25,934           491. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         \$(\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         \$250,000)         \$36,000           592. CONSTRUCTION/IMPROVE         \$441,667         \$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$37,757         \$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         \$133,700)         \$233,397           614. PRE-SCHOOL					
462. LONG SERVICE LEAVE PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           100. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$446,667         (\$833,333)         \$1,250,000           592. CONSTRUCTION/IMPROVE         \$4416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$411,1877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$113,700)         \$223,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610 <t< td=""><td></td><td>. ,</td><td>* -</td><td></td></t<>		. ,	* -		
PROV         \$248,753         \$0         \$248,753           471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           491. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$551,536         \$106,195         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         \$15,000)         \$50,000         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         \$833,333         \$1,250,000           610. COMM SERVICES & REC         \$32,229         \$0         \$233,397           611. INFANT WELFARE         \$99,697         \$133,700         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         \$28,885         \$103,610           616. BOORT PRE-SCHOOL         \$0         \$110,966         \$110,966           617. DINGEE PRE-SCHOOL         \$0 <td></td> <td>(\$314,172)</td> <td>(\$2,430,504)</td> <td>ψ2,102,092</td>		(\$314,172)	(\$2,430,504)	ψ2,102,092	
471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           491. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$22,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$550,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$2233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$103,932)         \$103,932 <t< td=""><td></td><td>\$248 753</td><td>\$0</td><td>\$248 753</td></t<>		\$248 753	\$0	\$248 753	
DONATIONS, & MEMBERSHIPS         \$55,934         \$0         \$55,934           491. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,2000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$550,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$100,000         \$681,877         \$100,000         \$681,877           611. INFANT WELFARE         \$99,697         \$133,700         \$233,397         \$133,700         \$233,397           613. EDUCATION         \$74,725         \$\$28,885         \$103,610         \$16, BOORT PRE-SCHOOL         \$0         \$113,700         \$232,229         \$0         \$32,229         \$0         \$32,229         \$0         \$32,229         \$103,610         \$16, BOORT PRE-SCHOOL         \$0         \$110,966         <		¢2.0,100	**	¢= .0,. 00	
491. ACQUISITION & DISPOSAL         \$270,000         \$0         \$270,000           511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$110,932)         \$103,932           618. INGLEWOOD PRE-SCHOOL         \$0         \$110,9332)         \$103,932           619. WEDDERBU		\$55.934	\$0	\$55.934	
511. TIPS         \$531,506         (\$106,195)         \$637,701           512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$2233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         \$0         (\$103,932)         \$103,932           619. WEDDERBURN PRE-         \$10,932         \$103,932         \$103,932           619. OLAGON					
512. GARBAGE COLLECTION         (\$554,388)         (\$1,280,078)         \$725,690           532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$6681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$110,966)         \$110,966           618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$113,932)         \$103,932           619. WEDDERBURN PRE-         \$100,932         \$103,932         \$103,932           SCHOOL         (\$0)         (\$113,531)         \$1113,531           620. DISABILITY ACCESS					
532. TOWN PLANNING         \$94,462         (\$50,000)         \$144,462           541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         \$124,506         \$124,506           618. INGLEWOOD PRE-SCHOOL         \$0         \$113,531         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133					
541. HERITAGE & CULTURE         \$2,000         \$0         \$2,000           561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         \$35,000         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$416,667         (\$833,333)         \$1,250,000           611. INFANT WELFARE         \$4451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$110,966)         \$112,506           618. INGLEWOOD PRE-SCHOOL         \$0         (\$113,932)         \$103,932           619. WEDDERBURN PRE-         \$0         (\$113,531)         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133			· · · · /		
561. FIRE PROTECTION         \$17,573         (\$21,407)         \$38,980           582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$416,667         (\$230,000)         \$681,877           611. INFANT WELFARE         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$2233,397           614. PRE-SCHOOL         \$32,229         \$00         \$322,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         \$110,966         \$124,506           618. INGLEWOOD PRE-SCHOOL         \$0         \$110,932)         \$103,932           619. WEDDERBURN PRE-         \$0         \$103,932         \$103,932           619. WEDDERBURN PRE-         \$0         \$113,531         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133					
582. ENVIRONMENT         (\$15,000)         (\$50,000)         \$35,000           592. CONSTRUCTION/IMPROVE         \$416,667         (\$833,333)         \$1,250,000           610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$110,966)         \$110,966           618. INGLEWOOD PRE-SCHOOL         \$0         (\$113,531)         \$113,531           619. WEDDERBURN PRE-         \$0         \$103,932         \$103,932           SCHOOL         \$0         \$113,531         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133			1.		
Statistical construction/improve         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         (10,000)         <					
610. COMM SERVICES & REC         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$322,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$103,932)         \$103,932           618. INGLEWOOD PRE-SCHOOL         \$0         (\$113,531)         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133			<u>, , , , , , , , , , , , , , , , , , , </u>		
STRATEGIES         \$451,877         (\$230,000)         \$681,877           611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           MAINTENANCE         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$113,530)         \$124,506           618. INGLEWOOD PRE-SCHOOL         \$0         \$103,932)         \$103,932           619. WEDDERBURN PRE-         \$\$0         \$\$113,531         \$113,531           620. DISABILITY ACCESS         \$\$107,133         \$\$0         \$107,133		\$410,007	(\$666,666)	\$1,200,000	
611. INFANT WELFARE         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$103,932)         \$103,932           618. INGLEWOOD PRE-SCHOOL         \$0         \$103,932)         \$103,932           619. WEDDERBURN PRE-         \$\$0         \$\$113,531         \$\$113,531           620. DISABILITY ACCESS         \$\$107,133         \$\$0         \$107,133		\$451.877	(\$230,000)	\$681.877	
CENTRES         \$99,697         (\$133,700)         \$233,397           614. PRE-SCHOOL		\$101,017	(\$200,000)	¢001,017	
614. PRE-SCHOOL         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         \$0         (\$1124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         \$0         (\$103,932)         \$103,932           619. WEDDERBURN PRE-         \$\$0         \$\$113,531         \$\$113,531           620. DISABILITY ACCESS         \$\$107,133         \$\$0         \$\$107,133		\$99.697	(\$133,700)	\$233.397	
MAINTENANCE         \$32,229         \$0         \$32,229           615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         (\$0)         (\$124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$103,932)         \$103,932           619. WEDDERBURN PRE- SCHOOL         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133		<i>+,</i>	(+ • • • • ) • • • • )	+,	
615. EDUCATION         \$74,725         (\$28,885)         \$103,610           616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         (\$0)         (\$124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$103,932)         \$103,932           619. WEDDERBURN PRE-         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS         \$107,133         \$0         \$107,133		\$32,229	\$0	\$32,229	
616. BOORT PRE-SCHOOL         \$0         (\$110,966)         \$110,966           617. DINGEE PRE-SCHOOL         (\$0)         (\$124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$103,932)         \$103,932           619. WEDDERBURN PRE- SCHOOL         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS PROGRAMS         \$107,133         \$0         \$107,133	615. EDUCATION				
617. DINGEE PRE-SCHOOL         (\$0)         (\$124,506)         \$124,506           618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$103,932)         \$103,932           619. WEDDERBURN PRE- SCHOOL         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS PROGRAMS         \$107,133         \$0         \$107,133					
618. INGLEWOOD PRE-SCHOOL         (\$0)         (\$103,932)         \$103,932           619. WEDDERBURN PRE- SCHOOL         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS PROGRAMS         \$107,133         \$0         \$107,133			· · · · /		
619. WEDDERBURN PRE-         (\$0)         (\$113,531)           SCHOOL         (\$0)         (\$113,531)           620. DISABILITY ACCESS         \$107,133         \$0					
SCHOOL         (\$0)         (\$113,531)         \$113,531           620. DISABILITY ACCESS         PROGRAMS         \$107,133         \$0         \$107,133		(00)	(4100,002)	÷100,002	
620. DISABILITY ACCESS PROGRAMS \$107,133 \$0 \$107,133		(\$0)	(\$113,531)	\$113,531	
PROGRAMS \$107,133 \$0 \$107,133		(++)	(+, ** )	÷,••,	
		\$107,133	\$0	\$107,133	

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

## 2.4 Services (continued)

Activity	Net cost of activity	Income	Expenditure	
622. PYRAMID HILL PRE-	-		-	
SCHOOL	\$0	(\$104,129)	\$104,129	
623. OTHER HEALTH	\$5,000	\$0	\$5,000	
624. MUN PUBLIC HEALTH				
WELLBEING	(\$240)	(\$240)	\$0	
625. OCCASIONAL CARE	(+= )	(+= /	+ -	
PROGRAM	(\$31,539)	(\$48,406)	\$16,867	
631. HACC SERVICES	\$96,089	(\$978,043)	\$1,074,132	
632. COMMUNITY SERVICES	\$266,079	(\$37,209)	\$303,288	
633. SENIOR CITIZENS	+====;===	(+0.,_00)	+000,200	
CENTRES	\$17,109	(\$62,048)	\$79,157	
634. ELDERLY PERSONS UNITS	(\$7,727)	(\$63,399)	\$55,672	
635. HACC ONCOSTS	(\$7,185)	(\$209,571)	\$202,387	
636. EXTERNALLY BROKERED	(\$7,100)	(\$200,071)	\$202,007	
SERVICES	(\$17,338)	(\$118,438)	\$101,100	
637. LSC PACKAGED CARE	(\$17,555)	(\$110,400)	\$101,100	
PROGRAM	(\$13,110)	(\$135,780)	\$122,670	
641. RECREATION &	(\$13,110)	(\$135,755)	\$122,070	
COMMUNITY DEVELOPMENT	\$351,716	\$0	\$351,716	
642. RECREATION RESERVES	\$171,056	\$0 \$0	\$171,056	
643. SWIMMING POOLS		\$0	\$471,741	
	\$471,741			
644. BEACHES	\$45,390	\$0	\$45,390	
645. TOWNSCAPE SERVICES	\$948,635	\$0	\$948,635	
649. OTHER RECREATION	\$20,000	\$0	\$20,000	
650. MAJOR EVENTS GRANTS	\$20,000	\$0	\$20,000	
651. COMMUNITY GRANTS	\$200,000	\$0	\$200,000	
652. REGIONAL LIBRARY	\$203,491	\$0	\$203,491	
653. PUBLIC HALLS	\$46,303	\$0	\$46,303	
655. YOUTH INITIATIVES	\$6,000	(\$53,000)	\$59,000	
661. DOMESTIC ANIMALS	\$45,066	(\$44,759)	\$89,824	
662. LIVESTOCK	\$36,986	(\$234)	\$37,221	
670. COMMUNITY PLAN				
STRATEGY	\$500,000	\$0	\$500,000	
671. BOORT COMMUNITY PLANS	\$50,000	\$0	\$50,000	
676. WEDDERBURN				
COMMUNITY PLANS	\$50,000	\$0	\$50,000	
677. INGLEWOOD COMMUNITY				
PLANS	\$50,000	\$0	\$50,000	
678. TERRICK COMMUNITY				
PLANS	\$50,000	\$0	\$50,000	
679. TARNAGULLA COMMUNITY				
PLANS	\$50,000	\$0	\$50,000	
681. COMMUNITY PROTECTION	\$16,029	(\$9,602)	\$25,632	
682. OTHER COMMUNITY	\$13,856	(\$5,000)	\$18,856	
691. ACQUISITION & DISPOSAL	\$15,000	\$0	\$15,000	
692. CONSTRUCTION/IMPROVE	\$35,000	\$0 \$0	\$35,000	
998. (SURPLUS)/DEFICIT C/F	(\$1,802,528)	(\$1,802,528)	\$33,000	
Total	(\$1,802,528)	(\$1,602,528)	\$37,454,672	
	(\$207,240)	(#37,001,921)	\$31,404,01Z	

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# 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.5 Performance Statement

The service performance indicators details in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

#### 2.6 Reconciliation with budgeted operating result

Activity	Net cost of activity Income		Expenditure	
Economic development and				
tourism	\$674,562	(\$1,426,551)	\$2,101,113	
Leadership	\$1,139,940	(\$104,864)	\$1,244,804	
Works and Infrastructure	\$7,364,902	(\$9,026,879)	\$16,391,781	
Good management	(\$12,655,215)	(\$20,203,955)	\$7,548,740	
Environment	\$492,820	(\$2,341,013)	\$2,833,833	
Community services and				
recreation	\$4,578,270	(\$2,756,131)	\$7,334,401	
Deficit before funding sources	\$1,595,280	(\$35,859,393)	\$37,454,672	
Carried forward surplus	(\$1,802,528)	(\$1,802,528)	\$0	
Total funding sources	(\$1,802,528)	(\$1,802,528)	\$0	
Surplus for the year	(\$207,248)	(\$37,661,921)	\$37,454,672	

Item 8.9- Attachment 1

# LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2018

# **3 BUDGETED FINANCIAL STATEMENTS**

This section presents information in regards to the Financial Statements and Statement of Human Resources. The budget information for the years 2018/19 to 2020/21 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources
- 3.7 Statement of Reserves

# 3.1 COMPREHENSIVE INCOME STATEMENT FOR THE FOUR YEARS ENDED 30 JUNE 2021

	_				
	Forecast	Budget	Strategic Resource Plan Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
Income	<b>\$10,105,051</b>	010 100 005	<b>\$10 507 005</b>	<b>*</b> 10 707 070	<u></u>
Rates and charges	\$10,105,251	\$10,406,865	\$10,537,935	\$10,767,370	\$11,002,049
Statutory fees and fines	\$257,417	\$248,670	\$254,887	\$261,259	\$267,790
User fees	\$1,744,874	\$1,432,607	\$1,213,297	\$1,246,296	\$1,280,391
Grants - operating	\$9,902,028	\$9,844,316	\$9,830,312	\$10,025,832	\$10,225,262
Grants - capital	\$6,192,226	\$3,343,519	\$7,134,608	\$2,733,422	\$2,496,756
Contributions - monetary	\$115,331	\$15,000	\$384,000	\$100,000	\$108,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	\$0	\$0	\$0	\$0	\$0
Share of net profits/(losses) of associates and joint ventures	\$0	\$0	\$0	\$0	\$0
Other income	\$1,424,947	\$1,393,967	\$1,434,965	\$1,443,995	\$1,453,211
Total income	\$29,742,074	\$26,684,944	\$30,790,004	\$26,578,174	\$26,833,459
Expenses					
Employee costs	\$10,212,285	\$10,809,393	\$11,135,429	\$11,587,133	\$12,050,383
Materials and services	\$10,212,014	\$8,606,761	\$7,773,026	\$7,849,834	\$8,309,711
Bad and doubtful debts	\$0	\$0	\$0	\$0	\$0
Depreciation and amortisation	\$8,757,634	\$8,976,575	\$9,200,989	\$9,431,017	\$9,666,790
Borrowing costs	\$0	\$0	\$0	\$0	\$0
Other expenses	\$299,116	\$304,738	\$310,473	\$316,322	\$322,289
Total expenses	\$29,481,049	\$28,697,467	\$28,419,917	\$29,184,306	\$30,349,173
Surplus/(deficit) for the year	\$261,025	(\$2,012,523)	\$2,370,087	(\$2,606,132)	(\$3,515,714)
Other comprehensive income					
Other comprehensive income	<b>├</b> ───┤				
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0	\$0
Shares of other comprehensive income of associates and joint					
ventures	\$0	\$0	\$0	\$0	\$0
Total comprehensive result	\$261,025	(\$2,012,523)	\$2,370,087	(\$2,606,132)	(\$3,515,714)

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# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.2 BALANCE SHEET FOR THE FOUR YEARS ENDED 30 JUNE 2021

	Forecast		Strategic Resource Plan		
	Actual	Budget		Projections	
	2016/17	2017/18	2018/19	2019/20	2020/21
Assets					
Current assets					
Cash and cash equivalents	\$10,517,319	\$8,924,586	\$6,255,484	\$4,394,899	\$1,218,284
Trade and other receivables	\$651,343	\$592,820	\$587,101	\$502,684	\$507,605
Other financial assets	\$0	\$0	\$0	\$0	\$0
Inventories	\$62,522	\$59,397	\$56,427	\$53,606	\$50,926
Non-current assets classified as					
held for sale	\$190,356	\$190,356	\$190,356	\$190,356	\$190,356
Total current assets	\$11,421,540	\$9,767,159	\$7,089,368	\$5,141,545	\$1,967,171
Non-current assets					
Trade and other receivables	\$87,000	\$0	\$0	\$0	\$0
Investments in associates and joint					
ventures	\$362,225	\$362,225	\$362,225	\$362,225	\$362,225
Property, infrastructure, plant and					
equipment	\$320,537,638	\$330,056,407	\$345,217,039	\$355,162,013	\$365,745,441
Intangible assets	\$1,654,362	\$1,654,362	\$1,654,362	\$1,654,362	\$1,654,362
Total non-current assets	\$322,641,225	\$332,072,994	\$347,233,626	\$357,178,600	\$367,762,028
Total assets	\$334,062,765	\$341,840,153	\$354,322,994	\$362,320,145	\$369,729,199
Liabilities					
Current liabilities					
Trade and other payables	\$339,721	\$292,895	\$272,191	\$275,995	\$291,291
Trust funds and deposits	\$263,239	\$250,077	\$237,573	\$225,695	\$214,410
Provisions	\$2,064,708	\$1,999,895	\$1,932,291	\$1,861,983	\$1,788,863
Interest bearing loans and					
borrowings	\$0	\$0	\$0	\$0	\$0
Total current liabilities	\$2,667,668	\$2,542,867	\$2,442,055	\$2,363,673	\$2,294,564
Non-current liabilities					
Provisions	\$2,605,475	\$2,898,347	\$3,204,510	\$3,523,953	\$3,857,259
Interest bearing loans and					
borrowings	\$0	\$0	\$0	\$0	\$0
Total non-current liabilities	\$2,605,475	\$2,898,347	\$3,204,510	\$3,523,953	\$3,857,259
Total liabilities	\$5,273,143	\$5,441,214	\$5,646,565	\$5,887,626	\$6,151,823
	A		<b>*</b>		
NET ASSETS	\$328,789,622	\$336,398,939	\$348,676,429	\$356,432,519	\$363,577,376
Equity					
Equity Accumulated surplus	\$104,060,120	¢102 270 770	\$104 621 420	¢101 507 025	¢00 502 000
	\$104,969,130 \$217,766,528	\$103,270,779 \$227,388,368	\$104,631,429 \$227,205,771	\$101,597,035	\$98,593,222
Asset revaluation reserve	\$217,766,528 \$6,053,964	\$227,388,368	\$237,295,771 \$6,749,229	\$247,657,993 \$7,177,491	\$258,318,564
Other reserves			1.7 .7 .	\$7,177,491	\$6,665,590
TOTAL EQUITY	\$328,789,622	\$336,398,939	\$348,676,429	\$356,432,519	\$363,577,376

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# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.3 STATEMENT OF CHANGES IN EQUITY FOR THE FOUR YEARS ENDED 30 JUNE 2021

		Accumulated	Revaluation	Other
2018	Total	surplus	reserve	reserves
Balance at beginning of the				
financial year	\$328,789,622	\$104,969,130	\$217,766,528	\$6,053,964
Surplus/ (deficit) for the year	(\$2,012,523)	(\$2,012,523)	\$0	\$0
Net asset revaluation increment / (decrement)	\$9,621,840	\$0	\$9,621,840	\$0
Transfer to other reserves	\$0	(\$2,182,392)	\$0	\$2,182,392
Transfer from other reserves	\$0	\$2,496,564	\$0	(\$2,496,564)
Balance at end of financial year	\$336,398,939	\$103,270,779	\$227,388,368	\$5,739,792

2019	Total	Accumulated surplus	Revaluation reserve	Other reserves
Balance at beginning of the financial year	\$336,398,939	\$103,270,779	\$227,388,368	\$5,739,792
Surplus/ (deficit) for the year	\$2,370,087	\$2,370,087	\$0	\$0
Net asset revaluation increment / (decrement)	\$9,907,403	\$0	\$9,907,403	\$0
Transfer to other reserves	\$0	(\$2,405,871)	\$0	\$2,405,871
Transfer from other reserves	\$0	\$1,396,434	\$0	(\$1,396,434)
Balance at end of financial year	\$348,676,429	\$104,631,429	\$237,295,771	\$6,749,229

2020	Total	Accumulated surplus	Revaluation reserve	Other reserves
Balance at beginning of the financial year	\$348,676,429	\$104,631,429	\$237,295,771	\$6,749,229
Surplus/ (deficit) for the year	(\$2,606,132)	\$2,606,132	\$0	\$0
Net asset revaluation increment / (decrement)	\$10,362,222	\$0	\$10,362,222	\$0
Transfer to other reserves	\$0	(\$2,031,303)	\$0	\$2,031,303
Transfer from other reserves	\$0	\$1,603,041	\$0	(\$1,603,041)
Balance at end of financial year	\$356,432,519	\$106,809,299	\$247,657,993	\$7,177,491

2021	Total	Accumulated surplus	Revaluation reserve	Other reserves
Balance at beginning of the financial year	\$356,432,519			
Surplus/ (deficit) for the year	(\$3,515,714)	(\$3,515,714)	\$0	\$0
Net asset revaluation increment / (decrement)	\$10,660,571	\$0	\$10,660,571	\$0
Transfer to other reserves	\$0	(\$1,986,437)	\$0	\$1,986,437
Transfer from other reserves	\$0	\$2,498,338	\$0	(\$2,498,338)
Balance at end of financial year	\$363,577,376	\$103,805,486	\$258,318,564	\$6,665,590

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Item 8.9- Attachment 1

# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.4 STATEMENT OF CASH FLOWS FOR THE FOUR YEARS ENDED 30 JUNE 2021

	Forecast	t Strategic Resource Plan			
	Actual	Budget		Projections	
	2016/17	2017/18	2018/19	2019/20	2020/21
Cash flows from operating activit	ies				
Receipts					
Rates and charges	\$10,209,775	\$10,447,938	\$10,431,144	\$10,809,043	\$11,015,627
Statutory fees and fines	\$416,673	\$259,697	\$251,857	\$274,926	\$272,654
User fees	\$1,704,165	\$1,488,494	\$1,200,986	\$1,309,210	\$1,303,785
Grants - operating	\$10,148,557	\$10,041,202	\$10,026,919	\$10,226,349	\$10,429,767
Grants - capital	\$6,723,111	\$3,410,389	\$7,277,300	\$2,788,090	\$2,546,691
Contributions - monetary	\$117,638	\$15,300	\$391,680	\$102,000	\$110,160
Interest received	\$497,078	\$378,000	\$378,759	\$380,653	\$382,557
Trust funds and deposits taken	\$0	\$0	\$0	\$0	\$0
Other receipts	\$1,153,419	\$1,036,285	\$1,077,329	\$1,084,608	\$1,092,066
Net GST refund/payment	(\$128,775)	(\$116,670)	(\$132,926)	(\$116,043)	(\$117,027)
Operating receipts	\$30,841,641	\$26,960,635	\$30,903,048	\$26,858,836	\$27,036,280
Payments					
Employee costs	(\$10,165,275)	(\$10,619,581)	(\$10,935,882)	(\$11,377,790)	(\$11,830,785)
Materials and services	(\$10,253,154)	(\$8,827,383)	(\$7,946,073)	(\$7,999,662)	(\$8,458,889)
Trust funds and deposits repaid	(\$13,855)	(\$13,162)	(\$12,504)	(\$11,878)	(\$11,285)
Other payments	(\$299,662)	(\$304,738)	(\$310,473)	(\$316,322)	(\$322,289)
Operating payments	(\$20,731,946)	(\$19,764,864)	(\$19,204,932)	(\$19,705,652)	(\$20,623,248)
	(1=0), 0, 0, 0, 0, 0, 0	(+,	(+,,	(+,	(+==,===;==;=;
Net cash provided by/(used in)					
operating activities	\$10,109,695	\$7,195,771	\$11,698,116	\$7,153,184	\$6,413,032
Cash flows from investing activiti	es				
Payments for property,					
infrastructure, plant and equipment	(\$17,368,087)	(\$8,873,504)	(\$14,454,218)	(\$9,013,769)	(\$9,589,647)
Proceeds from sales of property,					
infrastructure, plant and equipment	\$0	\$0	\$0	\$0	\$0
Decrease in term deposits	\$1,750,000	\$0	\$0	\$0	\$0
Payments of loans and advances	\$69,000	\$79,000	\$87,000	\$0	\$0
Net cash provided by/(used in)					
investing activities	(\$15,543,087)	(\$8,788,504)	(\$14,367,218)	(\$9,013,769)	(\$9,589,647)
Cash flows from financing activiti	es				
Finance costs	\$0	\$0	\$0	\$0	\$0
Proceeds from borrowings	\$0	\$0	\$0	\$0	\$0
Repayment of borrowings	\$0	\$0	\$0	\$0	\$0
Net cash provided by (used in)					
					¢0.
financing activities	\$0	\$0	\$0	\$0	\$0
financing activities	\$0	\$0	\$0	\$0	<b>۵</b> ۵
financing activities Net increase/(decrease) in cash	\$0	\$0	\$0	\$0	\$0
	\$0 (\$5,433,392)	\$0 (\$1,592,733)	\$0 (\$2,669,102)	\$0 (\$1,860,585)	\$0 (\$3,176,615)
Net increase/(decrease) in cash					
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at the beginning of the year	<b>(\$5,433,392)</b> \$15,950,711				
Net increase/(decrease) in cash and cash equivalents Cash and cash equivalents at the	<b>(\$5,433,392)</b> \$15,950,711	(\$1,592,733)	(\$2,669,102)	(\$1,860,585)	(\$3,176,615)

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# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.5 STATEMENT OF CAPITAL WORKS FOR THE FOUR YEARS ENDED 30 JUNE 2021

	Forecast	Durlant	Strategic Resource Plan		
	Actual	Budget	Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
Capital works areas					
Carried forward works from					
previous years	\$6,143,370	\$645,500	\$0	\$0	\$0
Land and buildings	\$1,035,325	\$793,500	\$410,000	\$410,000	\$1,660,000
Office furniture and equipment	\$253,353	\$317,363	\$92,101	\$92,154	\$92,208
Plant and equipment	\$1,763,077	\$844,100	\$834,100	\$1,251,681	\$1,620,275
Footpaths	\$497,467	\$293,755	\$249,699	\$261,057	\$278,185
Roadworks	\$7,153,362	\$3,767,452	\$3,470,988	\$3,268,521	\$3,307,913
Urban and road drainage	\$254,650	\$1,558,000	\$5,250,000	\$350,000	\$350,000
Recreation, leisure and community					
facilities	\$187,380	\$790,000	\$3,163,000	\$420,000	\$1,045,000
Parks, open space and					
streetscapes	\$404,600	\$354,500	\$1,215,000	\$3,270,000	\$1,630,000
Other infrastructure	\$0	\$0	\$0	\$0	\$0
Total capital works	\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581
Represented by:					
New asset expenditure	\$2,086,777	\$1,051,100	\$846,201	\$1,263,835	\$1,632,483
Asset renewal expenditure	\$4,727,261	\$3,488,562	\$2,474,904	\$2,327,273	\$2,451,617
Asset expansion expenditure	\$7,048,293	\$4,469,008	\$5,815,000	\$2,920,000	\$2,130,000
Asset upgrade expenditure	\$3,830,253	\$355,500	\$5,548,783	\$2,812,305	\$3,769,481
Total capital works expenditure	\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581

	Forecast Actual	0			
	2016/17	2017/18	2018/19	2019/20	2020/21
Expenditure type					
Labour	\$269,940	\$316,989	\$273,461	\$267,294	\$269,751
Oncost	\$190,995	\$183,966	\$144,400	\$141,155	\$142,449
Plant	\$585,619	\$639,733	\$577,317	\$561,064	\$564,845
Creditors	\$6,765,690	\$4,231,651	\$4,576,604	\$3,406,205	\$4,300,556
Contractors	\$9,880,340	\$3,991,831	\$9,113,106	\$4,947,695	\$4,705,980
Total capital works expenditure	\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581

# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.6 STATEMENT OF HUMAN RESOURCES FOR THE FOUR YEARS ENDED 30 JUNE 2021

	Forecast		Strategic Resource Plan			
	Actual	Budget	Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	
Staff expenditure						
Employee labour - operating	\$9,942,345	\$10,492,404	\$10,861,968	\$11,319,839	\$11,780,632	
Employee labour - capital	\$269,940	\$316,989	\$273,461	\$267,294	\$269,751	
Total staff expenditure*	\$10,212,285	\$10,809,393	\$11,135,429	\$11,587,133	\$12,050,383	
Staff numbers EFT**	EFT	EFT	EFT	EFT	EFT	
Employees	135.09	135.09	135.09	135.09	135.09	
Total staff numbers EFT	135.09	135.09	135.09	135.09	135.09	

* Excludes employee oncost

** Equivalent Full Time

A summary of human resources expenditure categories according to the organisation structure of Council is included below:

Department	Budget 2017/18	Permanent Full Time	Permanent Part Time
Staff cost			
Economic development and			
tourism	\$569,861	\$331,298	\$238,563
Leadership	\$367,876	\$272,262	\$95,614
Works and infrastructure	\$3,024,421	\$3,024,421	\$0
Good management	\$2,794,073	\$2,010,192	\$783,881
Environment	\$342,799	\$251,634	\$91,165
Community services and recreation	\$3,393,374	\$1,240,596	\$2,152,778
Total permanent staff			
expenditure	\$10,492,404	\$7,130,403	\$3,362,001
Casuals and other expenditure	\$0		
Capitalised labour costs	\$316,989		
Total expenditure	\$10,809,393		

A summary of the number of equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget 2017/18		Permanent Part Time
Staff EFT			
Economic development and tourism	5.63	3.00	2.63
Leadership	4.23	3.00	1.23
Works and infrastructure	42.00	42.00	0.00
Good management	28.95	19.00	9.95
Environment	4.26	3.00	1.26
Community services and recreation	45.02	15.00	30.02
Total permanent staff EFT	130.09	85.00	45.09
Casuals and other	0.00		
Capitalised labour	5.00		
Total EFT	135.09		

# **3 BUDGETED FINANCIAL STATEMENTS (Continued)**

# 3.7 STATEMENT OF RESERVES FOR THE FOUR YEARS ENDED 30 JUNE 2021

	Forecast		Strat	egic Resource P	lan
	Actual	Budget	Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
Discretionary					
Land and buildings reserve	\$283,400	\$618,400	\$653,400	\$653,400	\$203,400
Professional development reserve	\$27,919	\$35,919	\$43,919	\$51,919	\$59,919
Unspent grants reserve	\$0	\$0	\$0	\$0	\$0
Capital expenditure reserve	\$0	\$0	\$0	\$0	\$0
Rates reserve	\$0	\$0	\$0	\$0	\$0
Information technology reserve	\$1,113,000	\$955,000	\$1,014,000	\$1,073,000	\$1,132,000
Valuations reserve	\$202,914	\$57,914	\$19,914	\$114,914	\$76,914
Units reserve	\$72,955	\$80,682	\$88,195	\$95,472	\$102,491
Economic development reserve	\$178,180	\$118,180	\$203,180	\$288,180	\$233,180
Skinner's flat reserve	\$12,908	\$12,908	\$12,908	\$12,908	\$12,908
Community planning reserve	\$0	\$0	\$0	\$0	\$0
Plant replacement reserve	\$610,518	\$912,078	\$1,234,888	\$1,270,109	\$1,020,856
Fleet replacement reserve	\$513,120	\$543,126	\$558,132	\$582,276	\$672,382
GSP restoration reserve	\$786,698	\$507,607	\$989,676	\$1,071,159	\$1,154,215
Urban drainage reserve	\$316,127	\$108,127	\$108,127	\$108,127	\$108,127
Landfill rehabilitation reserve	\$274,047	\$308,417	\$375,657	\$375,657	\$409,277
Lake Boort water reserve	\$17,815	\$17,815	\$17,815	\$17,815	\$17,815
Reserves improvement reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Caravan park development reserve	\$246,567	\$15,823	\$15,242	\$14,759	\$14,310
Superannuation liability reserve	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Unspent contributions reserve	\$0	\$0	\$0	\$0	\$0
War memorial reserve	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Heritage loan scheme reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Major projects reserve	\$44,796	\$44,796	\$44,796	\$44,796	\$44,796
Unsightly premises enforcement					
provision reserve	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Swimming pool major projects					
reserve	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Total discretionary reserves	\$6,053,964	\$5,739,792	\$6,782,849	\$7,177,491	\$6,665,590

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# COUNCIL

LODDON SHURE BUDGET FOR THE YEAR ENDED 30 JUNE 2018

# 4 FINANCIAL PERFORMANCE INDICATORS

			Actual	Forecast Actual	Budget	Strategic Resource Plan Projections		Trend	
Indicator	Measure	Notes	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	+/0/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue								
		1	-37.73%	-3.17%	-14.17%	-2.08%	-36.11%	-15.65%	+/-
Liquidity	•								
Working capital	Current assets / Current liabilities	2	641.06%	428.15%	384.10%	290.30%	217.52%	85.73%	-
Unrestricted cash	Unrestricted cash / Current liabilities		281.60%	88.78%	39.44%	-114.52%	-217.46%	-344.01%	-
Obligations	•								
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		1.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0
Indebtedness	Non-current liabilities / Own source revenue		17.58%	19.25%	21.50%	23.84%	25.69%	27.55%	0
Asset renewal	Asset renewal expenses / Asset depreciation	4	24.12%	53.98%	38.86%	26.90%	24.68%	25.36%	0
Stability	•								
Rates concentration	Rates revenue / Adjusted underlying revenue	5	50.58%	35.36%	41.40%	37.85%	50.22%	41.93%	0
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.56%	0.58%	0.60%	0.60%	0.61%	0.62%	0
Efficiency	•								
Expenditure level	Total expenses / No. of property assessments		\$3,442	\$3,824	\$3,709	\$3,673	\$3,772	\$3,923	0
Revenue level	Residential rate revenue / No. of residential property assessments		\$941	\$937	\$960	\$972	\$993	\$1,015	0
Workforce turnover	No. of permanent staff resignations and terminations / Average no. of permanent staff for the financial year		12.75%	7.40%	7.40%	7.40%	7.40%	7.40%	0

# **4 FINANCIAL PERFORMANCE INDICATORS (Continued)**

#### Key to forecast trend:

+ Forecasts improvement in Council's financial performance / financial position indicator

O Forecasts that Council's financial performance / financial position indicator will be steady

- Forecasts deterioration in Council's financial performance / financial position indicator

#### Notes to indicators

1 Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Working capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in future years as cash and cash equivalents decrease.

3 Debt compared to rates - Council has repaid its final loan liability in 2015/16.

4 Asset renewal - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates that Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 Rates concentration - Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

## **5 OTHER BUDGET INFORMATION**

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

### 5.1 Grants - operating (\$0.52 million decrease)

Operating Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall the level of operating grants is projected to decrease by 0.5% or \$0.52 million in 2017/18. Significant grant funding sources are summarised below:

	Forecast	Budget	
Operating grants	2016/17	2017/18	Variance
Recurrent - Commonwealth Government			
Victorian Grants Commission - local roads	\$3,442,288	\$3,511,134	\$68,846
Victorian Grants Commission - general	\$4,519,524	\$4,609,914	\$90,390
Recurrent - State Government			
Tourism promotion	\$19,000	\$0	(\$19,000)
School crossings	\$9,414	\$9,602	\$188
Drum Muster	\$6,393	\$5,000	(\$1,393)
Fire Services Property Levy	\$40,421	\$41,229	\$808
HACC services	\$809,474	\$821,913	\$12,439
Maternal and child health	\$133,701	\$133,700	(\$1)
Weed and pest management	\$50,000	\$50,000	\$0
Fire protection	\$0	\$5,980	\$5,980
Pre-schools	\$435,412	\$518,703	\$83,291
Senior citizens	\$48,823	\$49,748	\$925
Tobacco reform	\$3,465	\$4,392	\$927
Youth initiatives	\$53,000	\$53,000	\$0
Total recurrent grants	\$9,570,915	\$9,814,316	\$243,401
Non-recurrent State Government			
Strategies and plans	\$0	\$30,000	\$30,000
Pre-schools	\$52,126	\$0	(\$52,126)
Streetscapes	\$12,000	\$0	(\$12,000)
Flood prevention	\$29,750	\$0	(\$29,750)
Flood recovery	\$0	\$46,989	\$46,989
Staff training	\$1,200	\$0	(\$1,200)
Planning development	\$28,250	\$0	(\$28,250)
Weed and pest management	\$40,000	\$0	(\$40,000)
Heritage	\$13,358	\$0	(\$13,358)
Recreation	\$173,679	\$0	(\$173,679)
Youth initiatives	\$22,500	\$0	(\$22,500)
Total non-recurrent grants	\$372,863	\$76,989	(\$295,874)
Total operating grants	\$9,943,778	\$9,891,305	(\$52,473)

## **5 OTHER BUDGET INFORMATION (Continued)**

### 5.2 Grants - capital (\$2.85 million decrease)

Capital Grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Capital grants are projected to decrease by 86.6% or \$2.85 million in 2017/18. Significant grant funding sources are summarised below:

	Forecast	Budget	
Grant funding types	2016/17	2017/18	Variance
Recurrent - Commonwealth Government			
Roads to Recovery	\$5,099,198	\$1,763,197	(\$3,336,001)
Recurrent - State Government			
Nil	\$0	\$0	\$0
Total - recurrent capital grants	\$5,099,198	\$1,763,197	(\$3,336,001)
Non-recurrent - Commonwealth Government			
Nil	\$0	\$0	\$0
Non-recurrent - State Government			
Rivers and foreshores	\$120,000	\$0	(\$120,000)
Tip and landfill works	\$140,000	\$0	(\$140,000)
Community centres	\$100,000	\$0	(\$100,000)
Flood prevention	\$0	\$833,333	\$833,333
Caravan parks	\$0	\$500,000	\$500,000
Swimming pools	\$8,538	\$200,000	\$191,462
Recreation	\$132,740	\$0	(\$132,740)
Streetscape projects	\$550,000	\$0	(\$550,000)
Total - non-recurrent capital grants	\$1,051,278	\$1,533,333	\$482,055
Total - capital grants	\$6,150,476	\$3,296,530	(\$2,853,946)

The major decreases relates to \$3.34 million for a one off increase in the Roads to Recovery program in 2016/17.

### 5.3 Statement of borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast	Budget
Borrowings	2016/17	2017/18
Total amount borrowed as at 30 June of the prior year	\$131,145	\$0
Total amount to be borrowed	\$0	\$0
Total amount projected to be redeemed	(\$131,145)	\$0
Total amount proposed to be borrowed as at 30 June	\$0	\$0

## 6 DETAILED LIST OF CAPITAL WORKS

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

The capital works projects are grouped by class and include the following:

- new works for 2017/18

- works carried forward from the 2016/17 year.

### 6.1 New works by asset expenditure type

			Asset expen	diture types	
Capital works area	Project cost	New	Renewal	Upgrade	Expansion
Property					
Land	\$0	\$0	\$0	\$0	\$0
Land improvements	\$0	\$0	\$0	\$0	\$0
Total land	\$0	\$0	\$0	\$0	\$0
Buildings	\$30,000	\$0	\$0	\$30,000	\$0
Building improvements	\$763,500	\$0	\$763,500	\$0	\$0
Total buildings	\$793,500	\$0	\$763,500	\$30,000	\$0
Total property	\$793,500	\$0	\$763,500	\$30,000	\$0
Plant and equipment					
Plant, machinery and equipment	\$844,100	\$844,100	\$0	\$0	\$0
Computers and					
telecommunications	\$317,363	\$2,000	\$90,000	\$225,363	\$0
Fixtures fittings and furniture	\$0	\$0	\$0	\$0	\$0
Total plant and equipment	\$1,161,463	\$846,100	\$90,000	\$225,363	\$0
Infrastructure					
Roads	\$3,516,452	\$0	\$1,930,807	\$1,585,645	\$0
Bridges	\$251,000	\$0	\$251,000	\$0	\$0
Footpaths	\$293,755	\$0	\$293,755	\$0	\$0
Drainage	\$1,558,000	\$0	\$0	\$1,558,000	\$0
Recreation leisure and					
community facilities	\$790,000	\$40,000	\$0	\$750,000	\$0
Parks, open space and					
streetscapes	\$354,500	\$0	\$104,500	\$250,000	\$0
Other infrastructure	\$0	\$0	\$0	\$0	\$0
Total infrastructure	\$6,763,707	\$40,000	\$2,580,062	\$4,143,645	\$0
Total new works	\$8,718,670	\$886,100	\$3,433,562	\$4,399,008	\$0

Item 8.9- Attachment 1

# 6 DETAILED LIST OF CAPITAL WORKS (Continued)

### 6.2 New works by funding source

			Funding	sources	
Capital works area	Project cost	Grants	Reserves	Council funded	Sale of assets
Property					
Land	\$0	\$0	\$0	\$0	\$0
Land improvements	\$0	\$0	\$0	\$0	\$0
Total land	\$0	\$0	\$0	\$0	\$0
Buildings	\$30,000	\$0	\$0	\$30,000	\$0
Building improvements	\$763,500	\$0	\$0	\$763,500	\$0
Total buildings	\$793,500	\$0	\$0	\$793,500	\$0
Total property	\$793,500	\$0	\$0	\$793,500	\$0
Plant and equipment					
Plant, machinery and equipment	\$844,100	\$0	\$668,434	\$20,000	\$155,666
Computers and					
telecommunications	\$317,363	\$0	\$312,000	\$5,363	\$0
Fixtures fittings and furniture	\$0	\$0	\$0	\$0	\$0
Total plant and equipment	\$1,161,463	\$0	\$980,434	\$25,363	\$155,666
Infrastructure					
Roads	\$3,516,452	\$1,611,197	\$0	\$1,905,255	\$0
Bridges	\$251,000	\$152,000	\$0	\$99,000	\$0
Footpaths	\$293,755	\$0	\$0	\$293,755	\$0
Drainage	\$1,558,000	\$833,333	\$308,000	\$416,667	\$0
Recreation leisure and					
community facilities	\$790,000	\$500,000	\$290,000	\$0	\$0
Parks, open space and					
streetscapes	\$354,500	\$0	\$0	\$354,500	\$0
Other infrastructure	\$0	\$0	\$0	\$0	\$0
Total infrastructure	\$6,763,707	\$3,096,530	\$598,000	\$3,069,177	\$0
Total new works	\$8,718,670	\$3,096,530	\$1,578,434	\$3,888,040	\$155,666

# 6 DETAILED LIST OF CAPITAL WORKS (Continued)

### 6.3 Works carried forward from the 2016/17 year by asset expenditure type

			Asset expend	diture types	
Capital works area	Project cost	New	Renewal	Upgrade	Expansion
Property					
Land	\$0	\$0	\$0	\$0	\$0
Land improvements	\$45,000	\$5,000	\$40,000	\$0	\$0
Total land	\$45,000	\$5,000	\$40,000	\$0	\$0
Buildings	\$41,500	\$0	\$0	\$0	\$41,500
Building improvements	\$225,000	\$160,000	\$15,000	\$50,000	\$0
Total buildings	\$266,500	\$160,000	\$15,000	\$50,000	\$41,500
Total property	\$311,500	\$165,000	\$55,000	\$50,000	\$41,500
Plant and equipment					
Plant, machinery and equipment	\$0	\$0	\$0	\$0	\$0
Computers and					
telecommunications	\$0	\$0	\$0	\$0	\$0
Fixtures fittings and furniture	\$0	\$0	\$0	\$0	\$0
Total plant and equipment	\$0	\$0	\$0	\$0	\$0
Infrastructure					
Roads	\$0	\$0	\$0	\$0	\$0
Bridges	\$0	\$0	\$0	\$0	\$0
Footpaths	\$0	\$0	\$0	\$0	\$0
Drainage	\$0	\$0	\$0	\$0	\$0
Recreation leisure and					
community facilities	\$334,000	\$0	\$0	\$20,000	\$314,000
Parks, open space and					
streetscapes	\$0	\$0	\$0	\$0	\$0
Other infrastructure	\$0	\$0	\$0	\$0	\$0
Total infrastructure	\$334,000	\$0	\$0	\$20,000	\$314,000
Total carried forward works	\$645,500	\$165,000	\$55,000	\$70,000	\$355,500

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# 6 DETAILED LIST OF CAPITAL WORKS (Continued)

### 6.3 Works carried forward from the 2016/17 year by funding source

			Funding	sources	
Capital works area	Project cost	Grants	Reserves	Council funded	Sale of assets
Property					
Land	\$0	\$0	\$0	\$0	\$0
Land improvements	\$45,000	\$0	\$40,000	\$5,000	\$0
Total land	\$45,000	\$0	\$40,000	\$5,000	\$0
Buildings	\$41,500	\$0	\$41,500	\$0	\$0
Building improvements	\$225,000	\$0	\$210,000	\$15,000	\$0
Total buildings	\$266,500	\$0	\$251,500	\$15,000	\$0
Total property	\$311,500	\$0	\$291,500	\$20,000	\$0
Plant and equipment					
Plant, machinery and equipment	\$0	\$0	\$0	\$0	\$0
Computers and					
telecommunications	\$0	\$0	\$0	\$0	\$0
Fixtures fittings and furniture	\$0	\$0	\$0	\$0	\$0
Total plant and equipment	\$0	\$0	\$0	\$0	\$0
Infrastructure					
Roads	\$0	\$0	\$0	\$0	\$0
Bridges	\$0	\$0	\$0	\$0	\$0
Footpaths	\$0	\$0	\$0	\$0	\$0
Drainage	\$0	\$0	\$0	\$0	\$0
Recreation leisure and					
community facilities	\$334,000	\$200,000	\$15,000	\$119,000	\$0
Parks, open space and					
streetscapes	\$0	\$0	\$0	\$0	\$0
Other infrastructure	\$0	\$0	\$0	\$0	\$0
Total infrastructure	\$334,000	\$200,000	\$15,000	\$119,000	\$0
Total carried forward works	\$645,500	\$200,000	\$306,500	\$139,000	\$0

## 7 RATES AND CHARGES

This section presents information about rates and charges which the Act and the Regulations require to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for 39.0% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

In order to achieve Council's objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap. The kerbside and recycling collection charges will increase by 10.0% due to increases in the cost of landfill operations and the continuation of Council's decision for this activity to remain cost neutral. This will raise total rates and charges for 2017/18 of \$10.41 million.

7.1.1 The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

	2016/17	2017/18	
Type or class of land	cents/\$CIV	cents/\$CIV	Change
General	0.4892	0.4977	1.7%
Rural	0.4355	0.4431	1.7%

7.1.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

	2016/17	2017/18	
Type or class of land	\$	\$	Change
General	2,491,942	2,558,205	2.7%
Rural	5,307,433	5,408,554	1.9%
Total amount to be raised by rates	7,799,375	7,966,759	2.1%

7.1.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

	2016/17	2017/18	
Type or class of land	number	number	Change
General	4,146	4,167	0.5%
Rural	3,563	3,570	
Total number of assessments	7,709	7,737	0.4%

7.1.4 The basis of valuation

Basis of valuation is the Capital Improved Value (CIV).

# 7 RATES AND CHARGES (Continued)

7.1.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

	2016/17	2017/18	
Type or class of land	\$	\$	Change
General	509,344,700	514,019,000	0.9%
Rural	1,218,750,500	1,220,740,500	0.2%
Total value of land	1,728,095,200	1,734,759,500	0.4%

7.1.6 The municipal charge under Section 159 of the Act compared with the previous financial year

Time of charge	Per rateable property 2016/17	property	
Type of charge	Φ	Φ	Change
Municipal	203	207	2.0%

7.1.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of charge	2016/17 \$	2017/18 \$	Change
Municipal	1,132,537	1,160,028	2.4%

7.1.8 The rate or unit amount to be levied for each type or service rate or charge under Section 162 of the Act compared with the previous financial year

Type of charge	Per rateable property 2016/17 \$	Per rateable	
Garbage collection 140 litre	236	260	10.2%
Garbage collection 240 litre	320	352	10.0%
Kerbside recycling 240 litre	89	98	10.1%
Total	645	710	10.1%

7.1.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

	2016/17	2017/18	
Type of charge	\$	\$	Change
Garbage charge	851,652	943,252	10.8%
Kerbside recycling charge	299,752	336,826	12.4%
Total	1,151,404	1,280,078	11.2%

7.1.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2016/17 \$	2017/18 \$	Change
General rates	7,799,375	7,966,759	2.1%
Municipal charge	1,132,537	1,160,028	2.4%
Garbage and kerbside recycling charge	1,151,404	1,280,078	11.2%
Total rates and charges	10,083,316	10,406,865	3.2%

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# 7 RATES AND CHARGES (Continued)

7.1.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- the making of supplementary valuations
- the variation of returned levels of value (e.g. valuation objections)
- changes in use of land such that rateable land becomes non-rateable land and visa versa
- changes in use of land such that general rateable land becomes rural rateable land and vice versa.

### 7.2 Differential rates

#### 7.2.1 Rates to be levied

The existing rating structure comprises one differential rate (rural properties) and a rate for general properties (residential and commercial). These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Local Government Act.

The rate and amount of rates payable in relation to land in each category of differential are:

- a general rate of 0.4977 cents in the dollar of CIV for all rateable general properties
- a rural rate of 0.4431 cents in the dollar of CIV for all rateable rural properties.

Each differential rate will be determined by multiplying the Capital Improved Value of the rateable land by the relevant cents in the dollar indicated above.

Council's rating strategy since 2002/03 was targeted at a rate distribution of 70:30 for Rural (70) and Urban (30) properties. From 2014/15 Council has defined a differential rate split of 11%, with rural rates having a rate in the dollar of 89% of the general rate. Council considers this as a fair allocation of rates across property types.

Under the Cultural and Recreation Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Local Government Act 1989. Council has exempted all rateable recreation land from the payment of rates.

### 7.3 Fair Go Rates system compliance

Council is full compliant with the State Government's Fair Go Rates System.

Base average rates (2016/17)	\$ 1,156.50
Maximum rate increase (as set by the State Government)	2.00%
Capped average rates (2017/18)	\$ 1,179.63
Maximum general rates and municipal charges revenue	\$ 9,126,787
Budgeted general rates and municipal charges revenue	9,126,787

### **BUDGET ANALYSIS**

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

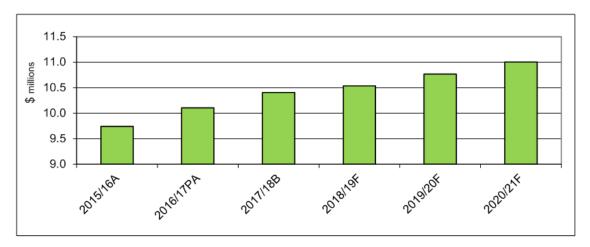
This section includes the following analysis and information:

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

## **8 SUMMARY OF FINANCIAL POSITION**

Council has prepared a budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of Council.

The graphs presented below show trends over a number of financial years. The years are marked with letters to indicate actual results (A), projected actuals for the current year (PA), budgets (B) and strategic resource plan estimates (F).

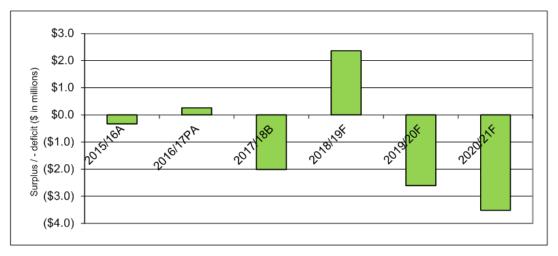


### 8.1 Total rates and charges

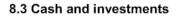
It is proposed that general rates increase by 2.0% for the 2017/18 year, raising total rates by \$0.29 million. This will result in an increase in total revenue from rates and service charges of 3.2%, due to an increase in garbage and kerbside recycling clients and rates. This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2016/17 year was 2.5%). Refer to Sections 7 and 10 for more information.

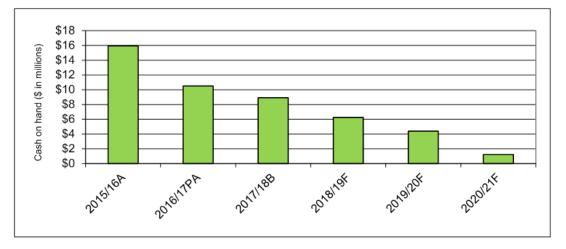
## 8 SUMMARY OF FINANCIAL POSITION (Continued)

### 8.2 Operating result



The expected operating result for the 2017/18 year is a **deficit** of \$2.01 million compared to a surplus of \$0.26 million in 2016/17. The change in operating result is due mainly to capital projects where works are not yet complete but grants have been received in advance.

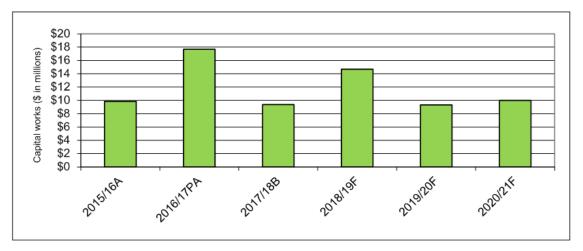




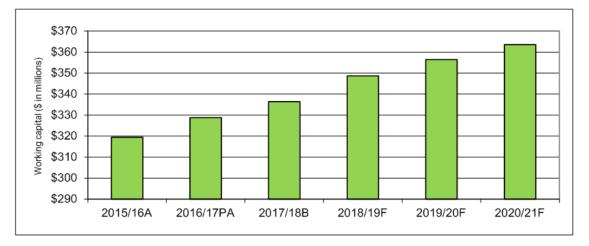
Cash and investments is expected to decrease by \$1.59million during the year to \$8.92 million as at June 2018. This is due mainly to the carried forward component of the 2016/17 capital works program and a number of major building projects. Refer also to Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

### 8 SUMMARY OF FINANCIAL POSITION (Continued)

### 8.4 Capital works



The capital works program for the 2016/17 year is projected to be \$17.69 million while the capital works program for 2017/18 is expected to be \$9.36 million. Both the 2016/17 and 2017/18 years include capital works carried forward from the year before. In 2017/18, of the capital funding required, \$3.89 million will come from Council operations, \$3.1 million from external grants and contributions, \$0.16 million from the sale of assets, and the balance of \$2.22 million from reserves.

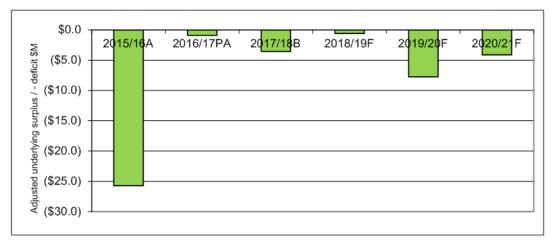


### 8.5 Financial position

Net assets (the net worth of Council) is expected to increase by \$8.75 million to \$336 million during the 2017/18 financial year. Net current assets (current assets less current liabilities, otherwise known as working capital) is expected to decrease by \$7.22 million to \$1.53 million. Net current assets outlines Council's ability to meet its commitments in the short term.

### 8 SUMMARY OF FINANCIAL POSITION (Continued)

### 8.6 Financial sustainability



The underlying surplus/(deficit) is calculated by deducting capital grants and contributions and the net gain or loss on disposal of assets from the operating surplus/(deficit). By taking these items from the operating surplus/(deficit) those items which recur normally every year are isolated from those items which can occur in some years and not others.

Council's underlying deficit is budgeted to be \$3.56 million in 2017/18.

### 9 BUDGET INFLUENCES

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

### 9.1 Snapshot of Loddon Shire Council

Loddon Shire Council is located in Central Victoria approximately 40 minutes drive from the regional centre of Bendigo. The municipality covers an area of 6,700 square kilometres making it the seventh largest local government area in Victoria. The Council operates its main administrative office in the township of Wedderburn and conducts Council Meetings from its Community Services Office in Serpentine. The Council also provides Maternal and Child Health, Waste Management, Road Maintenance and Home Care services throughout the municipality in the townships of Pyramid Hill, Boort, Inglewood, Tarnagulla, Bridgewater, Newbridge and Mitiamo.

### Population

The municipality services a population of approximately 7,283 residents (estimated resident population 2015). Loddon is a rural municipality which is made up of fifteen small rural communities. Unlike many other local government areas, Loddon does not have a regional centre. Census data indicates that Loddon's population is ageing and has also been in steady decline in the past, although this decline is now slowing.

#### Ageing population

After the 2011 census was completed, an analysis was undertaken to assist in the development of the Loddon Aged and Disability Strategy Plan. The document highlights the following items:

1) People aged 50 and over account for 50.3% of Loddon's total population

2) This is expected to increase to 51.3% in the year 2021

3) People aged 50 years and over increased from 39% of the population in 2001 to 50.3% in 2011

4) Of the total population aged over 50, 35% are aged 50-59, 32% are 60-69, 20% are 70-79, 12% are 80-89 and 2% are 90-99.

#### <u>Births</u>

Statistics provided by the Council's Maternal and Child Health service recorded 59 births in Loddon from 1 April 2016 to 31 March 2017. It is anticipated that this number will remain steady in 2017/18.

#### Workforce

The Council has a workforce of 216 employees equating to an Effective Full Time (EFT) workforce of 135.09. The workforce is divided into three major categories with staff operating under the administrative, works and community services departments.

# 9 BUDGET INFLUENCES (Continued)

### 9.2 External influences

In preparing the 2017/18 Budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the period. These include:

- Consumer Price Index (CPI) increases on goods and services of 1.4% through the year to the September quarter 2016 (ABS release 24 October 2016). State-wide CPI forecast to be 2.0% for the 2017/18 year (Victorian Budget Papers 2016/17)

- the removal of the "pausing" of any increase to Victorian Grants Commission funding for the Financial Assistance Grant and Local Roads Funding that existed in 2015/16 and 2016/17

- the continuation by the State Government of rate capping linked to inflation, commencing in the 2016/17 financial year

- ongoing commitment from the Federal Government to the Roads to Recovery Program

- cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real costs increases. Examples of services that are subject to Cost Shifting include school crossing supervision, library services and home and community care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all the Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels

- the Fire Services Property Levy will continue to be collected by Council on behalf of the State Government.

### 9.3 Internal influences

As well as external influences, there were also a number of internal influences arising from the 2016/17 year which have had a significant impact on the preparation of the 2017/18 Budget. These include:

- near completion of a restructure of the indoor management staff that have shown productivity improvements in service delivery in 2016/17 and should provide further improvements in 2017/18

- a 3.0% increase to salaries and wages effective the first pay period after 1 August 2017. Council's Enterprise Bargaining Agreement came into effect on 21 May 2014 and will expire during 2017/18 with a new EBA proposed prior to December 2017

- a 1.0% increase to salaries and wages is included, which relates to normal banding increases

- no loan repayments or further borrowings proposed in 2017/18

- funding for Community Planning with a \$50K allocation to each of the five wards, and \$500K for the strategic fund

- Council's decision to increase waste and recycling charges to 10% to ensure a full cost recovery of the service

- a considerable amount of work that has been undertaken in calculating historical costs over the past 5 years, and where appropriate, this indexation has been applied to the 2016/17 Budget.

# 9 BUDGET INFLUENCES (Continued)

### 9.4 Budget principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. Responsible Officers were then asked to present their budgets to the Management Executive Group prior to being approved for inclusion into the budget. The principles used to define this budget are as follows:

- existing fees and charges to be increase in line with CPI or market levels
- grants to be based on confirmed funding levels
- service levels to be maintained at the 2016/17 levels

- an ongoing commitment to the Community Planning process with an allocation of \$750K in addition to the provision of staff members to assist community planning groups to deliver these projects

- real savings in expenditure and increases in revenue identified in 2016/17 to be preserved

- new initiatives or employee proposals to be justified through the Project Management Framework.

### 9.5 Long term strategies

The Budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan (Section 14), Rating Information (Section 15) and Summary of Other Strategies (Section 16) including borrowings, discretionary reserves, infrastructure and service delivery.

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### **10 ANALYSIS OF OPERATING BUDGET**

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

### 10.1 Budgeted income statement

		Forecast	Budget	
Details	Ref	2016/17	2017/18	Variance
Total income	10.2	(\$29,742,074)	(\$26,684,944)	\$3,057,130
Total expenditure	10.3	\$29,481,049	\$28,697,467	(\$783,582)
Surplus (deficit) for the year		(\$261,025)	\$2,012,523	\$2,273,548
Grants - capital non-recurrent	5.1	(\$1,051,278)	(\$1,533,333)	(\$482,055)
Capital contributions	10.2.4	(\$115,331)	(\$15,000)	\$100,331
Adjusted underlying surplus (deficit	:)	(\$1,427,634)	\$464,190	\$1,891,824

10.1.1 Adjusted underlying surplus (\$1.89 million increase)

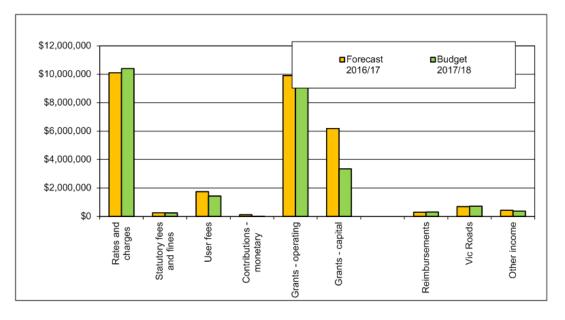
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The underlying result for the 2017/18 year is a surplus of \$0.46 million which is a increase of \$1.89 million from the 2016/17 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

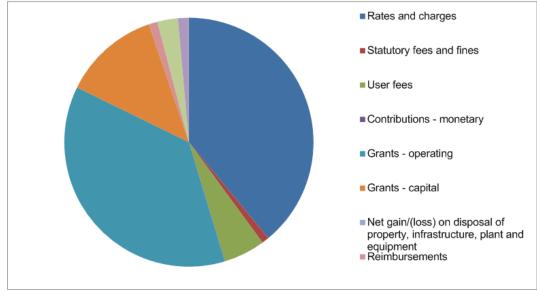
		Forecast	Budget	
Income types	Ref	2016/17	2017/18	Variance
Rates and charges	10.2.1	\$10,105,251	\$10,406,865	\$301,614
Statutory fees and fines	10.2.2	\$257,417	\$248,670	(\$8,747)
User fees	10.2.3	\$1,744,874	\$1,432,607	(\$312,267)
Contributions - monetary	10.2.4	\$115,331	\$15,000	(\$100,331)
Grants - operating	5.1.1	\$9,902,028	\$9,844,316	(\$57,712)
Grants - capital	5.1.2	\$6,192,226	\$3,343,519	(\$2,848,707)
Net gain/(loss) on disposal of				
property, infrastructure, plant and	10.05	<b>*</b> •	<b>*</b> •	<b>6</b> 0
equipment	10.2.5	\$0	\$0	\$0
Reimbursements	10.2.6	\$296,718	\$305,320	\$8,602
Vic Roads	10.2.7	\$700,063	\$710,647	\$10,584
Other income	10.2.8	\$428,166	\$378,000	(\$50,166)
Total income		\$29,742,074	\$26,684,944	(\$3,057,130)

#### 10.2 Income

# 10 ANALYSIS OF OPERATING BUDGET (Continued)

### 10.2 Income (continued)





10.2.1 Rates and charges (\$0.30 million increase)

It is proposed that income raised by all rates and charges be increased by 2.0% or \$0.30 million over the 2016/17 to \$10.41 million. This includes general rates, municipal charge, kerbside and recycling collection charges.

### 10 ANALYSIS OF OPERATING BUDGET (Continued)

### 10.2 Income (continued)

10.2.2 Statutory fees and fines (\$0.01 million decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include Public Health and Wellbeing Act 2008 registrations, Planning and Environment Act 1987 registrations, Building Act 1993 registrations, the Country Fire Authority Act 1958 registrations, and Domestic (Feral and Nuisance) Animals Act 1994 registrations. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by 3.5% or \$0.01 million compared to 2016/17.

10.2.3 User fees (\$0.31million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include home and community care services, caravan park fees, gravel pit fees and royalties, Loddon Discovery Tour fees, rental from Council owned properties, and private works. A detailed listing of statutory fees and Council charges is available on Council's web site and can also be inspected at Council's customer service centre. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels. Council has many varied sources of user charges.

User charges are projected to decrease by 21.8% or \$0.31 million from 2016/17. Due to a change in the operations of the home and community care packages, where now Council only receives funds for costs incurred, there is projected to be a reduction of \$230K in 2017/18. Other reductions include caravan park income of \$121K. Overall amongst other areas, Council plans to increase user charges for all areas by 2.0% in line with expected inflationary trends over the budget period to maintain parity between user charges and the costs of service delivery.

10.2.4 Contributions - monetary (\$0.01 million decrease)

Contributions relate to monies paid by community groups and external parties towards capital and recurrent related projects.

Contributions are budgeted to decrease slightly from 2016/17 to 2017/18.

10.2.5 Net gain/(loss) on disposal of property, infrastructure, plant and equipment (no change)

Net gain/(loss) on disposal of Council assets relates mainly to the planned cyclical replacement of part of the plant and vehicle fleet.

Although it is difficult to predict the result of these transactions, historically Council has made little or no profit on sale of plant, so no budget has been made in the 2017/18 year for a gain or loss on sale.

10.2.6 Reimbursements (\$0.009 million increase)

Reimbursements include diesel fuel rebates from the Taxation Office, insurance rebates, Workcover reimbursements, and training reimbursements. Reimbursements are projected to increase by \$9K to almost \$0.31 million in 2017/18.

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## 10 ANALYSIS OF OPERATING BUDGET (Continued)

### 10.2 Income (continued)

### 10.2.7 Vic Roads (\$0.011 million increase)

Council's contract with Vic Roads includes an "as of right" amount for routine maintenance works. Income from Vic Roads is projected to increase by 1.5% or \$11K in 2017/18 in line with expected CPI for this income source. This will be offset by an increase in expenditure in this area.

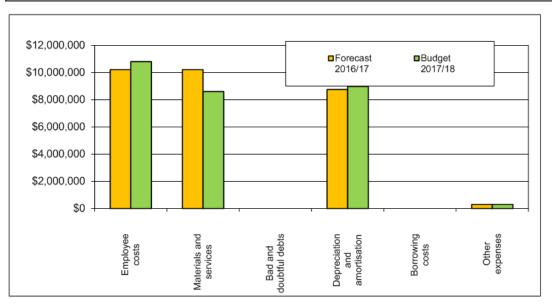
### 10.2.8 Other income (\$0.05 million decrease)

Other income relates to a range of items such as interest revenue on investments and rate arrears.

Other income is forecast to decrease by 13.3% or \$0.05 million compared to 2016/17. This is mainly due to a forecast reduction in Council's available cash reserves during 2017/18 to fund major infrastructure projects. Interest on unpaid rates is forecast to remain the same as 2016/17.

### 10.3 Expenses

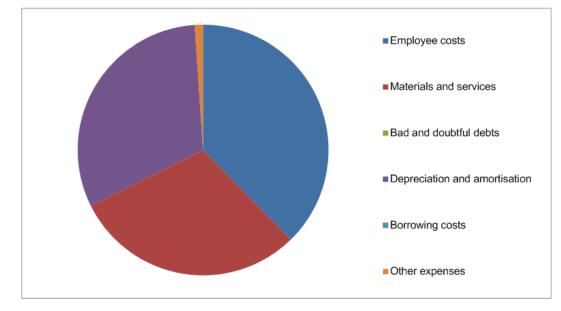
Expense types	Ref	Forecast 2016/17	Budget 2017/18	
Employee costs	10.3.1	\$10,212,285	\$10,809,393	\$597,108
Materials and services	10.3.2	\$10,212,014	\$8,606,761	(\$1,605,253)
Bad and doubtful debts	10.3.3	\$0	\$0	\$0
Depreciation and amortisation	10.3.4	\$8,757,634	\$8,976,575	\$218,941
Borrowing costs	10.3.5	\$0	\$0	\$0
Other expenses	10.3.6	\$299,116	\$304,738	\$5,622
Total expenses		\$29,481,049	\$28,697,467	(\$783,582)



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## 10 ANALYSIS OF OPERATING BUDGET (Continued)

### 10.3 Expenses (continued)



### 10.3.1 Employee costs (\$0.6 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employee superannuation, rostered days off, Workcover premium and Fringe Benefits Tax for all salaries and wages. Salaries and wages that relate to capital works are not included in operating expenditure but is included in the tables below for full transparency.

Employee costs are projected to increase by approximately 5.5% or \$597K from 2016/17 to 2017/18.

The impact on total operating salaries and wages in relation to the Enterprise Bargaining Agreement (EBA) and increase in banding have been built into the 2017/18 Budget including the expected EBA increase of 3.0%, effective August 2017. In 2016/17 there has been a continuation in Council's superannuation contribution of 9.5% in line with legislation.

A summary of the planned human resources expenditure categorised according to the organisational structure of Council is included below and includes both capital and operating components:

	Budget 2017/18		Permanent part
Department	\$	time	time
Economic development and tourism	\$569,861	\$331,298	\$238,563
Leadership	\$367,876	\$272,262	\$95,614
Works and infrastructure	\$3,341,410	\$3,341,410	\$0
Good management	\$2,794,073	\$2,010,192	\$783,881
Environment	\$342,799	\$251,634	\$91,165
Community services and recreation	\$3,393,374	\$1,240,596	\$2,152,778
Total	\$10,809,393	\$7,447,392	\$3,362,001

## 10 ANALYSIS OF OPERATING BUDGET (Continued)

### 10.3 Expenses (continued)

### 10.3.1 Employee costs (continued)

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

	Budget	Permanent full	Permanent part
Department	FTE	time	time
Economic development and tourism	5.63	3.00	2.63
Leadership	4.23	3.00	1.23
Works and infrastructure	47.00	47.00	0.00
Good management	28.95	19.00	9.95
Environment	4.26	3.00	1.26
Community services and recreation	45.02	15.00	30.02
Total	135.09	90.00	45.09

10.3.2 Materials, services and contracts (\$1.61 million decrease)

Materials, services and contracts include the purchase of consumables, payments to contractors for the provision of services and utility costs. Materials, services and contracts are forecast to decrease by 18.7% or \$1.61 million compared to 2016/17. They relate to operating expenditure only, and do not include the purchase of goods, services, or consumables, or payments to contractors for capital works projects.

The decrease is largely due reductions in the carry over amounts for packaged care services of \$304K, reduction in spending for the weed and pest program of \$194K and completion of the Serpentine Pavilion works of \$1.0M. Projected increases are expected in the gravel and sand pit crushing works of \$369K and introduction of a urban drainage strategy of \$150K.

10.3.3 Bad and doubtful debts (\$ nil movement)

Bad and doubtful debts is projected to have no movement from 2016/17 to 2017/18.

10.3.4 Depreciation and amortisation (\$0.22 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of 2.44% or \$0.22 million for 2017/18 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2017/18 program. Refer to Section 6 for a more detailed analysis of Council's capital works program for the 2017/18 year.

10.3.5 Borrowing costs (no movement)

Council currently has no borrowings and has not included borrowings in the 2017/18 Budget.

10.3.6 Other expenses (\$0.01 million increase)

Other expenses include councillors' costs, auditors' remuneration and other minor expenses.

Other expenses are forecast to increase by 1.8% or \$0.01 million compared to 2016/17.

### 11 ANALYSIS OF BUDGETED CASH POSITION

This section of the report analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities include repayment of the principle component of loan repayments for the year.

#### Variance Forecast actual Budget Ref 2016/17 2017/18 Cash flows from operating activities 11.1.1 Receipts Rates and charges \$10,209,775 \$10,447,938 \$238,163 Statutory fees and fines (\$156,976) \$416,673 \$259,697 \$1,488,494 User fees \$1,704,165 (\$215,671) Grants - operating (\$107,355) \$10,148,557 \$10,041,202 Grants - capital \$6,723,111 \$3,410,389 (\$3,312,722) Contributions - monetary \$117,638 \$15,300 (\$102,338) \$497,078 \$378,000 (\$119,078) Interest received Trust funds and deposits \$0 \$0 \$1,153,419 \$1,036,285 (\$117, 134)Other receipts Net GST refund / payment (\$128,775) (\$116,670) \$12,105 \$26,960,635 Operating receipts \$30,841,641 (\$3,881,006) Payments Employee costs (\$10,165,275) (\$10,619,581) (\$454,306) \$1,425,771 Materials and services (including GST) (\$8,827,383) (\$10,253,154) Trust funds and deposits repaid \$693 (\$13,855) (\$13,162) Other payments (\$299.662) (\$304.738) (\$5.076) (\$20,731,946)Operating payments (\$19,764,864)\$967,082 Net cash provided by operating activities \$10.109.695 \$7.195.771 (\$2,913,924)Cash flows from investing activities 11.1.2 Payments for property, infrastructure, plant and (\$8,873,504) \$8,494,583 equipment (\$17,368,087) Proceeds from sales of property, infrastructure, plant and equipment \$0 \$0 Decrease in term deposits \$1,750,000 \$0 (\$1,750,000)0 Proceeds from sale of investments 0 \$6,000 6000 Loans and advances made Repayment of loans and advances \$69,000 \$79,000 \$10,000 Net cash provided by/(used in) investing activities (\$15,543,087) (\$8,788,504) \$6,754,583

### 11.1 Budgeted cash flow statement

\$0

\$0

\$0

\$0

# 11 ANALYSIS OF BUDGETED CASH POSITION (Continued)

### 11.1 Budgeted cash flow statement (continued)

	Ref	Forecast actual 2016/17	Budget 2017/18	
Cash flows from financing activities	11.1.3			
Proceeds from borrowing		\$0	\$0	\$0
Repayment of borrowings		\$0	\$0	\$0
Interest expense		\$0	\$0	\$0
Net cash provided by / (used in) financing				
activities		\$0	\$0	\$0
Net increase / (decrease) in cash and cash equivalents		(\$5,433,392)	(\$1,592,733)	\$3,840,659
Cash and cash equivalents at the beginning of the				
year		\$15,950,711	\$10,517,319	(\$5,433,392)
Cash and cash equivalents at the end of the year		\$10,517,319	\$8,924,586	(\$1,592,733)

11.1.1 Operating activities (\$2.93 million decrease)

The decrease in cash flows from operating activities is due mainly to a \$3.31 million decrease in operating grants which is partially offset by a \$0.24 million increase in rates and charges, which is in line with the increase in rates of 2.0% and garbage related charges of 10.0%.

### 11.1.2 Investing activities (\$6.75 million decrease)

The large decrease in payments for investing activities represents a decrease in capital works expenditure disclosed in Section 10 of this budget report. Term deposits are also expected to decrease by \$1.75 million.

### 11.1.3 Financing activities (\$0.0 movement)

Council's borrowings were fully extinguished in the 2015/16 financial year. No new are borrowings are budgeted in 2017/18.

11.1.4 Cash and cash equivalents at the end of the year (\$1.59 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.59 million to \$8.92 million as at 30 June 2018, although the cash position will be determined by a number of factors including collection of outstanding amounts during the year, payment cycle for Council's creditors and movement in trust funds.

## 11 ANALYSIS OF BUDGETED CASH POSITION (Continued)

### 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have unrestricted cash and investments of \$1.03 million, which has been restricted as shown in the following table.

Total cash and investments	Ref	Forecast actual 2016/17 <b>\$10,517,319</b>	2017/18	Variance
Intended allocation assets				
Long service leave	11.2.1	(\$1,831,723)	(\$1,931,723)	(\$100,000)
Discretionary reserves	11.2.2	(\$6,053,964)	(\$5,739,792)	\$314,172
Restricted allocation assets				
Trust funds and deposits		(\$263,239)	(\$250,077)	\$13,162
Unrestricted cash adjusted for discretionary				
reserves	11.2.3	\$2,368,393	\$1,002,994	(\$1,365,399)

11.2.1 Long service leave (\$0.1 million increase)

Council has continued to treat funds set aside for employees long service leave as restricted cash. The increase in the variance is due to increased years of service by employees and increases in wage rates through the enterprise bargaining agreement.

### 11.2.2 Discretionary reserves (\$0.31 million decrease)

These funds are shown as a discretionary reserve as, although not restricted by a statutory purpose, Council has made decision regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

### 11.2.3 Unrestricted cash and investments (\$1.37 million decrease)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

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## **12 ANALYSIS OF CAPITAL BUDGET**

This section analyses the planned capital works expenditure budget for the 2017/18 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

### 12.1 Capital works expenditure

		Forecast actual 2016/17	Budget 2017/18	
Capital works area	Ref	\$	\$	\$
Works carried forward	12.1.1			
Property				
Land		\$0	\$0	\$0
Land improvements		\$95,630	\$45,000	(\$50,630)
Total land		\$95,630	\$45,000	(\$50,630)
Buildings		\$635,750	\$41,500	(\$594,250)
Building improvements		\$75,000	\$225,000	\$150,000
Total buildings		\$710,750	\$266,500	(\$444,250)
Total property		\$806,380	\$311,500	(\$494,880)
Plant and equipment				
Plant, machinery and equipment		\$0	\$0	\$0
Computers and telecommunications		\$0	\$0	\$0
Fixtures fittings and furniture		\$0	\$0	\$0
Total plant and equipment		\$0	\$0	\$0
Infrastructure				
Roads		\$940,205	\$0	(\$940,205)
Bridges		\$0	\$0	\$0
Footpaths		\$302,079	\$0	(\$302,079)
Drainage		\$426,961	\$0	(\$426,961)
Recreation leisure and community facilities		\$785,056	\$334,000	(\$451,056)
Parks, open space and streetscapes		\$2,882,689	\$0	(\$2,882,689)
Other infrastructure		\$0	\$0	\$0
Total infrastructure		\$5,336,990	\$334,000	(\$5,002,990)
Total works carried forward		\$6,143,370	\$645,500	(\$5,497,870)

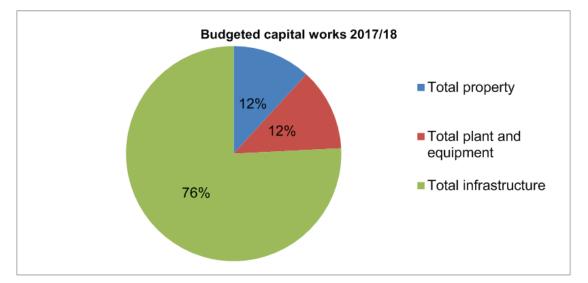
# 12 ANALYSIS OF CAPITAL BUDGET (Continued)

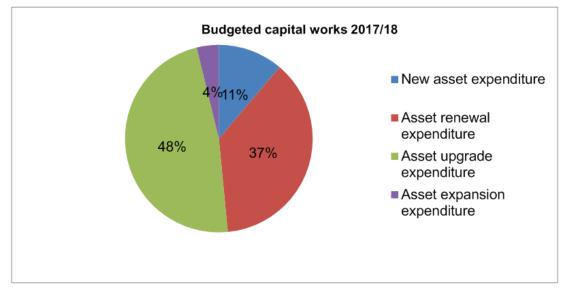
### 12.1 Capital works expenditure (continued)

		Forecast actual 2016/17	Budget 2017/18	Variance
Capital works area	Ref	\$	\$	\$
New works				
Property	12.1.2			
Land		\$0	\$0	\$0
Land improvements		\$20,000	\$0	(\$20,000)
Total land		\$20,000	\$0	(\$20,000)
Buildings		\$345,000	\$30,000	(\$315,000)
Building improvements		\$670,325	\$763,500	\$93,175
Total buildings		\$1,015,325	\$793,500	(\$221,825)
Total property		\$1,035,325	\$793,500	(\$241,825)
Plant and equipment	12.1.3			
Plant, machinery and equipment		\$1,763,077	\$844,100	(\$918,977)
Computers and telecommunications		\$253,353	\$317,363	\$64,010
Fixtures fittings and furniture		\$0	\$0	\$0
Total plant and equipment		\$2,016,430	\$1,161,463	(\$854,967)
Infrastructure	12.1.4			
Roads		\$6,661,152	\$3,516,452	(\$3,144,700)
Bridges		\$492,210	\$251,000	(\$241,210)
Footpaths		\$497,467	\$293,755	(\$203,712)
Drainage		\$254,650	\$1,558,000	\$1,303,350
Recreation leisure and community facilities		\$187,380	\$790,000	\$602,620
Parks, open space and streetscapes		\$404,600	\$354,500	(\$50,100)
Other infrastructure		\$0	\$0	\$0
Total infrastructure		\$8,497,459	\$6,763,707	(\$1,733,752)
Total new works		\$11,549,214	\$8,718,670	(\$2,830,544)
Total capital works expenditure		\$17,692,584	\$9,364,170	(\$8,328,414)
		,,,,	, , / - +	(,
Represented by:				
New asset expenditure	12.1.5	\$2,086,777	\$1,051,100	(\$1,035,677)
Asset renewal expenditure	12.1.5	\$4,727,261	\$3,488,562	(\$1,238,699)
Asset upgrade expenditure	12.1.5	\$7,048,293	\$4,469,008	(\$2,579,285)
Asset expansion expenditure	12.1.5	\$3,830,253	\$355,500	(\$3,474,753)
Total capital works expenditure		\$17,692,584	\$9,364,170	(\$8,328,414)

# **12 ANALYSIS OF CAPITAL BUDGET (Continued)**

### 12.1 Capital works expenditure (continued)





### 12.1.1 Carried forward works (\$0.65 million)

At the end of each financial year there are projects which are either incomplete of not commenced due to factors including planning issues, weather delays and extended consultation. For the 2016/17 year it is forecast that \$0.65 million of capital works will be incomplete and be carried forward into the 2017/18 year. The more significant projects include the swimming pool solar project of \$0.3 million and various depot works valued at a further \$0.3 million.

### 12 ANALYSIS OF CAPITAL BUDGET (Continued)

#### 12.1 Capital works expenditure (continued)

12.1.2 Property (\$0.79 million)

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2017/18 year, \$0.79 million will be expenses on building and building improvement projects. The more significant projects include strategic fund works of \$0.5 million and an allocation for various Building Asset Management Plan works totalling \$0.27 million.

12.1.3 Plant and equipment (\$1.16 million)

Plant and equipment includes plant, machinery and equipment along with computers and telecommunications.

For the 2017/18 year, \$1.16 million will be expensed on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of plant and vehicle fleet of \$0.82 million.

#### 12.1.4 Infrastructure (\$6.76 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2017/18 year, \$3.77 million will be expended on road projects. The more significant projects include local road construction of \$1.6 million, local road reseals of \$1.22 million and local road resheet program of \$0.35 million.

\$0.31 million will be expended on drainage projects.

\$1.25 million will be expended on flood mitigation drainage works at Boort (\$0.5 million) and Pyramid Hill \$0.75 million).

\$0.35 million will be expended on parks, open space and streetscapes and includes the allocation of \$0.1 million for the parks and gardens strategy.

\$0.79 million will be expended on recreation, leisure and community facilities. The projects include various caravan park works of \$0.79 million.

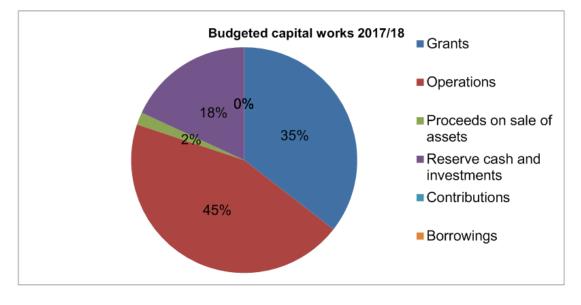
12.1.5 Asset renewal (\$3.5 million), new assets (\$1.1 million), upgrade (\$4.7 million) and expansion (\$0.4 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

### 12 ANALYSIS OF CAPITAL BUDGET (Continued)

#### 12.2 Funding sources

Sources of funding	Ref	Forecast actual 2016/17 \$	Budget 2017/18 \$	
Works carried forward				
Current year funding				
Grants		\$1,640,865	\$200,000	(\$1,440,865)
Contributions		\$0	\$0	\$0
Borrowings		\$0	\$0	\$0
Council cash				
- operations		\$702,760	\$139,000	(\$563,760)
<ul> <li>proceeds on sale of assets</li> </ul>		\$0	\$0	\$0
<ul> <li>reserve cash and investments</li> </ul>		\$3,799,745	\$306,500	(\$3,493,245)
Total works carried forward	12.2.1	\$6,143,370	\$645,500	(\$5,497,870)
New works				
Current year funding				
Grants	12.2.2	\$3,085,634	\$3,096,530	\$10,896
Contributions		\$0	\$0	\$0
Borrowings		\$0	\$0	\$0
Council cash				
- operations	12.2.3	\$5,846,994	\$3,888,040	(\$1,958,954)
<ul> <li>proceeds on sale of assets</li> </ul>	12.2.4	\$0	\$155,666	\$155,666
<ul> <li>reserve cash and investments</li> </ul>	12.2.5	\$2,616,586	\$1,578,434	(\$1,038,152)
Total new works		\$11,549,214	\$8,718,670	(\$2,830,544)
Total funding sources		\$17,692,584	\$9,364,170	(\$8,328,414)



#### 12.2.1 Carried forward works (\$0.65 million)

At the end of each financial year there are projects which are either incomplete of not commenced due to factors including planning issues, weather delays and extended consultation.

### 12 ANALYSIS OF CAPITAL BUDGET (Continued)

#### 12.2 Funding sources (continued)

12.2.2 Grants (\$3.1 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for various Roads to Recovery projects of \$1.76 million.

12.2.3 Council cash - operations (\$3.89 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast the \$3.89 million will be generated from operations to fund the 2017/18 capital works program.

12.2.4 Council cash - proceeds from sale of assets (\$0.16 million)

Proceeds from sale of assets include motor vehicles and other plant in accordance with Council's replacement program of \$0.16 million.

12.2.5 Council cash - reserve cash and investments (\$1.58 million)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as plant and fleet replacement, caravan park infrastructure and information technology upgrades. Council also has grants and contributions that have been received in advance and are set aside in an unspent grants reserve.

### **13 ANALYSIS OF BUDGETED FINANCIAL POSITION**

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

#### 13.1 Budgeted balance sheet

	<b>D 1</b> (	
		Madanaa
2016/17	2017/18	Variance
<b>*</b> 10 <b>=</b> 1 <b>=</b> 010	<b>60 004 500</b>	
		(\$1,592,733)
		(\$58,523)
4.5		\$0
		(\$3,125)
		\$0
\$11,421,540	\$9,767,159	(\$1,654,381)
¢97.000	¢0	(\$87,000)
	+ ÷	(\$87,000) \$0
		\$9,518,769
. , ,	. , ,	\$9,518,769 \$0
		\$9,431,769
<i>\$322,041,223</i>	<i>4332,012,334</i>	ψ3, <del>4</del> 31,703
\$334.062.765	\$341 840 153	\$7,777,388
\$334,002,703	φ341,040,133	φ <i>1</i> ,777,500
1		
\$339,721	\$292,895	(\$46,826)
	. ,	(\$13,162)
		\$0
1.7	4.1	(\$64,813)
		\$0
\$2,667,668	\$2,542,867	(\$124,801)
		\$98,430
	\$831,313	\$194,442
	\$0	\$0
\$2,605,475	\$2,898,347	\$292,872
\$5,273,143	\$5,441,214	\$168,071
\$5,273,143		
	\$5,441,214 \$336,398,939	\$168,071 \$7,609,317
\$5,273,143		
\$5,273,143 \$328,789,622	\$336,398,939	\$7,609,317
\$5,273,143 \$328,789,622 \$104,969,130	\$336,398,939 \$103,270,779	<b>\$7,609,317</b> (\$1,698,351)
\$5,273,143 \$328,789,622	\$336,398,939	\$7,609,317
	Forecast actual 2016/17 \$10,517,319 \$651,343 \$00 \$62,522 \$190,356 \$11,421,540 \$362,225 \$320,537,638 \$1,654,362 \$322,641,225 \$322,641,225 \$322,641,225 \$322,641,225 \$322,641,225 \$322,641,225 \$322,641,225 \$334,062,765 \$334,062,765 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$3,005,871 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$2,064,708 \$3,005,775	2016/17         2017/18           \$10,517,319         \$8,924,586           \$651,343         \$592,820           \$0         \$0           \$62,522         \$59,397           \$190,356         \$190,356           \$11,421,540         \$9,767,159           \$87,000         \$0           \$362,225         \$362,225           \$320,537,638         \$330,056,407           \$1,654,362         \$1,654,362           \$322,641,225         \$332,072,994           \$3334,062,765         \$3341,840,153           \$3334,062,765         \$341,840,153           \$263,239         \$250,077           \$0         \$0           \$263,239         \$250,077           \$0         \$0           \$2,064,708         \$1,999,895           \$0         \$0           \$2,064,708         \$1,999,895           \$0         \$0           \$1,968,604         \$2,067,034           \$1,968,604         \$2,067,034           \$636,871         \$831,313           \$0         \$0

### 13 ANALYSIS OF BUDGETED FINANCIAL POSITION (Continued)

#### 13.1 Budgeted balance sheet (continued)

13.1.1 Current assets (\$1.65 million decrease) and non-current assets (\$9.43 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.65 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non-current) relating to loans to community organisations will decrease slightly in accordance with agreed repayment terms.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$9.52 million increase in this balance is attributable to the net result of the capital works program (\$17.69 million in 2016/17 and \$9.36 million in 2017/18), depreciation of assets (\$8.76 million in 2016/17 and \$8.98 million in 2017/18) and the income through sale of property, plant and equipment (\$0.32 million in 2016/17 and \$0.49 million in 2017/18).

Investments in associates and joint ventures represents Council's equity in the North Central Regional Goldfields Library. The change in equity has been inconsistent in the past with some years increasing and other years decreasing, so for budgeting purposes, the equity has not been changed. Non-current assets held for resale is land and/or buildings that Council can confidently state will be sold within a short period of time.

13.1.2 Current liabilities (\$0.12 million decrease and non-current liabilities (\$0.29 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce by \$0.13million in 2017/18 levels due to a reduction in material and services costs.

Employee benefit include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease by \$0.06 million (current liability) and increase by \$0.19 million (non current liability) due to increases in employee service years and enterprise bargaining increases.

Interest bearing loans and borrowings are borrowings of Council. The Council has repaid the balance of all loans in the 2015/16 financial year.

### 13 ANALYSIS OF BUDGETED FINANCIAL POSITION (Continued)

#### 13.1 Budgeted balance sheet (continued)

13.1.3 Working capital (\$1.53 million decrease)

Working capital is the excess of current assets above current liabilities. The calculation recognises that although Council has current assets, some of those assets are committed to the future settlement of liabilities and therefore are not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast actual 2016/17	Budget 2017/18	
Current assets	\$11,421,540	\$9,767,159	\$1,654,381
Current liabilities	\$2,667,668	\$2,542,867	\$124,801
Working capital	\$8,753,872	\$7,224,292	\$1,529,580
Intended allocation assets			
- Discretionary reserves	(\$6,053,964)	(\$5,739,792)	(\$314,172)
- Long service leave	(\$1,831,723)	(\$1,931,723)	\$100,000
Restricted allocation assets			
- Trust funds and deposits	(\$263,239)	(\$250,077)	(\$13,162)
Unrestricted working capital	\$604,946	(\$697,300)	\$1,302,246

In addition to the restricted assets above, Council is also projected to hold \$5.74 million in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds are to be used for those earmarked purposes.

#### 13.1.4 Equity (\$7.61 million increase)

Total equity always equals net assets and is made up of the following components:

- asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations

- other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed

- accumulated surplus which is the value of all net assets less reserves that have accumulated over time. \$1.7 million of the \$7.61 million increase in accumulated surplus results directly from the surplus for the year. An amount of \$0.31 million net is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of Council's reserves to partly fund the capital works program and other specified projects. This is a transfer between equity balances and does no impact on the total balance of equity.

# 13 ANALYSIS OF BUDGETED FINANCIAL POSITION (Continued)

#### 13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the Year Ended 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities, and equity balances. The key assumptions are as follows:

- Council will not collect all of its revenue in one financial year due to the time lag between invoices and payments, and these will be received in the next financial year

- Council will not collect all of its rate revenue in each financial year (2% is budgeted to remain outstanding)

- Council will collect all monies from interest received and reimbursements in the one financial year

- Council will not pay all of its expenditure in one financial year due to the time lag between invoices and payments and the remaining invoices will be paid in the next financial year

- all capital works and carried forward projects will be completed in the financial year

- reserve transfers will be undertaken in line with Council's Reserves Policy

- Council's interest free loans owed by external parties will be repaid in accordance with existing repayment schedules

- where applicable the Long Term Financial Plan forecasts have been stated

- no attempt has been made to forecast the movement in water rights and library equity.

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### **14 STRATEGIC RESOURCE PLAN**

This section includes an extract from the adopted Strategic Resource Plan (SRP) to provide information on the long term financial projects of the Council.

#### 14.1 Plan development

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to the services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a Strategic Resource Plan for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the Plan, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the Strategic Resource Plan, are:

- maintain existing service levels
- achieve a balanced budget on a cash basis
- the continuation of rate capping which was implemented in the 2016/17 financial year
- maintain a capital expenditure program appropriate to cash flows
- include Asset Management Plans and all strategies adopted by Council
- full funding of Council's ongoing commitment to community planning of \$750K
- an increased commitment to investment in information technology.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- prudently manage financial risks relating to debt, assets and liabilities
- provide reasonable stability in the level of rate burden
- consider the financial effects of Council decision on future generations
- provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through a rigorous process of consultation with Councillors and staff followed by a detailed sensitivity analysis to achieve the key financial objectives.

### 14 STRATEGIC RESOURCE PLAN (Continued)

#### 14.2 Financial resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast actual 2016/17	Budget 2017/18		Forecast 2019/20		Trend
Surplus/(deficit) for the year	\$261,025	(\$2,012,523)	\$2,370,087	(\$2,606,132)	(\$3,515,714)	0
Adjusted underlying result	(\$905,584)		(\$578,912)	(\$7,742,799)		0
Cash and investments	\$10,517,319	\$8,924,586	\$6,255,484	\$4,394,899	\$1,218,284	-
Cash flow from operations	\$10,109,695	\$7,195,771	\$11,698,116	\$7,153,184	\$6,413,032	-
Capital works expenditure	\$17,692,584	\$9,364,170	\$14,684,888	\$9,323,413	\$9,983,581	0

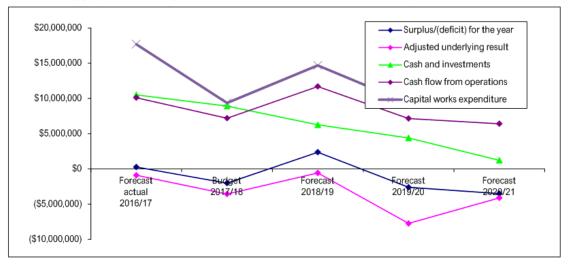
#### Key to forecast trend:

+ Forecasts improvement in Council's financial performance / financial position indicator

O Forecasts that Council's financial performance / financial position indicator will be steady

- Forecasts deterioration in Council's financial performance / financial position indicator

The following graph shows the general financial indicators over the four year period:



The key outcomes of the SPR are as follows:

- Adjusted underlying result: An indicator of the sustainable operating result required to enable Council to provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

- Rating levels (Section 15): Modest rate increases are forecast over the four years in line with the State Governments imposed rate capping schedule

- Borrowing strategy (Section 16): There are no forecast borrowings in the four year period.

### **15 RATING INFORMATION**

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

#### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for over one third of the total revenue received by Council annually. Planning for future rate increases has been an important component of the Strategic Resource Plan process. The level of required rates and charges was considered in context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Loddon community.

Council no longer has discretion over general rates and municipal charges, so the increase in rates for 2016/17 and 2018/19 is in line with the State Government's imposed rate cap of 2.5% and 2.0%. The increase in rates and charges for 2015/16 was in line with Council's previous rating strategy and long term financial plan.

#### 15.2 Current year rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on forecast financial position of Council as at 30 June 2018.

Year	General rate increase %	Municipal charge increase %	Garbage charge increase %	Recycling charge increase %	Total rates raised \$
2015/16	5.5	5.5	7.0	7.0	9,701,598
2016/17	2.5	2.5	2.5	2.5	10,406,865
2017/18	2.0	2.0	10.0	10.0	10,537,935
2018/19	2.0	2.0	2.0	2.0	10,767,370
2019/20	2.0	2.0	2.0	2.0	11,002,049
2020/21	2.0	2.0	2.0	2.0	267,790

#### 15.3 Rating structure

Council has established a rating structure, which is comprised of three elements. These are:

- property values, which form the central basis of rating under the Local Government Act 1989
- a 'user pays' component to reflect usage of certain services provided by Council

- a fixed municipal charge per property to cover some of the administrative costs of Council.

Striking a proper balance between these elements provides equity in the distribution of rate burden across residents.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for general purposes (includes residential and commercial) or rural purposes.

Having reviewed the various valuation bases for determining the property value component of rates, since 2002 Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

### **15 RATING INFORMATION**

#### 15.3 Rating structure (continued)

The existing rating structure comprises one differential rate (rural properties) and a rate for general properties (residential and commercial). These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Local Government Act.

Under the Cultural and Recreation Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at 'such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands'. Council has exempted all rateable recreation land from the payment of rates.

Council has reaffirmed its intention to maintain the existing rating relativities. Council also has a municipal charge, garbage charge and a kerbside recycling collection charge as allowed under the Act.

The following table summaries the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 7 'Statutory Disclosures'.

Rate type	How applied	2016/17	2017/18	Total raised \$000's	Change
General rates	Cents in \$ of CIV	0.4892	0.4977	\$2,558	1.73%
Rural rates	Cents in \$ of CIV	0.4355	0.4431	\$5,409	1.73%
Municipal charge	\$ per property	\$203	\$207	\$1,160	1.97%
Kerbside collection charge 140 litre	\$ per property	\$236	\$260	\$943	10.17%
Recycling charge 240 litre	\$ per property	\$89	\$98	\$337	10.11%

Council has adopted a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanism it has used.

#### 15.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and applied from 1 July 2016 for the 2016/17 and 2017/18 financial years. The outcome of the 2016 general revaluation was a moderate change in property valuations throughout the municipality.

### **15 RATING INFORMATION**

#### 15.4 General revaluation of properties (continued)

The following table shows the valuations of urban and rural properties over the past eight years:

Financial year	General	Rural	Total					
2008/09	\$370,868,473	\$1,023,552,048	\$1,394,420,521					
% Split	26.6%	73.4%	100.0%					
2009/10	\$373,422,273	\$1,007,723,048	\$1,381,145,321					
% Split	27.0%	73.0%	100.0%					
2010/11	\$386,838,400	\$1,087,616,600	\$1,474,455,000					
% Split	26.2%	73.8%	100.0%					
2011/12	\$388,588,300	\$1,075,905,600	\$1,464,493,900					
% Split	26.5%	73.5%	100.0%					
2012/13	\$415,445,900	\$1,107,773,700	\$1,523,219,600					
% Split	27.3%	72.7%	100.0%					
2013/14	\$418,602,400	\$1,102,582,700	\$1,521,185,100					
% Split	27.5%	72.5%	100.0%					
2014/15	\$445,725,800	\$1,157,562,000	\$1,603,287,800					
% Split	27.8%	72.2%	100.0%					
2015/16	\$454,898,700	\$1,159,608,000	\$1,614,506,700					
% Split	28.2%	71.8%	100.0%					
2016/17	\$509,344,700	\$1,218,750,500	\$1,728,095,200					
% Split	29.5%	70.5%	100.0%					
2017/18	\$514,019,000	\$1,220,740,500	\$1,734,759,500					
% Split	29.6%	70.4%	100.0%					
The change in valuation from 2016/17 to 2017/18 is:								
The change in va	0.92%	0.16%	0.39%					
	0.92%	0.16%	0.39%					

#### 15.5 Split of rates between rural and general

In 2015/16, Council set a rate differential between rural and urban properties. Rural properties have a rate in the dollar 11% less than urban properties. This has been continued into the 2017/18 rating year.

Type of property	2017/18	2016/17
General	1.00	1.00
Rural	0.89	0.89

- - - -

### **16 SUMMARY OF OTHER STRATEGIES**

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

#### 16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was identified as an important funding source for capital works programs. In the past Council has borrowed to finance large projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs.

In general, Council has adopted a policy to remain debt free except for situations where funding was required to deliver significant capital projects. The Council has elected to not borrow any further funds at this time.

In 2015/16 final loan payments were made for this project which finalises all of Council's borrowings.

For the 2017/18 year, Council has decided not to take out any new borrowings to fund the capital works program.

The table below shows information on borrowings specifically required by the Regulations.

Borrowings	Forecast Actual 2016/17	
Total amount borrowed as at 30 June of the prior year	\$0	\$0
Total amount to be borrowed	\$0	\$0
Total amount projected to be redeemed	\$0	\$0
Total amount proposed to be borrowed as at 30 June	\$0	\$0

#### 16.2 Reserves

Council undertakes Reserves budgeting in order to provide for future expenditure while reducing the impact of purchases on the current year budget.

The following reserves are currently in use by Council:

#### Land and buildings reserve

The Land and Buildings Reserve is used to fund the acquisition of land and buildings. Funds received from the sale of Council owned land and buildings are transferred to the reserve.

#### Professional development reserve

The Professional Development Reserve is used to fund professional development undertaken by executive officers of Council. An annual allocation is provided to each officer and that amount is transferred to the reserve annually, while the cost of professional development undertaken during the year is transferred from the reserve.

#### Unspent grants reserve

The Unspent Grants Reserve has been established for situations where Council has received funding via an external party and those funds remain unspent at the end of the financial year.

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

#### 16.2 Reserves (continued)

#### Capital expenditure reserve

The Capital Expenditure Reserve is used to set aside funds that have been budgeted for capital works projects in one financial year but will not be fully expended by the end of that year. The funds will be transferred to the reserve in the budget year, and transferred from the reserve in the following financial year, or in the year that the funds are expended for the specific project.

#### Rates reserve

The Rates Reserve has been established to offset the effect of unbundling of water rights from Council valuations from 1 July 2007, and the subsequent effect that this will have on Council's ability to raise rates on the affected properties in the 2009/10 and future rating periods.

#### Information technology reserve

The Information Technology Reserve is used to set aside monies for the purchase of information technology assets. The reserve outlines the annual cost of information technology for Council and the amounts required to be set aside in reserve for future asset purchases.

#### Valuations reserve

The Valuations Reserve is used to fund the cost of Council's bi-annual valuations for rating purposes. Council transfers from the reserve the net cost of valuations and transfers to the reserve an annual allocation to ensure the reserve remains high enough to fund future revaluations.

#### Units reserve

The Units Reserve is used to fund the purchase or improvement of Council owned elderly persons' units. The surplus generated from rental income is transferred to the reserve annually. The cost of major improvements is transferred from the reserve annually.

#### Economic development reserve

The Economic Development Reserve is used to set aside funds to assist with economic development initiatives that Council wishes to financially support. Council transfers to the reserve a set amount determined during the budget process and transfers from the reserve the cost of economic development initiatives within the year.

#### Skinners Flat water reserve

The Skinners Flat Water Reserve is used to fund major repairs and capital works at the Skinners Flat Water Supply. The surplus on operations of the water supply is transferred to reserve annually and the cost of major repairs and capital works is transferred from the reserve.

#### Community planning reserve

The Community Planning Reserve has been established for situations where projects are budgeted in one year but for various reasons are unable to be delivered and are therefore deferred until the following year.

#### Plant replacement reserve

The Plant Replacement Reserve is used to fund plant purchases. Council transfers to the reserve a fixed amount annually and transfers from the reserve the net cost of plant purchases for the year.

#### Fleet replacement reserve

The Fleet Replacement Reserve is used to fund the replacement of office vehicles. Council transfers to the reserve a fixed amount annually and transfers from the reserve the net cost of fleet purchases for the year.

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

#### 16.2 Reserves (continued)

#### GSP reserve

The GSP Reserve is used to fund the restoration of gravel and sand pits used by Council for the extraction of gravel. The budgeted surplus on operations of the pits is transferred to the reserve annually and the cost of restoration of the pits is transferred from the reserve.

#### Urban drainage reserve

The Urban Drainage Reserve is used to fund urban drainage works in the towns within the Shire. Council transfers to the reserve annually a budgeted amount, and transfers from the reserve the cost of urban drainage works for the year.

#### Landfill rehabilitation reserve

The Landfill Rehabilitation Reserve has been established to assist with the cost of rehabilitating Council's landfills. Council transfers to the reserve annually \$10 per kerbside collection levy (or a prorata amount for a pro-rata collection). Council transfers from the reserve the cost of landfill rehabilitation.

#### Reserves improvement reserve

The Reserves Improvement Reserve is an allocation of funds used to provide interest free loans to community groups. Usually there are no transfers to or from this reserve.

#### Lake Boort water reserve

The Lake Boort Water Reserve was established with funds generated from sale of water allocations not required for immediate use in Little Lake Boort. The reserve is used to purchase replacement water at an appropriate time, or may be used for other purposes specific to Lake Boort.

#### Caravan park development reserve

The Caravan Park Development Reserve has been established to assist with funding major projects at Council's caravan parks. Council transfers to the reserve annually the surplus on operations of its caravan parks, and transfers from the reserve the cost of major projects undertaken at Council's caravan parks during the year.

#### Unfunded superannuation liability reserve

The Unfunded Superannuation Liability Reserve is used to repay any potential unfunded superannuation liability arising from the LAS Defined Benefits Plan Scheme. Council transfers to the reserve amounts allocated in the budget, and transfers from the reserve payments made to Vision Super Pty. Ltd. for the unfunded superannuation liability.

#### Unspent contributions reserve

The Unspent Contributions Reserve is used to set aside contributions received for a specific purpose in one financial year that will not be expended until a later financial year. The funds will be transferred to the reserve in the year the funds are received, and transferred from the reserve in the year that the funds are expended for that purpose.

#### War memorial reserve

The War Memorial Reserve is used to fund the cost of maintaining and renewing war memorials across the Shire. Council transfers funds to the reserve as required and transfers the cost of works to war memorials from reserve.

#### Heritage loan scheme reserve

The Heritage Loan Scheme Reserve is used to provide land owners of properties located in significance heritage precincts, heritage registered buildings or structures of local heritage significance, with loans to enable repair and maintenance of those buildings with the aims of quality appearance and public safety.

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

#### 16.2 Reserves (continued)

#### Major projects reserve

The Major Projects Reserve is used to assist with the funding of major projects identified by Council. Council transfers funds to the reserve annually an amount determined during the budget process as sufficient to fund the major projects program and transfers the funds required to finance major works undertaken at Council's discretion.

#### Unsightly premises enforcement provision reserve

The Unsightly Premises Enforcement Provision Reserve is used to provide funds to assist with the enforcement and rectification works on determined unsightly premises with costs recouped via legal or other action.

#### Swimming pool major projects reserve

The Swimming Pool Major Projects Reserve is used to fund unplanned major repairs and capital works at the various swimming pool sites across the Shire.

#### 16.2.1 Transfers to and from reserves

The following is a summary of the projected reserves position for the year ended 30 June 2017:

	2016/17 reserves - as per projected actuals							
Name of reserve		Balance at		Transfers to	T	ansfers from	Balance at	
		I July 2016		reserves		reserves	_	June 2017
Land and buildings reserve	\$	303,400	\$	-	\$	20,000	\$	283,400
Professional development reserve	\$	19,919	\$	8,000	\$	-	\$	27,919
Unspent grants reserve	\$	5,225,729	\$	-	\$	5,225,729	\$	-
Capital expenditure reserve	\$	3,037,963	\$	-	\$	3,037,963	\$	-
Rates reserve	\$	229,206	\$	-	\$	229,206	\$	-
Information technology reserve	\$	977,623	\$	485,000	\$	349,623	\$	1,113,000
Valuation reserve	\$	122,967	\$	94,947	\$	15,000	\$	202,914
Units reserve	\$	64,994	\$	7,961	\$	-	\$	72,955
Economic development reserve	\$	163,180	\$	100,000	\$	85,000	\$	178,180
Skinner's Flat reserve	\$	12,908	\$	-	\$	-	\$	12,908
Community planning reserve	\$	476,514	\$	-	\$	476,514	\$	-
Plant replacement reserve	\$	1,075,344	\$	850,000	\$	1,314,826	\$	610,518
Fleet replacement reserve	\$	427,424	\$	291,000	\$	205,304	\$	513,120
GSP restoration reserve	\$	719,738	\$	93,771	\$	26,811	\$	786,698
Urban drainage reserve	\$	528,588	\$	254,650	\$	467,111	\$	316,127
Landfill rehabilitation reserve	\$	263,527	\$	33,620	\$	23,100	\$	274,047
Lake Boort water reserve	\$	17,815	\$	-	\$	-	\$	17,815
Reserves improvement reserve	\$	100,000	\$	-	\$	-	\$	100,000
Caravan park development reserve	\$	85,982	\$	196,739	\$	36,154	\$	246,567
Superannuation liability reserve	\$	1,000,000	\$	-	\$	-	\$	1,000,000
Unspent contributions reserve	\$	-	\$	-	\$	-	\$	-
War memorial reserve	\$	3,000	\$	-	\$	-	\$	3,000
Heritage loan scheme	\$	72,610	\$	27,390	\$	-	\$	100,000
Major projects reserve	\$	95,752	\$	-	\$	50,956	\$	44,796
Unsightly premises enforcement provision								
reserve	\$	-	\$	100,000	\$	-	\$	100,000
Swimming pool major projects reserve	\$	-	\$	50,000	\$	-	\$	50,000
TOTAL	\$	15,024,183	\$	2,593,078	\$	11,563,297	\$	6,053,964

### **16 SUMMARY OF OTHER STRATEGIES (Continued)**

#### 16.2.1 Transfers to and from reserves (continued)

The following is a summary of the budgeted reserves position for the year ended 30 June 2018:

	2017/18 reserves							
Name of reserve		Balance at		Transfers to	Tr	ansfers from		Balance at
Iname of reserve	1	July 2017		reserves		reserves	30	June 2018
Land and buildings reserve	\$	283,400	\$	335,000	\$	-	\$	618,400
Professional development reserve	\$	27,919	\$	8,000	\$	-	\$	35,919
Unspent grants reserve	\$	-	\$	-	\$	-	\$	-
Capital expenditure reserve	\$	-	\$	-	\$	-	\$	-
Rates reserve	\$	-	\$	-	\$	-	\$	-
Information technology reserve	\$	1,113,000	\$	185,000	\$	343,000	\$	955,000
Valuation reserve	\$	202,914	\$	15,000	\$	160,000	\$	57,914
Units reserve	\$	72,955	\$	7,727	\$	-	\$	80,682
Economic development reserve	\$	178,180	\$	100,000	\$	160,000	\$	118,180
Skinner's Flat reserve	\$	12,908	\$	-	\$	-	\$	12,908
Community planning reserve	\$	-	\$	-	\$	-	\$	-
Plant replacement reserve	\$	610,518	\$	850,000	\$	548,440	\$	912,078
Fleet replacement reserve	\$	513,120	\$	150,000	\$	119,994	\$	543,126
GSP restoration reserve	\$	786,698	\$	123,039	\$	402,130	\$	507,607
Urban drainage reserve	\$	316,127	\$	250,000	\$	458,000	\$	108,127
Landfill rehabilitation reserve	\$	274,047	\$	34,370	\$	-	\$	308,417
Lake Boort water reserve	\$	17,815	\$	-	\$	-	\$	17,815
Reserves improvement reserve	\$	100,000	\$	-	\$	-	\$	100,000
Caravan park development reserve	\$	246,567	\$	74,256	\$	305,000	\$	15,823
Superannuation liability reserve	\$	1,000,000	\$	-	\$	-	\$	1,000,000
Unspent contributions reserve	\$	-	\$	-	\$	-	\$	-
War memorial reserve	\$	3,000	\$	-	\$	-	\$	3,000
Heritage loan scheme	\$	100,000	\$	-	\$	-	\$	100,000
Major projects reserve	\$	44,796	\$	-	\$	-	\$	44,796
Unsightly premises enforcement provision								
reserve	\$	100,000	\$	-	\$	-	\$	100,000
Swimming pool major projects reserve	\$	50,000	\$	50,000	\$	-	\$	100,000
TOTAL	\$	6,053,964	\$	2,182,392	\$	2,496,564	\$	5,739,792

By including the above transfers from reserves it is expected that reserve levels remain steady during 2017/18, leaving a balance of \$5.74 million in the reserves account.

#### 10.2.2 Details of reserves

The following schedule provides details of each of the reserve transfers for 2017/18:

Land and buildings reserve			
Opening balance			\$283,400
ADD transfer to reserve			
Tresise Street Serpentine house sales	Activity 191	\$300,000	
Ridge Street Wedderburn land sale	Activity 110	\$35,000	\$335,000
LESS transfer from reserve	-		1
Nil	N/A		\$0
Closing balance			\$618,400

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

### 16.2.1 Transfers to and from reserves (continued)

Drefessional development recence	1		
Professional development reserve			\$27,919
Opening balance ADD transfer to reserve			\$Z7,919
Annual allocation	Activity 161	ee 000	¢0.000
LESS transfer from reserve	Activity 461	\$8,000	\$8,000
Nil	N/A	\$0	¢0
	N/A	<del>۵</del> 0	\$0
Closing balance		I 4	\$35,919
Unspent grants reserve	1	1 1	
Opening balance			\$0
ADD transfer to reserve			ΨΟ
Nil	N/A	\$0	\$0
LESS transfer from reserve	N/A	<b>\$</b> 0	ΨΟ
Nil	N/A	\$0	\$0
	N/A	φ0	\$0 \$0
Closing balance			<u>Ф</u> О
	1		
Capital expenditure reserve		1	]
Opening balance			\$0
ADD transfer to reserve			
Nil	N/A	\$0	\$0
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance			\$0
, , , , , , , , , , , , , , , , , , ,		l i	
Rates reserve			
Opening balance			\$0
ADD transfer to reserve			
Nil	N/A	\$0	\$0
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance		I L	\$0
		I [	
Information toohnology records		· · ·	
Information technology reserve			¢1 112 000
Opening balance ADD transfer to reserve			\$1,113,000
	Activity 461	¢405.000	¢105.000
Annual allocations for major purchases	Activity 461	\$185,000	\$185,000
LESS transfer from reserve	A still the 424	(0.50,000)	
Server Replacement	Activity 434	(\$50,000)	
IT strategy implementation	Activity 434	(\$220,000)	
Software licenses	Activity 434	(\$31,000)	
Minor Information technology		(0.00.000)	(00/00000
expenditure	Activity 434 and 491	(\$42,000)	(\$343,000)
Closing balance		[	\$955,000

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

### 16.2.1 Transfers to and from reserves (continued)

Opening balance ADD transfer to reserve Income from sale of data LESS transfer from reserve Expenditure for 2015/16 Closing balanceActivity 436\$15,00Units reserve Opening balanceActivity 436(\$160,000) (\$160,000)(\$160,000) (\$160,000)Units reserve Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634 N/A\$7,727 \$7,727 \$7,727 \$7,727 \$7,727Economic development reserve Opening balance ADD transfer to reserve Stransfer from reserve Scar trees campaign Closing balanceActivity 461 Activity 110 Activity 110 Activity 110 Activity 131 (\$60,000) (\$15,000) (\$150,000) (\$160,000)Skinner's flat reserve Opening balance ADD transfer to reserve\$118,18 \$118,18Skinner's flat reserve Opening balance ADD transfer to reserve\$12,90Skinner's flat reserve Opening balance\$12,90Skinner's flat reserve Opening balance\$12,90	Valuation reserve			
ADD transfer to reserve Income from sale of data LESS transfer from reserve Expenditure for 2015/16 Closing balanceActivity 436\$15,00Units reserve Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 436\$15,000Economic development reserve Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$7,727 \$7,727Economic development reserve Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Activity 110 Closing balanceActivity 461\$100,000 \$100,000Skinner's flat reserve Opening balanceActivity 110 (\$10,000) (\$15,000) Activity 131 (\$10,000) (\$160,000)\$100,000 \$100,000Skinner's flat reserve Opening balanceStinner's flat reserve (\$160,000)\$12,90ADD transfer to reserve Yearly allocation LESS transfer form reserve Scar trees campaign Activity 131 (\$10,000) (\$15,000) (\$10,000)\$100,000 (\$100,000)Skinner's flat reserve Opening balance\$12,90Skinner's flat reserve Opening balance\$12,90				\$202 014
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LESS transfer from reserve Expenditure for 2015/16 Closing balanceActivity 436(\$160,000) (\$160,000)Units reserve Opening balance ADD transfer to reserve Nil Closing balanceActivity 634\$77,727Stransfer from reserve Nil Closing balanceActivity 634\$77,727N/A\$0\$Economic development reserve Yearly allocation LESS transfer form reserve Scar trees campaign Argibusiness Forum Economic development strategy Closing balanceActivity 461\$100,000Skinner's flat reserve Opening balanceActivity 110(\$60,000) (\$15,000) (\$160,000)\$118,18Skinner's flat reserve Opening balanceStinner's flat reserve Stinner's flat reserve\$12,90Skinner's flat reserve ADD transfer to reserve\$12,90		Activity 436	\$15,000	\$15,000
Expenditure for 2015/16 Closing balanceActivity 436(\$160,000) (\$160,000)(\$160,000) \$57,91Units reserve Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$7,727 \$7,72\$7,727 \$7,72N/A\$0\$Economic development reserve Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Yearly allocation LESS transfer from reserve Activity 461\$100,000\$100,000Rotivity 461 Activity 110 Activity 110 Activity 131 Closing balance\$118,18\$100,000Stinner's flat reserve Opening balanceActivity 131 Activity 131 Activity 131\$118,18Skinner's flat reserve Opening balance\$118,18\$118,18Skinner's flat reserve Opening balance\$118,18\$118,18Skinner's flat reserve Opening balance\$12,90\$12,90		Activity 430	\$15,000	\$15,000
Closing balance       \$57,91         Units reserve       Opening balance         ADD transfer to reserve       Surplus for 2015/16         LESS transfer from reserve       Activity 634         Nil       \$0         Closing balance       N/A         \$0       \$177,727         \$7,727       \$7,727         \$100,000       \$100,000         Economic development reserve       \$100,000         Closing balance       Activity 461         \$100,000       \$100,000         LESS transfer from reserve       Scar trees campaign         Project scoping       Activity 110         Agribusiness Forum       Activity 131         Economic development strategy       Activity 131         Closing balance       \$118,18         Skinner's flat reserve       \$12,90         Opening balance       \$12,90		Activity 436	(\$160.000)	(\$160,000)
Units reserve Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$77,727 \$7,72Economic development reserve Opening balanceN/A\$0\$Economic development reserve Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Activity 110 Activity 110 Activity 131 Activity 131 Closing balance\$178,18 \$100,000 \$100,000 \$100,000Skinner's flat reserve Opening balance ADD transfer to reserve\$\$118,18 \$118,18Skinner's flat reserve ADD transfer to reserve\$\$12,90Skinner's flat reserve ADD transfer to reserve\$\$12,90		Activity 430	(\$100,000)	
Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$77,727N/A\$0\$Economic development reserve Opening balance\$100,000\$Economic development reserve Yearly allocation LESS transfer from reserve Scar trees campaign Activity 110Activity 461\$100,000Project scoping Activity 110Activity 110(\$60,000) (\$100,000\$100,000Project scoping Closing balanceActivity 110(\$15,000) (\$160,000)Activity 131(\$10,000)\$118,18Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90	Closing balance		- I - F	\$07,914
Opening balance ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$77,727N/A\$0\$Economic development reserve Opening balance\$100,000\$Economic development reserve Yearly allocation LESS transfer from reserve Scar trees campaign Activity 110Activity 461\$100,000Project scoping Activity 110Activity 110(\$60,000) (\$100,000\$100,000Project scoping Closing balanceActivity 110(\$15,000) (\$160,000)Activity 131(\$10,000)\$118,18Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90				
ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$7,727\$7,72N/A\$0\$Economic development reserve Opening balance\$178,18Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Activity 110\$100,000Project scoping Activity 131Activity 110\$100,000Project scoping Closing balanceActivity 131\$100,000Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90	Units reserve			
ADD transfer to reserve Surplus for 2015/16 LESS transfer from reserve Nil Closing balanceActivity 634\$7,727\$7,72N/A\$0\$Economic development reserve Opening balance\$178,18Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Activity 110\$100,000Project scoping Activity 131Activity 110\$100,000Project scoping Closing balanceActivity 131\$100,000Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90	Opening balance			\$72,955
LESS transfer from reserve Nil Closing balanceN/A\$0\$N/A\$0\$\$80,68Economic development reserve Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 461\$100,000 \$100,000Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 110 Activity 131(\$60,000) (\$15,000) (\$160,000)Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90				<b>*</b> · <b>- /</b> · <b>- /</b> · <b>- /</b>
LESS transfer from reserve Nil Closing balanceN/A\$0\$N/A\$0\$\$80,68Closing balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 461\$100,000Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 110(\$60,000)Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90		Activity 634	\$7.727	\$7,727
Nil Closing balanceN/A\$0\$Closing balance\$80,68Opening balance\$178,18ADD transfer to reserve\$178,18Yearly allocationActivity 461\$100,000LESS transfer from reserveActivity 110(\$60,000)Scar trees campaignActivity 110(\$60,000)Project scopingActivity 131(\$10,000)Agribusiness ForumActivity 131(\$10,000)Economic development strategyActivity 131(\$10,000)Closing balance\$118,18Skinner's flat reserve\$118,18Opening balance\$12,90				••••
Closing balance\$80,68Economic development reserveOpening balance\$178,18ADD transfer to reserve\$178,18Yearly allocationActivity 461LESS transfer from reserve\$100,000Scar trees campaignActivity 110Project scopingActivity 110Agribusiness ForumActivity 131Economic development strategyActivity 131Closing balance\$118,18Skinner's flat reserve\$12,90ADD transfer to reserve\$12,90		N/A	\$0	\$0
Economic development reserve Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Activity 110Activity 461\$178,18Activity allocation LESS transfer from reserve Scar trees campaign Agribusiness Forum Economic development strategy Closing balanceActivity 110\$100,000Activity 110 Activity 131 Closing balanceActivity 110 (\$10,000)\$100,000Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,900	Closing balance			\$80,682
Opening balance ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Agribusiness Forum Closing balanceActivity 461\$100,000Activity 110 Activity 110(\$60,000) (\$15,000) Activity 131(\$60,000) (\$15,000) (\$160,000) (\$160,000)Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90				,
Opening balance ADD transfer to reserveActivity 461\$178,18Yearly allocation LESS transfer from reserve Scar trees campaign Project scoping Agribusiness Forum Closing balanceActivity 110\$100,000Activity 110 Activity 110(\$60,000) (\$15,000) Activity 131\$100,000Kinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90				
ADD transfer to reserve Yearly allocation LESS transfer from reserve Scar trees campaignActivity 461\$100,000Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 110(\$60,000)Skinner's flat reserve Opening balance\$118,18Skinner's flat reserve ADD transfer to reserve\$12,90				
Yearly allocation LESS transfer from reserve Scar trees campaignActivity 461\$100,000Project scoping Agribusiness Forum Economic development strategyActivity 110(\$60,000)Activity 131(\$15,000)Activity 131(\$10,000)Economic development strategy Closing balance\$118,18Skinner's flat reserve Opening balance\$12,90ADD transfer to reserve\$12,90				\$178,180
LESS transfer from reserve       Activity 110       (\$60,000)         Scar trees campaign       Activity 110       (\$15,000)         Project scoping       Activity 131       (\$10,000)         Agribusiness Forum       Activity 131       (\$10,000)         Economic development strategy       Activity 131       (\$160,000)         Closing balance       \$118,18         Skinner's flat reserve       \$12,90         Opening balance       \$12,90				
Scar trees campaign Project scoping Agribusiness Forum Economic development strategy Closing balanceActivity 110 Activity 131(\$60,000) (\$15,000) (\$10,000) (\$160,000)Skinner's flat reserve Opening balance ADD transfer to reserve\$112,90		Activity 461	\$100,000	\$100,000
Project scoping Agribusiness Forum Economic development strategy Closing balance       Activity 110 Activity 131 Activity 131 Activity 131       (\$15,000) (\$10,000) (\$75,000)         Skinner's flat reserve Opening balance ADD transfer to reserve       \$112,90				
Agribusiness Forum       Activity 131       (\$10,000)         Economic development strategy       Activity 131       (\$160,000)         Closing balance       \$118,18         Skinner's flat reserve       \$12,90         Opening balance       \$12,90				
Economic development strategy       Activity 131       (\$75,000)       (\$160,000         Closing balance       \$118,18         Skinner's flat reserve       \$118,18         Opening balance       \$12,90         ADD transfer to reserve       \$12,90				
Closing balance \$118,18 Skinner's flat reserve Opening balance ADD transfer to reserve \$12,90				
Skinner's flat reserve       Opening balance       ADD transfer to reserve		Activity 131	(\$75,000)	(\$160,000)
Opening balance \$12,90 ADD transfer to reserve	Closing balance			\$118,180
Opening balance \$12,90 ADD transfer to reserve				
Opening balance \$12,90 ADD transfer to reserve	Skinner's flat reserve	1		
ADD transfer to reserve				\$12 908
				ψ12,000
		N/A	\$0	\$0
LESS transfer from reserve		N/6	φ0	<b>\$</b> 0
		Ν/Α	\$0	\$0
			Ψ0	\$12,908
				ψ12,300
Community planning reserve				
				\$0
ADD transfer to reserve	ADD transfer to reserve			
Nil N/A \$0 \$	Nil	N/A	\$0	\$0
LESS transfer from reserve	LESS transfer from reserve			
Nil N/A \$0 \$	Nil	N/A	\$0	\$0
	Closing balance	1		\$0
	Closing balance			

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

### 16.2.1 Transfers to and from reserves (continued)

Plant replacement reserve			¢040 540
Opening balance ADD transfer to reserve			\$610,518
Annual allocation to reserve	Activity 461	\$850,000	\$850,000
LESS transfer from reserve		+,	*****
Net cost of plant replacement	Activity 391	(\$548,440)	(\$548,440)
Closing balance			\$912,078
		[	
Fleet replacement reserve			
Opening balance			\$513,120
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	\$150,000	\$150,000
LESS transfer from reserve		(0.1.0.00.1)	(0.1.0.00.1)
Net cost of fleet replacement	Activity 391	(\$119,994)	(\$119,994)
Closing balance			\$543,126
GSP restoration reserve			<b>ATCCCCCCCCCCCCC</b>
Opening balance ADD transfer to reserve			\$786,698
Income from gravel pits	Activity 380	\$123,039	\$123,039
LESS transfer from reserve	Activity 500	\$123,033	\$125,055
Expenditure from gravel pits	Activity 380	(\$402,130)	(\$402,130)
Closing balance			\$507,607
Urban drainage reserve			
Opening balance			\$316,127
ADD transfer to reserve			
Annual allocation	Activity 461	\$250,000	\$250,000
LESS transfer from reserve	A still the OZ4	(\$450.000)	(\$450,000)
Drainage program Closing balance	Activity 371	(\$458,000)	(\$458,000) \$108,127
			\$100,127
Landfill rehabilitation reserve			\$274,047
Opening balance ADD transfer to reserve			\$274,047
Kerbside collection	Activity 512	\$34,370	\$34,370
LESS transfer from reserve		<i><b>401,010</b></i>	¢0 1,0 1 0
Nil	N/A	\$0	\$0
Closing balance			\$308,417
Reserves improvement reserve			
Opening balance			\$100,000
ADD transfer to reserve			
Nil	N/A	\$0	\$0
LESS transfer from reserve	51/A		<b>*</b> -
Nil Clasing belance	N/A	\$0	\$0
Closing balance			\$100,000
1			

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

### 16.2.1 Transfers to and from reserves (continued)

Lake Deartweter records			
Lake Boort water reserve			¢47.045
Opening balance			\$17,815
ADD transfer to reserve	N1/A	¢0	¢o
	N/A	\$0	\$0
LESS transfer from reserve	51/A	¢0	¢o
Nil	N/A	\$0	\$0
Closing balance			\$17,815
Caravan park development reserve		. I	
Opening balance			\$246,567
ADD transfer to reserve			Ψ240,001
Surplus of caravan park operations	Activity 123	\$74,256	\$74,256
LESS transfer from reserve	Activity 123	\$74,230	φ <i>1</i> 4,230
Capital works program	Activity 123	(\$250,000)	
Purchase mowers	Activity 123	(\$230,000)	(\$40,000)
Wedderburn entrance works	Activity 123	(\$40,000)	(\$265,000)
Closing balance	Activity 120	(\$10,000)	\$15,823
		}	\$15,625
Superannuation liability reserve			
Opening balance			\$1,000,000
ADD transfer to reserve			
Allocation for 2014/15	N/A	\$0	\$0
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance			\$1,000,000
Unspent contributions reserve		<u>г г</u>	
Opening balance			\$0
ADD transfer to reserve			ΨŬ
Nil	N/A	\$0	\$0
LESS transfer from reserve		<b>\$</b>	Ψ0
Nil	N/A	\$0	\$0
Closing balance		+	\$0
		}	ψ0
		· · · · · ·	
War memorial reserve			
Opening balance			\$3,000
ADD transfer to reserve			
Nil	N/A	\$0	\$0
111			
LESS transfer from reserve			
	N/A	\$0	\$0
LESS transfer from reserve	N/A	\$0	\$0 \$3,000

### 16 SUMMARY OF OTHER STRATEGIES (Continued)

### 16.2.1 Transfers to and from reserves (continued)

Major projects reserve			
Opening balance			\$44,796
ADD transfer to reserve			
Nil	N/A	\$0	\$0
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance			\$44,796
Unsightly premises enforcement	provision reserve		
Opening balance			\$100,000
ADD transfer to reserve			
Nil	N/A	\$0	\$0
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance			\$100,000
Swimming pool major projects r	eserve		
Opening balance			\$50,000
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	\$50,000	\$50,000
LESS transfer from reserve			
Nil	N/A	\$0	\$0
Closing balance			\$100,000

### **APPENDIX A - FEES AND CHARGES SCHEDULE**

Council's fees and charges schedule contains the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and service provided during the 2017/18 year.

This document is located on Council's website and was adopted by Council on 28 March 2017.

### **APPENDIX B - BUDGET PROCESSES**

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2017/18 Budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information which Council requires in order to make an informed decision about the adoption of the Budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its website. Council also provides copies of the proposed budget at post offices and neighbourhood houses/community resource centres within the municipality. A person has the right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Government's rate capping legislation in 2015, Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following year.

If Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Council to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Minister's maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Dec - Minister for Local Government announces maximum rate increase
Dec - Officers update Council's long term financial projections
Jan/Feb - Council to advise ESC if it intends to make a rate variation submission
April - Proposed budget distributed to Councillors
April - Council meets to consider the proposed budget
April - Council resolves to advertise the proposed budget
April - Council advertises "Draft Budget"
April and May - Proposed budget available for public inspection and comment
June - Council meets to consider public submissions and adopt the budget
June - Council gives public notice that the budget has been adopted
July - Council provides a copy of the 2017/18 Budget to the Minister

### **APPENDIX C - CAPITAL WORKS PROGRAM**

This appendix presents a listing of the capital works projects that will be undertaken for the 2017/18 financial year.

#### C1. Capital works by key direction area

The following table shows capital expenditure by key direction area, as per the Council Plan, and shows how the capital works have been funded.

	E	xternal fundin	g	Ir	nternal fundin	ig	
Project	Grants and contrib.	Sale of assets	Loan funds	Reserves	Working capital	Operating activities	Total funding sources
Economic developm	ent and touri	sm					
Caravan park improvements	\$500,000			\$250,000			\$750,000
Wedderburn Caravan Park entrance				\$15,000			\$15,000
Caravan park equipment				\$40,000			\$40,000
Council properties fencing						\$5,000	\$5,000
Works and infrastruc	cture						
Local roads reseals						\$1,224,000	\$1,224,000
Local road construction	\$1,548,520					\$37,125	\$1,585,645
Local road resheets	\$62,677					\$284,235	\$346,912
Local road shoulder sheets						\$339,895	\$339,895
Local bridges and culverts	\$152,000					\$99,000	\$251,000
Township street improvements						\$293,755	\$293,755
Urban drainage				\$308,000			\$308,000
Depot wash point				\$110,000			\$110,000
Depot automated gates				\$50,000			\$50,000
Pyramid Hill wash point				\$50,000			\$50,000
Workshop expansion				\$41,500			\$41,500
Reseal Wedderburn							
Depot				\$40,000			\$40,000
Boundary entrance signage park and							
locality						\$20,000	\$20,000
Fleet replacement		\$68,606		\$119,994		420,000	\$188,600
Plant replacement		\$87,060		\$548,440			\$635,500
Minor plant and		,				\$20.000	
equipment						\$20,000	\$20,000

### **APPENDIX C - CAPITAL WORKS PROGRAM (Continued)**

### C1. Capital works by key direction area (continued)

	E	xternal fundir	ng	Ir	nternal fundin	g	
Project	Grants and contrib.	Sale of assets	Loan funds	Reserves	Working capital	Operating activities	Total funding sources
Good management							
Server replacement				\$50,000			\$50,000
Asset Edge devices				\$2,000			\$2,000
PC replacement				\$30,000			\$30,000
Photocopier / scanner				\$10,000			\$10,000
IT Strategy implementation				\$220,000			\$220,000
Building Asset Management Plan allocation						\$263,500	\$263,500
Building safety audit						\$15,000	\$15,000
Environment						+.0,000	+.0,000
Flood mitigation							
works - Boort	\$333,333					\$166,667	\$500,000
Flood mitigation works - Pyramid Hill	\$500,000					\$250,000	\$750,000
<b>Community services</b>	and recreation	on					
Parks and gardens strategy						\$104,500	\$104,500
Community planning strategic fund						\$500,000	\$500,000
Swimming pool solar power	\$200,000					\$114,000	\$314,000
Wedderburn kinder capital						\$5,363	\$5,363
Upgrade public toilets						\$30,000	\$30,000
Community planning allocations						\$250,000	\$250,000
Trails signage						\$5,000	\$5,000
Total	\$3,296,530	\$155,666	\$0	\$1,884,934	\$0	\$4,027,040	\$9,364,170

### **APPENDIX C - CAPITAL WORKS PROGRAM (Continued)**

#### C2. Capital expenditure by classification

This table shows the projects by classification, and shows whether the works are for asset renewal or provide Council with new assets.

	Asset		Asset	Asset	Carried	
Project	renewal	New asset	upgrade	expansion	forward	Total project
Land and buildings						
Council properties fencing					\$5,000	\$5,000
Depot wash point					\$110,000	\$110,000
Pyramid Hill depot wash point					\$50,000	\$50,000
Depot automated gates					\$50,000	\$50,000
Workshop extension					\$41,500	\$41,500
Reseal Wedderburn Depot					\$40,000	\$40,000
Building asset management plan	\$263,500					\$263,500
Building safety audit					\$15,000	\$15,000
Strategic fund	\$500,000					\$500,000
Upgrade public toilets			\$30,000			\$30,000
Total land and buildings	\$763,500	\$0	\$30,000	\$0	\$311,500	\$1,105,000
Furniture and equipment						
Server replacement	\$50,000					\$50,000
PC replacement	\$30,000					\$30,000
Photocopier / scanner	\$30,000					\$10,000
Asset Edge devices	\$10,000	\$2.000				\$10,000
IT Strategy implementation		φ2,000	\$220,000			\$2,000
Wedderburn kinder capital			\$220,000			
Total furniture and equipment	\$90,000	\$2,000	\$225,363 \$225,363	\$0	\$0	\$5,363 <b>\$317,363</b>
Total furniture and equipment	\$50,000	<i>\$</i> 2,000	\$220,000	φU	40	\$517,505
Plant and equipment						
Minor plant and equipment		\$20,000				\$20,000
Fleet replacement		\$188,600				\$188,600
Plant replacement		\$635,500				\$635,500
Total plant and equipment	\$0	\$844,100	\$0	\$0	\$0	\$844,100
Footpaths						
Township street improvements	\$293,755					\$293,755
Total footpaths	\$293,755 \$293,755	\$0	\$0	\$0	\$0	\$293,755 \$293,755
	1_00,00					+===;
Roadworks						
Local road reseals	\$1,224,000					\$1,224,000
Local road construction			\$1,585,645			\$1,585,645
Local road resheets	\$346,912					\$346,912
Local road shoulder sheets	\$339,895					\$339,895
Local bridges and culverts	\$251,000					\$251,000
Boundary entrance signage parks and locality	\$20,000					\$20,000
Total roadworks	\$2,181,807	\$0	\$1,585,645	\$0	\$0	\$3,767,452

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### **APPENDIX C - CAPITAL WORKS PROGRAM (Continued)**

#### C2. Capital expenditure by classification (continued)

Project	Asset renewal	New asset	Asset upgrade	Asset expansion	Carried forward	Total project
Urban and road drainage						
Urban drainage program			\$308,000			\$308,000
Flood mitigation works Boort			\$500,000			\$500,000
Flood mitigation works Pyramid Hill			\$750,000			\$750,000
Total urban and road drainage	\$0	\$0	\$1,558,000	\$0	\$0	\$1,558,000
Recreation, leisure and commun	ity facilities					
Caravan park improvements			\$750,000			\$750,000
Wedderburn Caravan Park			+			····
entrance					\$15,000	\$15,000
Caravan park equipment	\$40,000					\$40,000
Swimming pool solar power					\$314,000	\$314,000
Trails signage					\$5,000	\$5,000
Total recreation, leisure and community facilities	\$40,000	\$0	\$750,000	\$0	\$334,000	\$1,124,000
Parks, open space and streetsca	ipes					
Parks and gardens strategy	\$104,500					\$104,500
Community planning allocations			\$250,000			\$250,000
Total parks, open space and						
streetscapes	\$104,500	\$0	\$250,000	\$0	\$0	\$354,500
Total	\$3,473,562	\$846,100	\$4,399,008	\$0	\$645,500	\$9,364,170

#### C3. Capital funding in detail

#### C3.1 Grants and contributions

Program	Type or source of grant or contribution	Amount
Caravan park improvements	Regional Development Victoria	\$500,000
Local road construction	Roads to Recovery	\$1,548,520
Local road resheets	Roads to Recovery	\$62,677
Local bridges and culverts	Roads to Recovery	\$152,000
Flood mitigation works - Boort	Natural Disaster Recovery Grants	\$166,667
Flood mitigation works - Pyramid Hill	Natural Disaster Recovery Grants	\$250,000
Flood mitigation works - Boort	Department Environment and Primary Industries	\$166,666
Flood mitigation works - Pyramid Hill	Department Environment and Primary Industries	\$250,000
Swimming pool solar power	Sustainability Victoria	\$200,000
Total		\$3,296,530

### **APPENDIX C - CAPITAL WORKS PROGRAM (Continued)**

#### C3. Capital funding in detail (continued)

#### C3.2 Sale of assets

Key direction area	Asset classification	Amount
Works and infrastructure	Fleet/Plant	\$155,666
Total		\$155.666

#### C3.3 Loans

Key direction area	Source of income and project	Amount
Nil		\$0

#### C3.4 Reserves

Program	Type of reserve	Amount
Caravan Park improvements	Caravan park reserve	\$250,000
Caravan park equipment	Caravan park reserve	\$40,000
Wedderburn Caravan Park entrance	Caravan park reserve	\$15,000
Depot wash point	Capital expenditure reserve	\$110,000
Pyramid Hill wash point	Capital expenditure reserve	\$50,000
Depot automated gates	Capital expenditure reserve	\$50,000
Workshop extension	Capital expenditure reserve	\$41,500
Reseal Wedderburn Depot	Capital expenditure reserve	\$40,000
Plant replacement	Plant replacement reserve	\$548,440
Fleet replacement	Fleet replacement reserve	\$119,994
Server replacement	Information technology reserve	\$50,000
PC replacement and other equipment	Information technology reserve	\$32,000
Photocopier purchase	Information technology reserve	\$10,000
IT strategy implementation	Information technology reserve	\$220,000
Urban drainage program	Urban drainage reserve	\$308,000
Total		\$1,884,934

#### C3.5 Working capital

Key direction area	Source of income and project	Amount
Nil		\$0

#### C3.6 Operating activities

All other capital works projects, that have not been funded externally or from another internal source of income, are funded from operating activities.

### **APPENDIX D - AUDIT COMMITTEE FINANCIALS**

In 2002 Council's Internal Audit Committee created a reporting format that it considered appropriate for reporting Council's results on a monthly basis. That format has been used by Council since then.

The following reports show the 2016/17 Forecast Actuals, the 2017/18 Budgets, and the variance between the two.

The reports include:

- Comprehensive Income Statement by expense type
- Comprehensive Income Statement by key direction area
- Capital Expenditure Statement

### **COMPREHENSIVE INCOME STATEMENT BY EXPENSE TYPE**

	Forecast actual	Budget	
	2016/17	2017/18	Variance
Revenues from ordinary activities			
Rates and charges	\$10,105,251	\$10,406,865	\$301,614
User fees	\$2,002,291	\$1,681,277	(\$321,014)
Operating grants	\$9,902,028	\$9,844,316	(\$57,712)
Capital grants	\$6,192,226	\$3,343,519	(\$2,848,707)
Operating contributions	\$115,331	\$15,000	(\$100,331)
Capital contributions	\$0	\$0	\$0
Vic Roads	\$700,063	\$710,647	\$10,584
Reversal of impairment losses	\$166	\$0	\$0
Reimbursements	\$296,718	\$305,320	\$8,602
Interest	\$428,000	\$378,000	(\$50,000)
Total revenues	\$29,742,074	\$26,684,944	(\$3,057,130)
Expenses from ordinary activities			
Labour	\$9,100,252	\$9,652,976	\$552,724
Materials and services	\$8,516,564	\$7,767,258	(\$749,306)
Contracts	\$2,392,589	\$1,565,480	(\$827,109)
Utilities	\$414,894	\$430,439	\$15,545
Depreciation	\$8,757,634	\$8,976,575	\$218,941
Interest expense	\$0	\$0	\$0
Other expenses	\$299,116	\$304,738	\$5,622
Total expenses	\$29,481,049	\$28,697,466	(\$783,583)
		<b></b>	**
Net (gain) / loss on sale of assets	\$0	\$0	\$0
Surplus / (deficit) for the year	\$261,025	(\$2,012,522)	(\$2,273,547)

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### **APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)**

### COMPREHENSIVE INCOME STATEMENT BY KEY DIRECTION AREA

	Forecast actual	Budget	
	2016/17	2017/18	Variance
Revenues from ordinary activities			
Rates and charges	\$10,105,251	\$10,406,865	\$301,614
Operating grants	\$9,902,028	\$9,844,316	(\$57,712)
Capital grants	\$6,192,226	\$3,343,519	(\$2,848,707)
Operating contributions	\$115,331	\$15,000	(\$100,331)
Capital contributions	\$0	\$0	\$0
User fees	\$2,002,291	\$1,681,277	(\$321,014)
Reimbursements	\$296,718	\$305,320	\$8,602
Reversal of impairment losses	\$166	\$0	\$0
Vic Roads	\$700,063	\$710,647	\$10,584
Interest	\$428,000	\$378,000	(\$50,000)
Total revenues	\$29,742,074	\$26,684,944	(\$3,057,130)
Expenses from ordinary activities			
Economic development and tourism	\$1,384,704	\$1,419,980	\$35,276
Leadership	\$1,552,752	\$1,218,296	(\$334,456)
Works and infrastructure	\$11,539,983	\$12,931,291	\$1,391,308
Good management	\$4,343,154	\$4,549,875	\$206,721
Environment	\$2,080,773	\$2,056,061	(\$24,712)
Community services and recreation	\$8,579,683	\$6,521,964	(\$2,057,719)
Total expenses	\$29,481,049	\$28,697,467	(\$783,582)
Net (gain) / loss on sale of assets	\$0	\$0	\$0
Surplus / (deficit) for the year	\$261,025	(\$2,012,523)	(\$2,273,548)

### **APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)**

### **CAPITAL EXPENDITURE STATEMENT**

	Forecast actual	Budget	
	2016/17	2017/18	Variance
Surplus / (deficit) for the year-as per			
income statement	\$261,025	(\$2,012,523)	(\$2,273,548)
Less non-cash income			
Reversal of impairment losses	(\$166)	\$0	\$166
Add non-cash expenditure			
Net gain on sale of assets	\$0	\$0	\$0
Loan interest accrued	\$0	\$0	
Depreciation	\$8,757,634	\$8,976,575	\$218,941
Total funds available for capital			
expenditure	\$9,018,493	\$6,964,052	(\$2,054,441)
Capital expenditure, transfers and loans			
Economic development and tourism	\$59,854	\$810,000	\$750,146
Leadership	\$0	\$0	\$0
Works and infrastructure	\$11,583,229	\$5,504,807	(\$6,078,422)
Good management	\$433,184	\$590,500	\$157,316
Environment	\$300,000	\$1,250,000	\$950,000
Community services and recreation	\$5,316,317	\$1,208,863	(\$4,107,454)
Total capital works	\$17,692,584	\$9,364,170	(\$8,328,414)
Transfers to reserves	\$2,593,077	\$2,182,392	(\$410,685)
Loan repayments	\$0	\$0	(\u00e9+10,000) \$0
Total capital, transfers and loans	\$20,285,661	\$11,546,562	(\$8,739,099)
		, ,	(10) 00,000
Capital expenditure, transfers and loans wil	be financed by:		
Asset sales	\$324,492	\$490,666	\$166,174
Transfers from reserves	\$11,563,297	\$2,496,564	(\$9,066,733)
Accumulated cash surplus brought forward	φ11,000,297	φ <b>2,490,004</b>	(49,000,733)
from previous year	\$1,181,908	\$1,802,528	\$620,620
Total financing of capital, transfers, and	ψ1,101,300	φ1,002,020	ψυ20,020
loans	\$13,069,697	\$4,789,758	(\$8,279,939)
Total accumulated cash surplus	\$1,802,528	\$207,248	(\$1,595,280)

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Item 8.9- Attachment 1

### 8.10 KERBSIDE WASTE AND RECYCLING POLICY

File Number:	18/01/001
Author:	lan McLauchlan, Director Operations
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	1. KERBSIDE WASTE AND RECYCLING POLICY

### RECOMMENDATION

That Council adopt the Kerbside Waste and Recycling Policy.

### 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

Councillors were initially presented with the draft Kerbside Waste and Recycling Policy during its forum on 27 September 2016.

At its Ordinary meeting in February 2017 Council resolved to endorse the draft policy document and seek public comment prior to its finalisation and subsequent adoption.

### BACKGROUND

Council currently provides a kerbside waste and recycling service (the Service) to eligible residential properties throughout the Shire. The Service is provided to assist local residential and commercial properties to appropriately manage their waste and recyclable materials.

The Service is intended to provide a flexible, convenient and affordable mechanism to manage onsite waste generation, protect the amenity of our township and rural living areas and reduce the potential risk of illegal dumping or onsite waste disposal/accumulation.

The Service in its current form has been in place for over a decade, however at no time has Council maintained a formal policy with respect to the conditions by which the Service shall be provided.

### **ISSUES/DISCUSSION**

Over time a number of operational matters have arisen whereby the lack of a documented policy has contributed to ambiguity and debate with local residents accessing the Service, particularly where non-compliance with respect to service conditions are being observed or modification of standard protocols has been requested (e.g. surrender of a mandatory service).

The Kerbside Waste and Recycling Policy (attachment 1) seeks to provide clarity for both staff and local residents with respect to the level of service which Council shall provide, expectations of users and the application of associated fees.

The policy focuses on matters relating to:

- eligibility for access to the service (both mandatory and discretionary)
- the level of service to be provided (number and types of bins)
- interruption or suspension of services
- application of service charges
- general operational matters (e.g. weight and placement of bins for collection).

The policy is considered to address many of the historical issues requiring clarification raised by staff and residents over the last decade with respect to the Service. Complementing this policy, Council's Waste Management Strategy and Local Law No. 4 – Environment, contain further specific information relating to the operation of the Service.

At the conclusion of the public notice period no submissions were received. The draft policy is therefore being presented in the same form as that previously discussed with Council in February 2017 with a recommendation for its adoption.

### **COST/BENEFITS**

It is not expected that this policy will have any further financial impact upon Council beyond that which is currently being incurred through the provision and operation of the existing kerbside waste and recycling service.

Establishment of this policy will provide a number of operational benefits, the primary one being greater clarity for both members of the public and customer service staff with respect to service conditions and expectations.

### **RISK ANALYSIS**

It is considered that no additional risk to Council shall be created through this policy. The provision of clear service parameters and expectations may however assist in the reduction of limited reputational or financial risks.

### CONSULTATION AND ENGAGEMENT

Development of this draft policy involved consultation with various internal staff and Councillors.

Public notice of the draft policy was issued on 9 March 2017 (via Councils web site and local newspaper publication) with submissions received until 7 April 2017. No public submissions in response to the draft policy were received.



# KERBSIDE WASTE AND RECYCLING POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Operations
INTERNAL COMMITTEE	Not applicable
ENDORSEMENT: 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:	Fees and Charges Schedule Loddon Shire Waste Management Strategy Loddon Planning Scheme Building Act 1993
RELATED LEGISLATION:	Loddon Shire Community Support Policy Local Government Act 1989 Australian Taxation Office Goods and Services Tax Act (GST) 1999
EVIDENCE OF APPROVAL:	Loddon Shire Local Law No. 4 - Environment

Signed by Chief Executive Officer

FILE LOCATION:

Document1

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.



KERBSIDE WASTE AND RECYCLING POLICY

### **1 PURPOSE**

To outline conditions associated with the provision of kerbside waste and recycling services throughout the municipality including the application of associated fees and charges.

### 2 SCOPE

This policy applies to all properties within the Loddon Shire municipal boundary.

This policy should be read in conjunction with Loddon Shire Local Law No. 4 – Environment (the Local Law), Council's Waste Management Strategy and Council's Community Support Policy.

### **3 POLICY**

Council operates a kerbside waste and recycling collection service to assist local residential and commercial properties to appropriately manage their waste and recyclable materials. The provision of a kerbside collection service is intended to provide a flexible, convenient and affordable mechanism to manage on site waste generation, protect the amenity of our township areas and reduce the potential risk of illegal dumping.

The provision of a separate recyclable service is consistent with Council's position of attempting to reduce the volume of waste being disposed to landfill. Complementing the kerbside collection service, Council also operates a number of waste management facilities or other services as detailed within its Waste Management Strategy.

This policy outlines the operational parameters which have been set with respect to the provision of the kerbside collection service to ensure its ongoing viability and effectiveness, as well as the application of associated charges.

#### 3.1 Service eligibility

#### 3.1.1 Residential and commercial properties

Council provides a mandatory kerbside waste and recycling collection service to all residential and commercial tenements located within the Township Zone (TZ), Low Density Residential Zone (LDRZ) or Rural Living Zone (RLZ) as defined within the Loddon Planning Scheme.

Where it is both economically viable and practical to do so, Council will attempt to provide access to the kerbside waste and recycling service to residential or commercial properties located outside of the TZ, LDRZ or RLZ, however provision of the service in these instances is subject to the conditions specified within clause 3.1.4 being met.



#### 3.1.2 New service requests

Occupants or owners of commercial and residential properties not currently provided with a kerbside collection service may lodge a request for service with Council. In determining whether the property is eligible, consideration will be given to the following:

A set of bins will be supplied and the associated charges applied when:

- for new residential dwellings, construction is complete and the associated Certificate of Occupancy has been issued
- for pre-existing dwellings where no Certificate of Occupancy has been issued, the request
  has been referred to Council's rates department to determine if the property is rated as a
  house; and the property has been assessed under the Building Act as being exempt from
  the requirement to obtain a Certificate of Occupancy
- a permit has been issued pursuant to clause 7.4 of the Local Law, for the erection, establishment or occupation of a temporary dwelling for the purpose of accommodation.

No consideration of new service requests shall be given for sheds.

#### 3.1.3 <u>New rural service requests</u>

In addition to the requirements specified in 3.1.2, in determining whether a service can be provided to properties located outside the TZ, LDRZ and RLZ, Officers will assess each request against the following criteria:

- the proximity of the proposed bin collection point from the existing service routes
- · classification of roads required to be used to facilitate collection
- scope to improve economic viability by clustering or increasing number of properties to receive a new service

The distance required to be travelled by Council's contractor to provide a new service by extending or deviating from an existing route, is to be no more than one kilometre per service.

Any route variation or extension must be possible by utilising the existing all weather road network.

## 3.1.4 Service requests from clients outside of Loddon Shire

A landowner on the periphery of the Loddon Shire boundary may request a bin service due to their local council not providing a service to their property. Any request of this nature will be assessed on its merits in accordance with the requirements specified within this policy; and approved at the discretion of Council Officers.

Where it is determined that a service may be accommodated for a property outside of the municipality, a rates notice for this property will be generated. If the landowner fails to pay for the service by the due date each year, access to the service may be reassessed and withdrawn if necessary.



## 3.1.5 Vacant land

Access to Council's waste and recycling services will not be provided to any vacant land.

## 3.2 Service requirements

Properties which are provided access to the kerbside waste and recycling service are obligated to receive both services in unison. There is no scope to independently cease either the waste or recycling service.

Additional bins may however be issued for either service independently (e.g. request for additional waste bin only due to family size).

## 3.2.1 Minimum service standard

For eligible properties the minimum service standard provided is:

	Property/Se	rvice Classification				
	Residential	Commercial				
Waste Service	1 x 140 Litre MGB with red lid	1 x 240 Litre MGB with green or blue lid				
Recycling Service	1 x 240 Litre MRB with yellow lid	1 x 240 Litre MRB with yellow lid				

## 3.2.2 Additional or extra bins

Where it can be demonstrated that the provision of a single Mobile Garbage Bin (MGB) or Mobile Recycling Bin (MRB) is insufficient to cater for the volume of waste or recyclables being generated form a residential property (e.g. due to large family or young children present) consideration may be given to the provision of a second MGB or MRB.

Council maintains a strategy of waste minimisation and as such allocation of an additional MGB is only considered where a genuine need can be demonstrated. Prior to an additional MGB being issued, Council officers may undertake an assessment of the waste generation practices on site including assessment of recyclable diversion rates.

Residential properties are restricted to a maximum of two MGB or MRB's. Commercial properties may request the allocation of an unlimited number of additional MGB's or MRB's.

Specified charges shall apply for each individual bin provided to a property.

## 3.2.3 Collection scheduling

The scheduling of collections for both the waste and recycling service is detailed within Council's Waste Management Strategy. Modification of collection routes or impact of public holidays may require adjustment of collection scheduling. Where such changes are made Council will issue public or individual notices to inform the community accordingly.



## 3.2.4 Interruption of service

Council will endeavour to perform the kerbside collection service as detailed within its Waste Management Strategy however there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver the specified level of service. These include but are not limited to:

- natural disasters, such as fires, floods, or storms
- prolonged labour or resource shortage
- a need to commit or redeploy Council staff and/or equipment elsewhere.

Council will endeavour to inform residents of any suspension or reduction of service, including any interim arrangements for disposal of waste and recyclables and the period for which the suspension is likely to be in effect.

No discount or refund of service charges shall be provided by Council in the event of a service interruption or delay.

#### 3.2.5 Suspension of service

Where a property is identified as presenting inappropriate material (refer to the Local Law) within either the waste or recycling bins, Council will initially contact the owner/occupier of the property and provide notice of the observed service breach.

Subsequent or repeated presentation of unsuitable materials may result in either the suspension of service until such time that unacceptable materials are removed from the bin, or property owner behaviour has been remedied to the satisfaction of Council.

Where bins presented for collection have been refused due to contamination, no discount or refund shall be provided with respect to the associated service charges.

#### 3.2.6 Withdrawal or refusal of service

Withdrawal of any additional or discretionary services, or refusal of requests for a new service in rural areas, may occur at officer's discretion where it is identified that the provision of the kerbside service is contributing to an increase in any outstanding financial debt owed by property owners to Council.

#### 3.2.7 Recreational and public facilities

Council's kerbside waste and recycling collection service is also made available to various sporting or public facilities located throughout the municipality. In addition to the provision of the kerbside collection service to these facilities, limited exemptions for the associated service charges are detailed within Council's Community Support Policy.

## 3.3 Service charges

The garbage and recycling charge will be reviewed annually and set by Council as part of the budget process.

A service charge will be levied on all residential and commercial properties within the TZ, LDRZ or RLZ, whether permanently occupied or not, and regardless of whether the service is required or utilised.

Applicable charges for the service shall apply regardless of its utilisation.



## 3.3.1 New service

Where a request has been made for a new service or additional bins, a pro-rata charge will be applied from the delivery date of the bins for the remainder of the financial year.

## 3.3.2 Removal of service

Where a request has been made to remove a non-compulsory service (e.g. additional bin) a prorata charge will be applied for the part of the financial year where the service has been available up to the date of pick up.

For properties outside of the TZ, LDRZ or RLZ who have been provided with access to the kerbside collection service, cessation of this service shall only be considered where officers determine that there shall be no negative economic or functional impact upon the service provision i.e. where elimination of a single property does not create unreasonable travel distances to collect remaining services in the area.

## 3.3.3 Charge exemptions

Organisations or facilities identified as being eligible to receive charge exemptions for kerbside waste and recycling services under Council's Community Support Policy shall not be charged for the number and type of bins approved.

Any additional services beyond that which has been defined under the Community Support Policy shall incur the full service charge.

Council shall not apply any charges to bins used internally by the organisation for municipal buildings or within public parks & reserves, under the direct management and Control of Council.

## 3.4 General operation and management of service

The following general requirements apply with respect to the operation of Council's kerbside collection service. Additional details pertaining to suitability of materials for disposal or other operational requirements are documented within the Local Law and Waste Management Strategy.

## 3.4.1 Bin ownership & location

All bins issued as part of Council kerbside service remain the property of Loddon Shire Council at all times.

Each bin is labelled with a unique identification code and must remain with the property to which it has been issued. Bins must not be transferred or relocated from the property (e.g. where there is a change of tenant or ownership of the property).

#### 3.4.2 Placement of bins for collection

Bins (with the lids fully closed) must be placed on the verge of the vehicle crossing (driveway) or roadway abutting the property with handles facing away from the roadway (i.e. towards property).

The bins must be presented for collection only on the night before the scheduled collection day. Bins must be returned inside the property boundary within 24 hours of the collection.

Placing bins out for collection is at the property owner's discretion; however consideration should be given to the requirements under clause 3.4.4.



## 3.4.3 Weight of bins

The total weight of any bin placed out for collection must not exceed 80 kilograms.

#### 3.4.4 Maintenance

Property owners/occupiers are responsible for ensuring the cleanliness of their bins. These bins must be maintained in a clean condition by users so as not to be offensive to any person or become a health hazard or nuisance.

## 3.4.5 Damaged bins

Damaged bins will be either repaired or replaced, within the next two (2) collection cycles, upon Council receiving notification from the property owner or occupier of such damage.

A bin damaged or lost as a result of misuse or other action on the part of the property owner may incur a charge to the property owner for the cost of repair or replacement.

## 3.4.6 Replacement of stolen bins

Stolen bins must either be reported to the police with the subsequent police report forwarded to Council, or reported directly to Council and accompanied by a signed statutory declaration, in order for a replacement to be supplied. Replacement bins will be delivered within the next two (2) collection cycles following the provision of notification to Council.

## 3.5 Goods and services tax

Garbage collection charges for commercial and non-residential properties are subject to the appropriate amount payable pursuant to the Goods and Services Tax (GST) Act 1999.

## 4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
GST	Goods and Services Tax
MGB	Mobile Garbage (waste) Bin
MRB	Mobile Recycling Bin
RLZ	Rural Living Zone
LDRZ	Low Density Residential Zone
TZ	Township Zone

## **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 Operations will review this policy for any necessary amendments no later than 1 year after adoption of this current version.

## 8.11 AUDIT COMMITTEE REMUNERATION 2017-18 REPORT

File Number:	06/02/003
Author:	Sharon Morrison, Director Corporate Services
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	Nil

## RECOMMENDATION

That Council:

- 1. increases the quarterly remuneration paid to independent members of the Audit Committee to \$455, effective the quarter commencing 1 May 2017
- 2. maintains payment of an extra quarter remuneration to the Chair during a one year term
- 3. maintains a travel reimbursement for independent members of the Audit Committee, paid at the rate that Councillors are reimbursed for travel.

## **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 was provided with an Audit Committee Remuneration Report at the Ordinary Meeting held on 22 March 2016, where Council resolved as follows:

- 1. increases the quarterly remuneration paid to independent members of the Audit Committee to \$445, effective the quarter commencing 1 May 2016
- 2. retain payment of an extra quarter remuneration to the Chair during a one year term
- 3. retain a travel reimbursement for independent members of the Audit Committee, paid at the rate that Councillors are reimbursed for travel.

## BACKGROUND

The Consumer Price Index for All Groups – Melbourne for December is used as the guide for increases to Audit Committee remuneration annually. The indexation has been sourced from the Australian Bureau of Statistics and is 1.5%.

Application of 1.5% to the Audit Committee's current remuneration of \$445 per quarter calculates to \$451.67 per quarter. This report recommends that this amount be rounded to \$455 per quarter.

## **ISSUES/DISCUSSION**

Last year's report confirmed Council's commitment of an extra quarterly payment to the Chair during a one-year term. This payment recognises the additional responsibility held by the Chair.

It also confirmed a travel reimbursement to be paid to independent members at the same rate as the Councillors' travel reimbursement.

This report recommends that the travel reimbursement and extra payment for the Chair be retained.

## **COST/BENEFITS**

There is a small financial cost to Council resulting from this report.

## **RISK ANALYSIS**

Council increases the likelihood of recruiting and retaining quality Audit Committee members by ensuring that remuneration is increased on a regular basis.

## CONSULTATION AND ENGAGEMENT

Nil

## 9 INFORMATION REPORTS

## 9.1 REVIEW OF FUNDING DISTRIBUTION METHODOLOGIES BETWEEN VARIOUS CATEGORIES OF ANNUAL INFRASTRUCTURE PROGRAM

File Number:	14/01/001				
Author:	Indivar Dhakal, Manager Technical Services				
Authoriser:	Peter Cownley, A/Director Operations				
Attachments:	1. Asset Condition Graph and Annual Liability				
	2. 50 Years Required Annual Renewal Expenditure				
	3. Predicted Annual Capital Renewal Expenditure (Footpaths and				

## RECOMMENDATION

That Council receive and note the review of funding distribution methodologies between various categories of the Annual Infrastructure Program.

Kerb and Channel)

## 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 were presented with the 2016/2017 Annual Infrastructure Program (the Program) during the Council Forum held on 10 May 2016 and the Ordinary Meeting held on 24 May 2016. In addition to the subsequent Council resolution to adopt the Program, it was requested that officers undertake a review as to the existing funding distribution methodologies between various asset categories and report back to Council so as to verify the appropriate apportionment of capital investment across the Program.

## BACKGROUND

Each year Council allocates and spends significant funds upon capital works across the Shire on road, road related and drainage infrastructure. Council officers routinely identify and scope potential infrastructure renewal, improvement or upgrade projects and include them within the future works register or Rolling Program.

The Rolling Program is used to prepare the Program through a process of project prioritisation and apportionment of available funding. The Program for roads and drainage is comprised of 9 asset categories.

Annual funding within each of these categories is based upon identified levels of service and consequential investment demand requirements outlined within each of the relevant asset management plans. These asset management plans also inform the development of the Long Term Financial Plan (LTFP).

Modelled investment demand as provided within the LTFP is entered into the annual budget process. The total funds allocated to the Program and the amount apportioned to each category may be adjusted following consideration of Council's financial position.

Following the adoption of the 2016/17 Program, Councillors requested that officers undertake a review of the methodology by which available funding is apportioned between Program categories. The review was requested for consideration in the preparation of the 2017/18 Program.

It is understood that one of the major factors in making this request was a desire to examine the potential for the allocation of additional funding towards the delivery of new infrastructure within the township precincts e.g. new footpath and kerb & channel construction or upgrades.

## **ISSUES/DISCUSSION**

The current Program requires funding allocations to be determined by the specified level of service targets as outlined within relevant infrastructure asset management plans. The investment level required for each asset category is then determined using these service level targets and the additional information contained within each asset register, namely:-

- asset value (replacement cost)
- current condition and age of assets (condition)
- predicted condition deterioration rate (degradation rate)
- specified and accepted intervention levels (service level)
  - 1.

For roads and drainage assets, Council uses the Moloney's Asset Management System which generates a condition based degradation curve for each asset category. When combined with the current asset condition rating, estimated asset replacement value and proposed long term investment level (i.e. annual renewal expenditure), an infrastructure renewal gap analysis is produced.

In summary an asset renewal gap is created where the annual investment in the renewal of the existing infrastructure base is insufficient to account for the rate of deterioration over time, leading to a gradual increase in the number of assets for which the condition exceeds specified intervention standards.

Ideally the investment effort (i.e. annual expenditure) on each asset category should be maintained at a level which ensures that there is no infrastructure renewal gap. A number of factors influence the practicality of achieving this in any given year, hence a more practical approach is to consider infrastructure renewal demand over a longer term i.e. 10 year Long Term Financial Plan.

Through asset deterioration modelling, officers are able to calculate the annual infrastructure renewal investment required so as to maintain a negligible infrastructure gap. The calculated investment effort forms the basis of the budget request for asset renewal in each category of the Program.

## Existing asset condition profiles

Attachment 1 provides an overview of the current condition of each asset category as well as the predicted annual liability. This data is based upon the asset valuations/condition inspections undertaken in 2013/14 with the exception of the unsealed pavement data which has been obtained via 20% network inspection per annum over the last 5 years.

Council is currently undertaking a condition based survey on the entire network of sealed road surface, footpath and kerb and channel. Information on the updated condition of assets and the annual liability can be expected before the end of 2016/17.

## Renewal gap modelling

Council undertakes a renewal gap modelling process every year to establish the current and updated renewal gap on all its infrastructure classes. This gap model provides an overview of the required investment model that Council may adopt to avoid a renewal gap.

Attachment 2 was reported to the Council in 2015 and provides the required renewal expenditure to satisfy renewal requirements. There is limited upgrade expenditure included so as to avoid extending the infrastructure renewal gap.

The attachment clearly identifies the need for greater investment in large scale asset networks i.e. the sealed and unsealed road networks. The proportion of required expenditure in footpath and kerb and channel is very small when compared to the road network investment.

Any investment redirection into footpath and kerb and channel from the sealed and unsealed asset network will have a significant impact on the renewal gap for both categories unless additional funding is allocated above that identified within Attachment 2..

## Footpaths and Kerb & Channel

Footpaths and kerb & channel assets, are included within the Township Street Improvement (TSI) category of the Program.

Council officers have conducted renewal gap modelling to identify the long term capital investment requirements for footpath and kerb and channel assets. Attachment 3 provides a graphical representation of predicted annual capital investment requirements for next 20 years.

The table below provides the predicted kerb and channel, and footpath annual investment required to avoid a renewal gap.

Voor		Required I	Expe	Expenditure				
Year	Kerk	o and Channel		Footpath				
2017/18	\$	231,132	\$	126,329				
2018/19	\$	222,432	\$	125,616				
2019/20	\$	174,869	\$	81,927				
2020/21	\$	142,788	\$	72,315				
2021/22	\$	126,523	\$	74,709				
2022/23	\$	113,568	\$	79,402				
2023/24	\$	110,864	\$	87,201				
2024/25	\$	108,884	\$	93,512				
2025/26	\$	107,226	\$	99,144				
2026/27	\$	105,693	\$	105,107				
2027/28	\$	104,185	\$	111,371				
2028/29	\$	102,654	\$	117,243				
2029/30	\$	101,081	\$	122,067				
2030/31	\$	99,462	\$	125,580				
2031/32	\$	97,805	\$	127,906				
2032/33	\$	96,125	\$	129,391				
2033/34	\$	94,439	\$	130,422				
2034/35	\$	92,766	\$	131,339				
2035/36	\$	91,127	\$	132,391				
2036/37	\$	89,541	\$	133,734				

The above expenditure only reflects the renewal of existing assets.

In addition, there is an associated routine operational and maintenance cost which is accommodated through Council's local roads maintenance budget (separate to the capital works program). Currently, Council invests approximately \$24,000 (indexed each year) in footpath and kerb and channel maintenance.

The table above together with Attachment 2, clearly shows that Council needs to invest on average approximately \$231,000 every year (indexed as per CPI) in capital renewal. Footpath and kerb and channel works are funded under the TSI category of the Program.

This category also includes other sub-categories like road improvements and pedestrian crossings. Council is currently spending \$234,000 on average under TSI (based on LTFP June 2016 – July 2026).

It is understood that Council requested a review of funding distribution methodologies with the view to investigating the viability of constructing new footpath and kerb and channel. Construction of a new footpath (green field unit rate) as opposed to replacement of footpath (brown field unit rate) is currently around \$115 per square meter. Construction of a 150 metre long standard residential footpath (average street to street distance within township) costs Council approximately \$26,000. The replacement cost of existing footpath for the same is approximately \$35,000.

Council's adopted LTFP and financial projections within the asset management plans are purely based upon the renewal needs. Any new infrastructure is funded from additional sources outside of funding notionally identified within the LTFP. However, Council does invest in construction of new infrastructure to address identified gaps in levels of service in accordance with relevant strategic asset management plans.

## Current Process:

There are differing industry standards and guidelines that suggest the appropriate apportionment of available funding between capital renewal, capital upgrade or new investment. However, it is considered appropriate to invest in new, or upgrade existing infrastructure only to reduce the gap between existing levels of service and the target levels of service as determined within relevant asset management plans.

Each individual project (renewal, upgrade or new) will be incorporated in the rolling program and evaluated under an assessment matrix encompassed in the project scope document. The Program is then developed based upon each individual project's relative priority using this assessment matrix and the level of available funding within each category. Council's current assessment matrix does incorporate a component to assess the current level of service.

Council officers also provide information whether an individual project is considered to fit the classification of renewal, upgrade or new in the course of submitting the Program to Council for approval. Also, a categorised summary of investment will be included to show Council's total renewal, upgrade and new infrastructure cost estimate.

In doing so, Council officers will consider the investment model guideline as specified by the National Asset Management Assessment Framework (NAMAF) and International Infrastructure Management Manual (IIMM).

To determine how the total available pool of funding within the annual budget is distributed across the Program Categories, officers consider that; the utilisation of renewal gap modelling, subsequent investment demand forecasting and project prioritisation in accordance with relevant asset management plans, to be the most appropriate methodology.

## **COST/BENEFITS**

Council's LTFP in regards to infrastructure investment is based on the asset management plan projections which is a derivative of renewal gap modelling. As such, any increased investment in addressing the service gap (i.e. new works) may lead to an increased renewal gap on infrastructure which will alter the financial projections for asset renewal.

It is proposed that Council will in future be advised as to whether projects are renewal, upgrade or new.

By advising Council which of the projects are renewal, upgrade or new, Council will be more engaged in current standard asset management practice. By maintaining the current methodology any identified service gaps will be gradually recovered along with a reduction in the infrastructure renewal gap.

If there was to be a shift towards projects which expand say the footpath network i.e. resolution of identified service gaps; such works would require either the redistribution of available funding from other Program Categories or alternatively the allocation of further funding for this specific purpose.

Redistribution of funding from other Program Categories is not recommended given the consequential impact upon their relative renewal gap and the longer term impact upon Council's infrastructure sustainability.

## **RISK ANALYSIS**

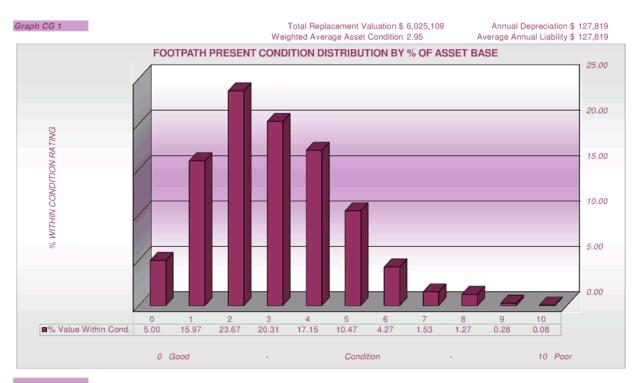
One of the major risks associated with varying the current methodology is the potential increase in expenditure. The likelihood of the risk is "very likely" with significant consequences. To minimise the potential risk, officers utilise a defined assessment matrix to prioritise individual projects and ensure compliance with overarching strategic asset management principals contained within relevant asset management plans.

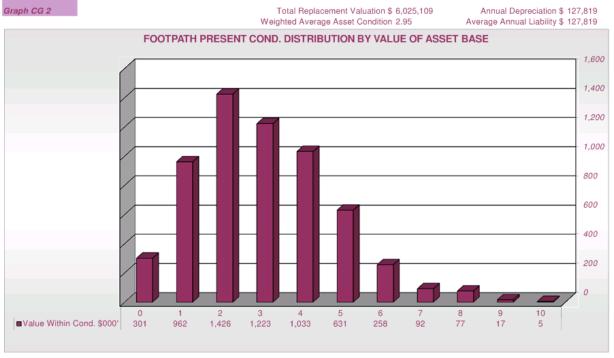
## CONSULTATION AND ENGAGEMENT

Internal discussion and consultation has been carried out between the officers within the Operations Directorate. The proposed methodology is a result of the discussion within Technical Services and the Director Operations.

#### **Overall Valuation Figures for Footpath Assets**

	Total	Units	Total	Units	Wight	Replace.	Asset	Written	Accumul.	Annual	Annual
ASSET	Quantity		Quantity		Av.	Value	Life	Down	Deprec.	Deprec.	Liability
DESCRIPTION					Cond.	\$	in Years	Value \$	\$	\$	Cost
Footpath	35,797	Lin. Met	64,277	sqm	2.95	6,025,109	46.7	4,247,550	1,777,559	127,819	127,819



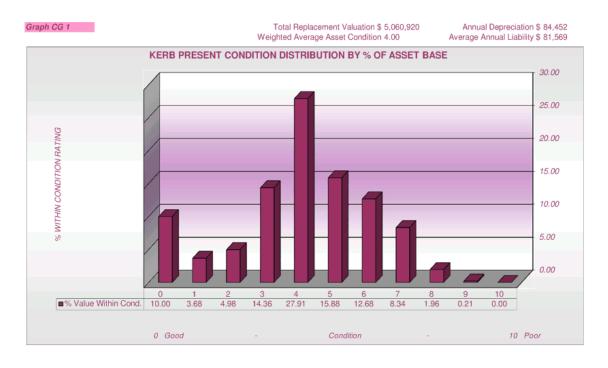


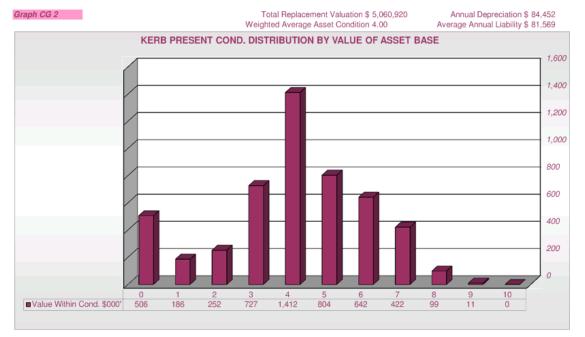
Moloney Systems

Footph_2.xlsm Condition Graph 20/01/2017]

#### **Overall Valuation Figures for Kerb Assets**

	ASSET DESCRIPTION	Total Quantity	Units	Total Quantity	Units	Wight Av. Cond.	Replace. Value \$	Asset Life in Years	Written Down Value \$	Accumul. Deprec. \$	Annual Deprec. \$	Annual Liability Cost
- [	Kerb	61.644	Lin. Met			4.00	5.060.920	59.9	3.037.604	2.023.316	84.452	81.569



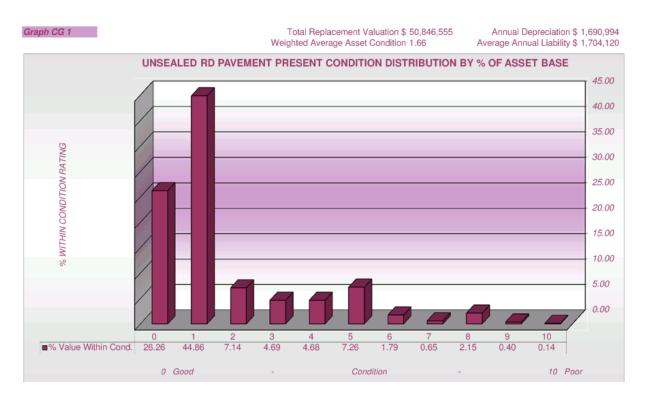


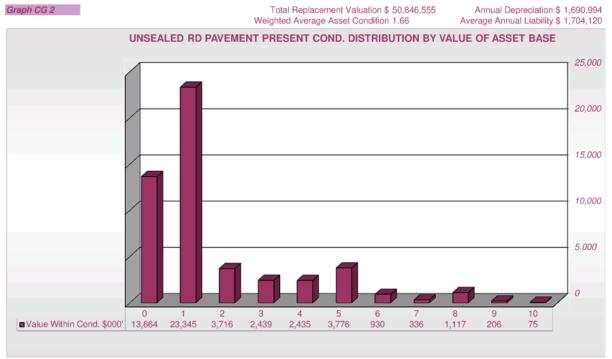
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Kerb_2.xlsm Condition Graph 20/01/2017

#### **Overall Valuation Figures for Sealed Road Pavements Assets**

	Total	Units	Total	Units	Wight	Replace.	Asset	Written	Accumul.	Annual	Annual
ASSET	Quantity		Quantity		Av.	Value	Life	Down	Deprec.	Deprec.	Liability
DESCRIPTION					Cond.	\$	in Years	Value \$	\$	\$	Cost
Unsealed Pavemer	2,579,762	Lin Met	11,512,203	sqm	1.51	50,846,555	48.3	43,156,841	7,689,714	1,690,994	1,704,120



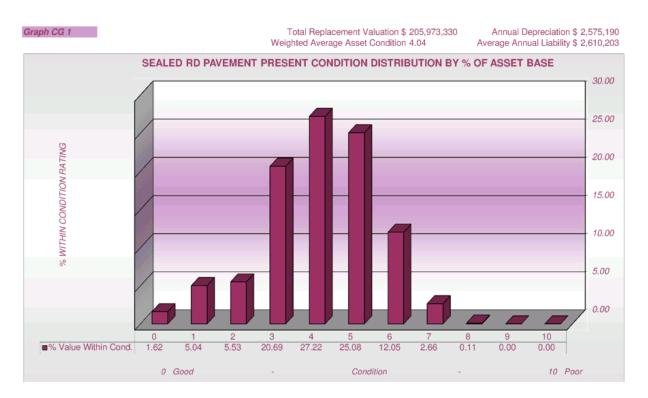


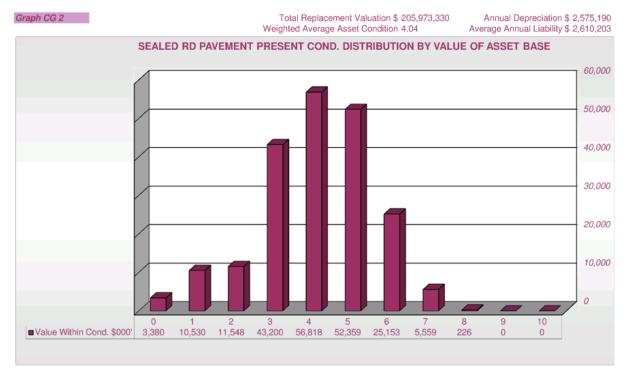
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USPave_2.xlsm Condition Graph 20/01/2017

#### **Overall Valuation Figures for Sealed Road Pavements Assets**

	Total	Units	Total	Units	Wight	Replace.	Asset	Written	Accumul.	Annual	Annual
ASSET	Quantity		Quantity		Av.	Value	Life	Down	Deprec.	Deprec.	Liability
DESCRIPTION					Cond.	\$	in Years	Value \$	\$	\$	Cost
Sealed Pavements	940.596	Lin, Met	5.491.361	sam	4.09	205.973.330	79.9	121,785,291	84,188,039	2.575.190	2.610.203



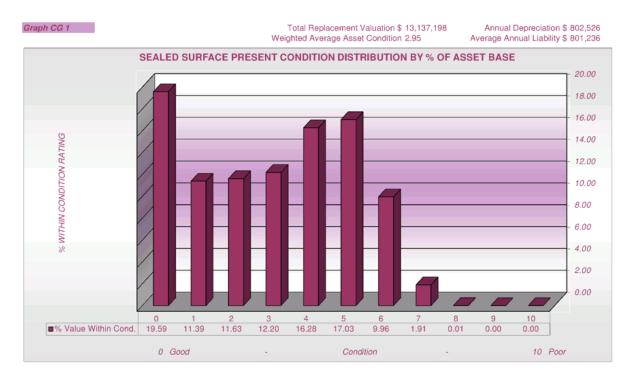


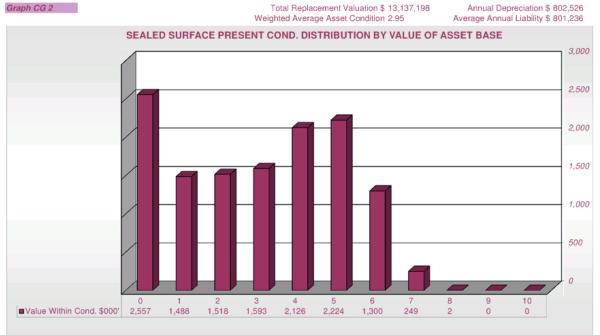
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Pave_2.xlsm Condition Graph 20/01/2017

#### **Overall Valuation Figures for Sealed Surface Assets**

	Total	Units	Total	Units	Wight	Replace.	Asset	Written	Accumul.	Annual	Annual
ASSET	Quantity		Quantity		Av.	Value	Life	Down	Deprec.	Deprec.	Liability
DESCRIPTION					Cond.	\$	in Years	Value \$	\$	\$	Cost
Sealed Surface	940,596	Lin. Met	4,748,301	sqm	2.84	13,137,198	15.9	9,409,791	3,727,407	802,526	801,236

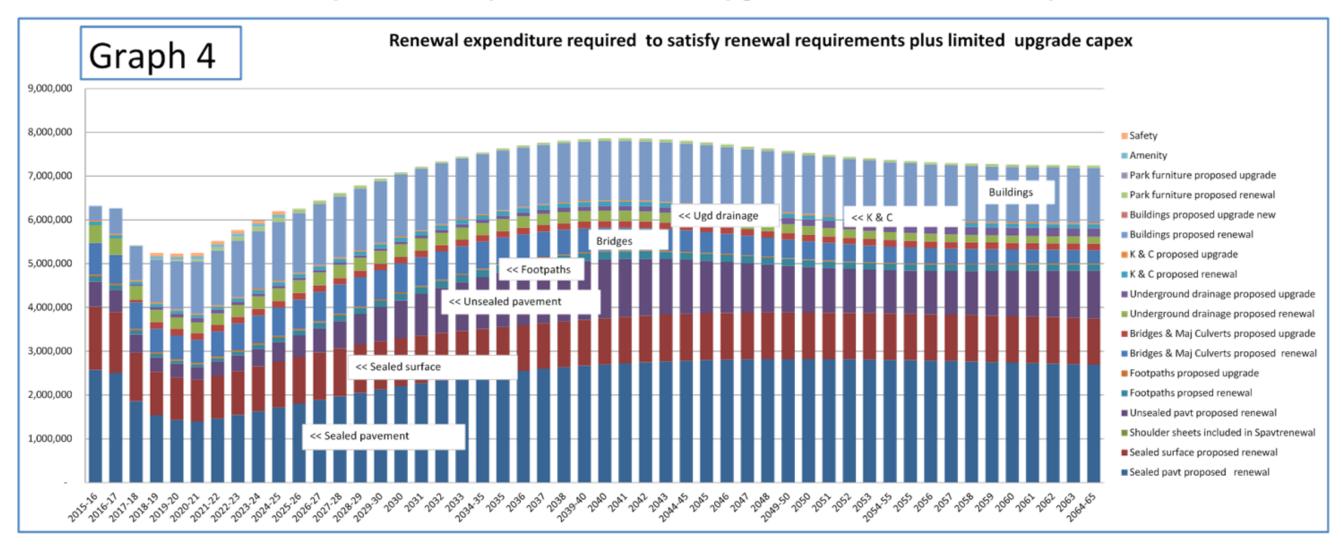




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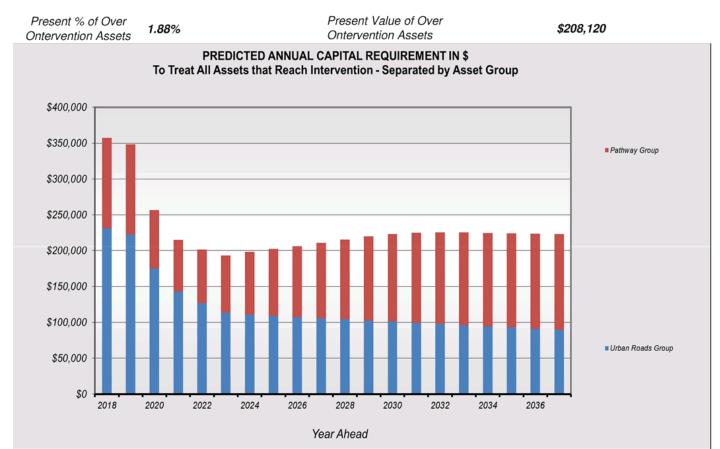
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## Attachment 2 : Renewal Expenditure Required with Limited Upgrade to avoid Renewal Gap 2015-2065

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## Attachment 3 - Predicted Annual Capital Expenditure Requirement

on Footpath and Kerb and Channel

Note: Pathway group denotes all types of existing footpaths Urban road group denotes all kerb and channel within townships

## 9.2 INWARDS CORRESPONDENCE

File Number:	various				
Author:	Christine Coombes, Executive and Commercial Services Officer				
Authoriser:	Lynne Habner, A/Manager Executive and Commercial Services				
Attachments:	1. Copies of inwards correspondence				

## RECOMMENDATION

That Council receives and notes the Inwards Correspondence.

Date	From	Subject
29/3/2017	Lisa Chesters MP	Universal Access to Early Childhood Education
	Federal Member for Bendigo	
1/4/2017	Joan Ansell (individual letters were addressed to each Councillor – Mayor's only attached)	Refugee Welcome Zones



## Parliament of Australia

House of Representatives

Our ref: 3382ES

24 March 2017

Cr Neil Beattie Mayor Loddon Shire Council PO Box 21 Wedderburn VIC 3518

LODDO	N SHIRE COUNCIL
F	ID.
File No. Return to Records	
REC'D 2	9 MAR 2017
Refer to :	
Dienozai -	Perinanent Years

## Dear Mayor Beattie

Thank you for your letter about the Universal Access to Early Childhood Education agreement, which is set to expire at the end of 2017.

Universal Access to Early Childhood Education was instigated by Labor in 2008 because we believe that it is vital as a community that we improve participation in quality early childhood education for all Australian children. Access to quality early childhood education is shown to significantly increase positive educational and life outcomes for children, especially those from more disadvantaged backgrounds.

The evidence is compelling, and we can see around the world that leading nations are moving towards universal access to early education. Many nations are looking at a number of free hours being provided for three-year-olds and four-year-olds. However, the current Liberal Government is not taking us in that direction and instead there is a question mark over the ongoing federal funding for preschool access for four-year-olds.

I am very concerned with the uncertainty that this puts on local parents, children and service providers. It also contradicts the body of research that demonstrates that a minimum of 15 hours exposure to a quality early learning program is critical for children.

Labor went to the 2016 election with a promise to work on a plan to give security to universal access to Australian four-year-olds, and also extend it to three-year-olds. We certainly haven't walked away from the evidence or the need to do that when we next form Government.

However, what we need in the short-term is for the Liberal Government to commit to ongoing funding for the Universal Access to Early Childhood Education.

Post Office Box 338 Bendigo 3552 Electorate Office: Cnr. Williamson & Myers Sts, Bendigo 3550 Telephone: 03 5443 9055 Facsimile: 03 5443 9736 Email: Lisa.Chesters.MP@aph.gov.au ☑ @LMChesters ✔ /LisaChestersBendigo

Lisa Chesters MP

Federal Member for Bendigo



Federally, Labor will continue to pressure the Government to commit to the extra funding as soon as possible at Parliament.

In our community, I will be conducting local media on this issue in the near future, as well as dispersing a petition. I encourage the Loddon Shire Council to hold a similar campaign so that we can collectively bring attention to the issue.

I have also written a letter to the Minister on behalf of the four councils in the Bendigo electorate. I will forward on the reply once I have received it.

Thank you again for your letter about this important issue. If you would like to be involved in my campaign, please get in contact with my office on 03 5443 9055.

Yours sincerely

Lisa Chesters MP Federal Member for Bendigo

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	5 APR 2017
Refer to :	L-Hasser
Council	
Disposal -	Permanent Years

85 Commercial Road Tarnagulla VIC 3551 Ph. 54387554 I April 2017

Dear Councillor Beattie

You may recall our telephone conversations some time before the election of the possibility of Loddon Council's being declaned a Refugee Welcome Zone.

I am a member of Moryborough Rural Australians for Refugees, no branch existing in Loddon, and I take whatever action I can to alleviate the situation of refugees and asylum seekers. The enclosed papens are self-explanatory

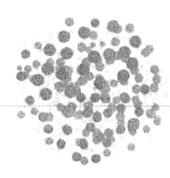
The enclosed papers are self-explanatory and I urge you to press to have hoddon Shire Council declare. itself a Refugee Welcome Zone. Yours sincerely Area Ansell



Our work 
 Get the facts 
 Take action 
 News and events 

Services and info  $\vee$  About us  $\vee$  Q  $\vee$ 

# Refugee Welcome Zones



# refugee welcome zones

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A Refugee Welcome Zone is a Local Government Area which has made a commitment in spirit to welcoming refugees into demonstrating compassion for refugees and enhancing cultural and religious diversity in the community. The Refugee Welcome Zone initiative began in June 2002 as part of Refugee Week celebrations.

This public commitment is also an acknowledgment of the tremendous contributions refugees have made to Australian society in the fields of medicine, science, engineering, sport, education and the arts. By making this Declaration, it is hoped that local government will be encouraged in their continuing efforts to support the men, women and children who make the difficult journey to Australia to seek our protection.

The contribution of Australia's local councils to welcoming humanitarian arrivals has been documented in a research paper which sets out the benefits of becoming a Refugee Welcome Zone and highlights examples of best-practice from some of the local councils.

The importance of local government in building strong, socially cohesive communities has led the Australian Centre of Excellence for Local Government to develop an on-line interactive resource for Councils, *Building Social Cohesion in our Communities*, which is aimed at assisting Councils understand and engage with their communities.

RCOA distributes a regular newsletter featuring positive stories and initiatives from Refugee Welcome Zone Councils. We welcome contributions to this newsletter to share with councils and subscribers all around Australia. If you have a positive story to share please contact laura.stacey@refugeecouncil.org.au. To subscribe to the RWZ newsletter please click here.

Becoming a Refugee Welcome Zone

The majority of Refugee Welcome Zones have been declared after an initial proposal by a community or church-based organisation that is

your local Council or Shire to become a Refugee Welcome Zone, here are some suggested steps:

- Write a letter of proposal to your Mayor and Councillors. It is important to highlight the level of community support for refugees and asylum seekers, the benefits of becoming a Refugee Welcome Zone and opportunities to work with local groups and organisations and support groups. You should also enclose a copy of the Refugee Welcome Zone information for councils.
- If you work for a local organisation or are part of a community support group which provides assistance to refugees invite your Mayor and Councillors to visit you. This provides a great opportunity to showcase the work you do.
- 3. Request an opportunity to present the proposal at a Council meeting.
- Contact RCOA to let us know about your proposal. We can provide further information and advice and approach your Council to support the proposal.

The process for becoming a Refugee Welcome Zone is very straightforward and simply involves the Council signing the *Refugee Welcome Zone Declaration.* To mark the occasion of becoming a Refugee Welcome Zone, many Councils and Shires choose to hold public signing ceremonies to highlight the initiative and acknowledge the work of local groups and individuals that support refugees and asylum seekers. To request a representative from the Refugee Council of Australia to attend a ceremony, get in touch with our head office on (02) 9211 9333.

+ Benefits of becoming a Refugee Welcome Zone

Local Government has historically played an important role in assisting refugee settlement and promoting community harmony. Becoming a Refugee Welcome Zone is a way to continue this proud tradition of supporting the settlement of refugees. It can motivate Local Government and local organisations and support groups to work together more effectively so as to improve settlement outcomes for refugees.

Signing the Declaration can also promote harmony, social cohesion and

demonstrate support for refugees and take a strong stand against racism and discrimination. It can help to raise awareness about the issues affecting refugees, foster a culture of mutual respect and promote an appreciation of cultural diversity.

+ Current Refugee Welcome Zones

There are currently 143 Refugee Welcome Zones in Australia.

**ACT:** The ACT government has declared the Australian Capital Territory a Refugee Welcome Zone.

New South Wales: Albury City Council, Armidale Dumaresq Council, Ashfield Council, Auburn City Council, Ballina Shire Council, Bankstown City Council, Bathurst Regional Council, Bega Valley Shire Council, Blacktown City Council, Blue Mountains City Council, Burwood Council, Byron Shire Council, Campbelltown City Council, City of Canterbury, Coffs Harbour City Council, Cowra Council, Dubbo City Council, Fairfield City Council, Glen Innes Severn Council, Gosford City Council, Goulburn Mulwaree Council, Griffith City Council, Gunnedah Shire Council, Hawkesbury City Council, Hornsby Shire Council, Kiama Municipal Council, Kogarah City Council, Ku-ring-gai Council, City of Lake Macquarie, Leeton Shire Council, Leichhardt Council, Lismore City Council, Liverpool City Council, Manly Council, Marrickville Council, Moree Plains Shire Council, Mosman Council, Newcastle City Council, North Sydney Council, Palerang Council, Parkes Shire Council, Penrith City Council, Port Macquarie-Hastings Council, Randwick City Council, Rockdale City Council, City of Ryde, Shellharbour City Council, Sutherland Shire Council, City of Sydney, Tweed Shire Council, Wagga Wagga City Council, Warringah Council, Waverley Council, Willoughby City Council, Wollongong City Council.

Northern Territory: City of Palmerston

Victoria: Ararat Rural City Council, City of Ballarat, Banyule City Council, Bass Coast Shire Council, Brimbank City Council, Shire of Campaspe, Cardinia Shire, City of Casey, City of Darebin, City of Greater Bendigo, Colac Otway Shire, City of Greater Dandenong, City of Greater Geelong, Council, Horsham Rural City Council, Hume City Council, Latrobe City Council, Manningham City Council, Maribyrnong City Council, Maroondah City Council, City of Melbourne, Mildura Rural City Council, Moira Shire Council, City of Monash, City of Moonee Valley, Moreland City Council, Mornington Peninsula Shire, Mount Alexander Shire Council, City of Port Phillip, Borough of Queenscliffe, Greater Shepparton City Council, Surf Coast Shire, Swan Hill Rural City Council, City of Whittlesea, Wyndham City, City of Yarra, Yarra Ranges Council.

**South Australia:** Adelaide City Council, Adelaide Hills Council, Campbelltown City Council, Town of Gawler, City of Marion, City of Mitcham, City of Mount Gambier, Rural City of Murray Bridge, City of Norwood, Payneham and St Peters, City of Onkaparinga, City of Port Adelaide Enfield, City of Prospect, City of West Torrens.

**Queensland:** Brisbane City Council, Diamantina Shire Council, Flinders Shire Council, Toowoomba Regional Council, Townsville City Council.

Tasmania: Break O'Day Council, Clarence City Council, Derwent Valley Council, Hobart City Council, Kingborough Council, La Trobe Council, Launceston City Council, North Midlands Council, West Tamar Council.

Western Australia: City of Bayswater, City of Fremantle, Shire of Katanning, Shire of Augusta-Margaret River, Shire of Manjimup, City of Subiaco, Town of Victoria Park, City of Vincent.

## Further information

For further information on Refugee Welcome Zones, please contact us or download the information sheets below:

- Refugee Welcome Zones information sheet for councils.
- Refugee Welcome Zones information sheet for members of the community.

Last updated November 2015



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To stay informed with current news and e Council Of Australia, fill out the

name*

email address*

phone number*

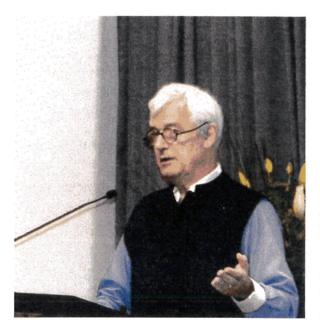
Receive updates *

Yes, I would like to receive regular update activities of the Refugee Council of Austra

submit

## Julian Burnside AO QC

## The Transience of Existence



"I said that when I arrived here I used to wear my school uniform weekends, I thought I'd escaped that but I should have! I really should have!" joked one of Australia's most renowned lawyers, Julian Burnside AO QC.

His comment was to suggest that he was underdressed, wearing amber trousers, a navy vest with a blue shirt underneath. But he was far from underdressed, rather true to the colourful and creative personality for which Mr Burnside is treasured.

"I didn't know I was going to be a lawyer. I didn't know I was going to be a barrister. At the end of matriculation, I did quite well and I had no idea what I was going do to. I was accepted into about five different faculties ("because the standards were lower then") and I didn't know what to do but my sister had been going out with a guy who had been doing law at Monash.

"I thought I'll do law at Monash and then I will know someone!" That is how Mr Burnside came to be doing law, also picking up an economics degree along the way with the thought that he could perhaps be a management consultant.



In the late 60s mooting (mock court) was something that "nerds tended to enjoy" so, he said that he gravitated towards it and enjoyed it.

In 1970, he was invited to represent Monash in the Australia and New Zealand intra-varsity mooting team that was going to New Zealand. "I hadn't even been to Tasmania, so the idea of a free trip to New Zealand was incredibly exciting."

Perhaps it was this excitement and enthusiasm that won him the best individual speaker and what caught the attention of the Chief Justice of New Zealand.

Mr Burnside recalls the drinks function after the event. A young Julian Burnside found himself talking to the Chief Justice, who had presided over the final moot. The Chief Justice asked him what he was going to do. Become a management consultant is what Mr Burnside had responded.

The Chief Justice recommended that he go to the Bar. "That was my career plan! That ten second conversation was my career plan!"

"It only occurred to me a couple of years ago that what he really meant was go and get another glass of wine," joked Mr Burnside who in 2004 won the

December 2016 Volume 68 No. 2 Page 19

## The Melbourne Graduate

## Julian Burnside AO QC

Sydney Peace Prize. "I like the idea that my whole career has been based on a misunderstanding."

But it is this 'misunderstanding' that has allowed Mr Burnside to act on landmark cases including Rose Porteous (Porteous v. Rinehart), the Maritime Union of Australia (Patrick Stevedores v. Maritime Union), the Alan Bond cash-for-comment inquiry, and the Stolen Generation (Trevorrow v. South Australia). But his modesty was persistent, constantly describing his work as "accidental" or "mistaken" such as when he was asked by "accident" to litigate in the controversial Tampa case (Ruddock v. Vadarlis).

Cast your minds back to 2001 when the Norwegian Cargo ship MV Tampa had rescued 438 people, mostly Afghan asylum seekers who were attempting to flee the severe persecution of the Taliban. MV Tampa was refused entry to Australia.

The Captain of the Tampa, Arne Rinnan, declared a state of emergency, defying Australia's orders, and proceeded to enter Australia, dropping anchor just off the coast of Christmas Island. Prime Minster at the time, John Howard, ordered SAS troops to board the vessel. The law and politics behind the Tampa became murky, and the result was a civil suit by the Victorian Council for Civil Liberties and Victorian Solicitor Eric Vadarlis seeking a writ of habeus corpus (reporting unlawful detention before the court) for the asylum seekers. Valradis was represented by a number of barristers including Mr Burnside.

The verdict on the 11th of September (handed down at 2.15PM, just 10 hours before the attack on America) by North J held that the refugees were unlawfully detained and should be brought into the migration zone to be dealt with according to the law.

The Commonwealth appealed, arguing that as a Sovereign nation it was an inherent power to be able to determine who enters the nation. The following week the Full Court allowed the appeal, and the refugees and asylum seekers were transferred to Nauru as part of the Pacific Solution.

On the 17th of September, a new Border Protection Bill was voted in, overriding previous laws, and ultimately giving the Prime Minister power to turn the Tampa, and other vessels, away at their discretion. It was through this case that Mr Burnside's empathy for the treatment of asylum seekers was realised. "That's when the whole world seemed to have changed ... I was in shock because I didn't really know anything about our treatment of refugees, had no reason to investigate it, but doing the Tampa case, I discovered what was going on, and that was very shocking," said Mr Burnside.

Mr Burnside found himself receiving case after case for refugees, all pro bono, and it was depressing he said.

"Every case seemed to throw up facts that were more terrible and so I became actively concerned that the law was so bad, that really what we needed was a change in the policy, but the Coalition was making enormous electoral advantage out of harsh treatment of refugees."

He came to the view, that if we haven't yet changed things, the way to do so would be by persuading the public that the policy was wrong. Only then would politicians change their mind and start to do things properly. So he began talking publicly. "Arguably one of the great career blunders of my life," he said self-effacingly.

His work for refugees and asylum seekers since has been tremendous. Spare Room, set up by his artist wife Kate Durham, is, as the name suggests, a spare room in their home which is open to refugees who have been recently released from detention.

In 2004, he published From Nothing To Zero: Letters From Refugees which presented an anthology of edited extracts from letters written by asylum seekers.

He has spoken widely about his deep frustration with the Australian government's treatment of asylum seekers and refugees. In his speech entitled Australia's Refugee Policy: The Great Lie at the Brisbane Social Forum in May 2004 (then printed in Human Rights Defender, Vol 13, Issue 2, 2004) he said, "Ninety per cent of the people who have come to Australia in the last ten years asking for help have turned out to be genuine refugees. Yet we lock them up and effectively destroy them. The cruelty seems to be a matter of official government policy."

As he worked on more and more asylum seeker

THE MELOCITIC OF GUILLE

## Julian Burnside AO QC

and refugee cases, he engaged more in the public discourse surrounding the contentious issues.

It was from here that hate mail made its way to Mr Burnside's letterbox. Hate mail, he said, comes in two forms: written letters which are addressed to your home or your chambers. Those who write hate mail in pen and paper are a very forgetful lot, he said tongue-in-cheek, 'forgetting' to put their name and address on their mail.

"Every case seemed to throw up facts that were more terrible and so I became actively concerned that the law was so bad, that really what we needed was a change in the policy."

However, Mr Burnside said that most of the hate mail came via email, meaning that consequently, you can always (in theory) reply.

"I decided that since these were people who didn't agree with me, I should answer my hate mail and try and persuade them one at a time," he said. "Very naive politically."

"People are willing to be unbelievably rude to someone who they've never met. The hate mail would be screaming, full of vituperative comments and I'd stay up every night biting my tongue saying dear so and so thank you for your email, I gather you don't agree with me, but do you realise but here's one fact, another fact and so on," he said.

Nearly all of them answered, Mr Burnside recalled, and were also polite. But what it suggested was that it wasn't necessarily about asylum seekers, but rather people perhaps felt that they weren't engaged with the society in which they lived.

By the end of 2006 the hate mail dwindled, policies had been in action for years, and asylum seekers and refugee issues were reported on as heavily by the media.

But a few years later Mr Burnside was in Perth doing a case and received some mail, he quoted directly, "Dear F***wit, what makes you think that being a QC means anyone is interested in listening to your opinions, why don't you f*** off and die?"

"It's kind of hard to answer that," he joked.

He says that the only hate mail he has ever answered, saw him writing back impertinently saying 'Dear so and so the offer of your sister is interesting, please send photographs.' "I could imagine his face exploding and his hair falling out," joked Mr Burnside.

That person wrote back, almost immediately, responding that perhaps his initial comments were indeed over the top to which Mr Burnside responded saying that he has received plenty of insults over the years, but wondered why this person had just written to him now considering Mr Burnside has been talking about asylum seekers for quite some time. Did it all get too much, or did he just stumble across it?, he asked.

As it turned out that person confessed to having had quite the night out. He'd had a fight with another person about refugees and ended up emailing Mr Burnside. "He said that he should've just emailed him! I actually think you're doing quite a good job so please ignore me," he said.

Apart from his legal work, Mr Burnside has been a passionate supporter of the arts. In 2009 he was made an Officer of the Order of Australia for patronage of and fundraising for the arts, service as a human rights advocate, and, of course, service to the law. He regularly commissions works, mainly sculptures and music, and has even written a rather successful children's book that he initially wrote for his daughter.

In fact, originally, Mr Burnside's interest was not in human rights or refugees, rather it was the arts. He was brought up, by his father, on the Rubiyaat, a selection of poems by the Persian poet Omar Khayyam that were later translated by Edward FitzGerald.

There are two verses from Omar Khayyam that Mr Burnside appreciates, one of which, he sees as a guiding principal. "The transience of our existence is something that is really important to recognise, especially if you're going to be philanthropic," he said.

He also likes another about the transience of human endeavours and human activities from a

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## The Melbourne Graduate

## Julian Burnside AO QC

book of short stories, Oxbridge Blues by Frederic Rafael.

The story was of a young man who as a teenager, liked writing poetry. After enrolling into university where he chose to study law he met the girl who later becomes his wife. She gently persuaded him to forget about poetry and concentrate on law. He obliges. He becomes a successful lawyer, eventually obtaining silk and then being appointed to the Bench. This means that he has to spend a weekend in his chambers going through all of his papers in order to move on.

"He had quite forgotten about his adolescent poetry and was astonished to come across a batch of it at the bottom of a cupboard. He smiled – golly! – at the sight of it and took it out and started to read, for a laugh. He expected clinching evidence of the folly of youthful pretensions.

Instead, the poems passed sentence on his life ... He cowered on the floor of the dusty cave and saw that the years of his life had escaped, like Odysseus's men under the panicky sheep of the blind, deluded Polyphemus. 'Who are you, who are you?' he cried. And the voice of the man who had blinded himself replied 'No-one. No-one.'"

"I don't think that I've ever read anything that so beautifully sums up the importance of the arts in our society. And it occurred to me that one of the few things that we can do in our transient existence is something that will last. Our names don't last," Mr Burnside said.

"It was really interesting sitting out in the foyer earlier and seeing the plaque to Dr Phillip Law [in the Phillip Law Members Lounge]. Of course I've heard of Dr Law but I haven't thought about him for years, and his name will live on beyond my generation, and his name will live on because there's a plaque there acknowledging the things that he did."

"Most people don't have plaques to them, but most people, if they're lucky have the capacity to do something or make something that will leave a mark that will benefit the future. The arts is an obvious way."

"The arts in my opinion is one of the most important and enduring activities that the human species have ever come across." He asks the crowd to consider for a moment, a room full of people, such as the one at this Founders and Benefactors Day. If you give them a list of names from the last half dozen centuries he guarantees you that disproportionately people will recognise the names of writers, poets, painters, sculptors, composers – they will not remember economists, accountants, lawyers – one or two politicians maybe - but really by and large, the arts are what we remember because there's something deep inside us that recognises that the arts matter.

Education is the other thing. "Education is what enables our society to continue, hopefully, in a way that's better than it has previously been doing," he says.

"Kerry [Dr Bennett] didn't ask me to say this but I guess those of you who are benefactors of Graduate House and The Graduate Union are doing something that will endure. You are doing something that will endure beyond the transience of your mortal existence," he says with that trademark Burnside perspicacity. "And I don't know why, maybe it's because it's coming to that stage, but I think it's kind of important to be able to do something that will endure beyond our transient existence."

His final and fitting words: "If you can't be an artist or a composer, be a benefactor, why not, you're doing something marvellous for the future."

> "Those of you who are benefactors of Graduate House and The Graduate Union ... are doing something that will endure beyond the transience of your mortal existence."

Thank you, Mr Burnside, for making us reflect on how to contribute for 'in perpetuity'!

## The Melbourne Graduate

## Our Members

## Rural Australians for Refugees by Joan Ansell, Life Member 1964

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Without doubt, the efforts of Mr Julian Burnside AO QC to improve asylum seekers and refugees have been unparalleled. There may be less general knowledge, however, about one particular role in his efforts: it is that he has adopted the role of Patron to the organisation 'Rural Australians for Refugees' (RAR).

In early September 2001, this organisation had its genesis in Bowral, New South Wales, when Ms Anne Coombs became extremely concerned about the plight of 438 men, women and children asylum seekers and refugees who were crowded on board the Norwegian freighter, Tampa, captained by Arne Rinnan.



The Tampa with 438 refugees on board.

After the Tampa had rescued the 438 at sea the freighter was refused entry to Australia by the Australian government: some of the complexities of the case are detailed in 'The Transience of Existence', the talk by Julian Burnside AO QC. The decision was taken to send the whole complement of people to Nauru but approximately 150 were taken in by New Zealand.

Ms Coombs wondered what could be done at the grassroots level to alleviate the situation of the asylum seekers and refugees and she contacted two friends, Dr Helen McCue and Ms Susan Varga, to seek their input. After discussing the whole affair, the three agreed that a public meeting should be called and they went ahead and organised one, through a letter to the local paper. The meeting was heartening and successful and, as a consequence, RAR was inaugurated. Since those early days, over 100 RARs, with 2,000 Facebook followers have been formed in Australia and it is anticipated that more will be formed in the near future.

Recently, in Bendigo, one of the larger and more active RARs, organised a national conference, to which they invited, as well as other RARs, groups such as 'Academics for Refugees' and the 'Combined Refugee Action Group'. An invitation was also issued to the general public. The conference was held on Saturday, 3rd September and the morning of Sunday, 4th September, and bore the motto, 'One Voice : One Vision'.

An outline of the conference serves to indicate RAR's functioning.

Approaching the venue for the conference at St Andrews Church on the Saturday morning, one was faced with a huge banner, strung between trees, and bearing the proclamation 'Refugees are Assets'. Attached thereto were three posters, wrought by various hands, proclaiming 'Real Bendigonians Say Welcome', 'Justice for Refugees' and 'Close Nauru'!

All signs were admirable exemplars for any self-respecting activist.

In the hall, after receiving carry-bags containing conference documents, we took our places among a very large gathering, to hear Ms Chris Cummins of Bendigo welcome attendees. She apologised that Mr Burnside was too unwell to attend.

She spoke of her nursing experience and she said she had served on Christmas Island, and that her service had caused serious reactions on her return. She said she had been unable to forget one lady, Jamilla (not her real name), a 'graceful and loving' woman. Jamilla had had to leave Iran through having been tortured, was disabled with cataracts, had no belongings and could not converse with others. She was 'terrified' at the possibility of having to go to Nauru. Other women and Ms Cummins tried to help her with chores and so on. Happily, Ms Cummins put her case forward and she is now re-located with her daughters on the mainland.

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## **Our Members**



The founders of RAR, (from left) Dr Helen McCue, Ms Annie Coombs and Ms Susan Varga.

Ms Cummins then introduced the three founders of RAR who were given an ovation as they took their places on the dais.

Ms Coombs, whose background was in the media, spoke warmly of her two friends who were both busy writers and, in the early phase, Dr McCue had been studying for her PhD.

Dr McCue said that the acceptance of refugees and the work with them reminded her of the axiom, 'Think globally but act locally'. Ms Varga, herself a refugee, said that, when people became 'hardened' it would be useful to advise them', 'know facts and open your hearts'.

Some activities, in which the three had been involved were collecting food, sending postcards and 'welcome' letters to Nauru, having refugees visit from Sydney and lobbying politicians.

Ms Coombs said Bowral, NSW was conservative and at times people had been 'horrified' to see refugees in the street, but with their settlement (not easy in rural areas), community attitudes had undergone significant change.

Perhaps the founders discovered the recipe for a lively rally, since, on one occasion, an older woman confided to Dr McCue, 'I've had a ball, I've never been to a demonstration before'.

In one information/question and answer session, run by Mr Terry White and Ms Bonnie Carter, a short film was screened. It showed Mr Burnside advising that off-shore processing should be shut down and refugees possibly settled with other refugees in rural areas in Australia, when such areas would benefit from their spending.

Next on film, several Members of Ararat RAR commented on aspects of their own group.

Mr White, who had listed all groups present, stressed that all groups were in federal electorates and that submissions to local Members could be made to good effect.

He advised that, to get an RAR started, the person concerned should enlist the help of 'two or three people who could get things done'. Then a hall with several features should be selected. It should have cooling/heating, a kitchen and disability access. Food should be able to be stored for later serving.

Of all things, a 'good' speaker was the most important (Amnesty will provide speakers at no cost). Flyers should be circulated and radio and press advertisements should be organised. On the night of the meeting, names should be listed and attendees asked to donate a gold coin for 'seed' funding.

Ms Helen Musk conducted a workshop/discussion session, during which groups were given large sheets of butcher's paper and thick pens to list items under the headings of 'attract new members', 'get publicity', 'win hearts and minds', 'support local refugee population', 'raise money', 'maintain enthusiasm and commitment' and 'influence politicians'. The efforts of the various groups were discussed.

The program lists its next item as 'Gorgeous Voices Performance'. The mystery of whom the 'Gorgeous Voices' belonged to was solved when a very, very large band of brothers entered the hall and subsequently took up a very, very large proportion of the stage. We were told they 'enjoyed singing' and indeed, they sang two (unnamed) numbers with much joy a cappella.

'Where to from Here' was covered by Ms Margaret Leser of the National RAR Working Party.

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Under 'Campaign, Advocate and Administrate' she advised 'Enable consistent dialogue between RAR groups, between RAR and other refugee groups and between RAR and the community.

Mr Anthony Radford, a journalist, spoke briefly under the heading 'The Power of One Message -Media and Refugee Advocacy'.

The refugee advocate should work out his or her audience – what the audience is and what it is thinking. Language can dehumanise people and he referred to Don Watson's 'weasel words'. To try and eliminate negative overtones of words and phrases one might say 'people seeking asylum' rather than 'asylum seekers'.

When discussing the emotional effect of words, he also mentioned the positive effect of a still photograph such as that of the Syrian boy washed up on shore. The refugee advocate should not 'give up', should 'maintain hope', should 'mobilise' and most of all should 'CARE'.

Mr Burnside comments in '*The Transience of Existence*' about his refugee advocacy by email are interesting in light of Mr Radford's remarks. Mr Burnside could 'work out' his 'audience' and its 'thinking'. He characteristically greeted the author of hate mail courteously and was polite in his remarks (despite one understandable blip). Using facts to bolster his comments, he succeeded so well in his efforts, that what replies he did receive were polite.

Ms Pamela Curr, then of the Asylum Seekers' Resource Centre in Footscray, spoke of the recent visit she had made to Christmas Island with Sister Brigid Arthur. Ms Curr was so affected that she referred to it variously as 'Little Third World', 'gulag' and 'prison'. All told she said 'The situation for people in detention is worse than it has ever been'. Men were in fear of being bashed, men she saw were allowed out of their compounds for only two hours per day and 'there were guards everywhere'. Partners were separated and detainees had no visitors. One woman could only communicate with Ms Curr through glass.

To solve the Christmas Island problem, we have no alternative but to close camps and bring detainees here. 'Regional solution' is no answer: Indonesia is over-burdened'. There are ways of avoiding deaths at sea. 'How can we deal with politicians? Could we not hold a summit? Could we not bring together Australian and overseas politicians? With a little help minds can be changed'. 'Don't you reckon we can do it?' 'Politicians change their minds'.

Two very, very welcome guest speakers were Mr John Millington OAM and Ms Margaret Millington OAM of Nhill. They had enormous success in settling and fostering Karen (Camp MaeLa) refugees and, during Mr Millington's period of managing 'Luv-a-Duck' 1983-2013, not only did their units increase from 5,000 per week to 100,000 per week, but the population of Karens in Nhill increased exponentially.

The Karens are accepted in the community: 12 businesses employ them, 14 or more have bought houses and their babies are being born.

Ms Millington, a woman of deep faith, ascribes 'a sign' to her and her husband to foster the Karens when she discovered the name 'Jodi' of their lost daughter, at two years of age, was the name of a Karen baby.

A Question and Answer session was organised, featuring Walkley Award winners, Mr Anthony Radford, Mr Nick Olle and Mr Ben Doherty. Special applause greeted Mr Doherty in recognition of the part he had played in the coverage of the 'Nauru files' in Guardian Australia in August, in conjunction with 11 other journalists.

The 'files' revealed that, in Nauru, between August 2013 and October 2015, there had been 2,116 assaults, sexual assaults and self-harm, half of them, 1,086, involving children.

There was a conference photo taken, with attendees holding up a forest of sheets with the message #Bring Them Here (with reference to Manus Island and Nauru).

While I was familiar with councils having declared themselves 'refugee welcome zones' (144 councils



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## Our Members

have so declared themselves), I was unprepared for the next stage of the campaign. This was to create a 'Welcome Scroll' on which co-operating councils should have their names inscribed. The scroll would travel from place to place before ending up in Canberra in Refugee Week 2017.

The attendees walked holus bolus to the Bendigo Municipal Offices, where the launch of the scroll took place. Bendigo's Mayor Rod Fyffe and Mount Alexander Mayor Christine Henderson stood on the Council steps where they were joined from time to time by Crier John Trainor and Mr Asher Hirsch of the Refugee Council of Australia.

The Welcome Scroll was a joint iniative of the RCA and RAR.

On Saturday evening at the Shamrock Hotel, Ms Curr spoke entertainingly, sprinkling her talk with anecdotes and introduced Ms Hani Abdile, a young woman refugee from Somalia.

Ms Abdile's family had considered her at risk from Al Shabaab and arranged for her to make her way to Christmas Island, travelling through Kenya, Malaysia and Indonesia. She was placed in detention for eleven months on Christmas Island and then in community detention in Sydney for ten months. She taught herself English and is studying for her High School Certificate, although she had not previously received any schooling. Ms Abdile is a poet and read some of her poetry.

Ms Faye White sang refugee songs, accompanying herself on guitar, Ms Gayle Carr ran a workshop 'Refuge from our Rhetoric'.

Language experts investigated suitable language to decide on how best to influence opinion on seeking asylum as a fundamental right. All people have a right to live in peace.

Nine 'messaging principles' included Lead with values like family, freedom, fairness and treating others as you'd want to be treated.

Under the heading 'Words that Work', eleven principles were given; for example, "Replace 'Be settled in Australia, be placed onshore' with 'Integrate into our community', 'Best leading arguments' included the 'golden rule' message". Twenty per cent of people needed no persuading, 56 per cent were 'persuadable' and 24 per cent were hardened. A second workshop was Amnesty International's 'Changing the Conversation'.

The initial remarks of this workshop were missed. Some points, however, were that open questions should be asked, should the person being spoken to clearly wish to discuss personal worries, interest should be taken in these and positive language should be used throughout the conversation.

Role playing ensued. Ms Abdile read some more of her poetry, which was applauded strongly. Ms Jan Govett, a leading light in Bendigo RAR, suggested tentatively that some re-structure take place in RAR and called for volunteers to fill several roles should this occur.

For information and approval, she then read out a short letter to be sent to all Federal Members of Parliament: it explained the nature of RAR and asked for their co-operation in efforts to close Manus Island and Nauri Nauru and to bring all those in detention to Australia.

Newsflash! Benalla Rural Australians for Refugees wishes to settle some Syrians!

Thank You Joan for a beautiful story on RAR. We hope to see you again soon at Graduate House and to learn more about Australia's regional activities for social good.



Joan Ansell at The Founders and Benefactors Day on 21st August 2016 when we all sang 'Happy Birthday!'

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## 10 COMPLIANCE REPORTS

## 10.1 APPOINTMENT OF AUDIT COMMITTEE MEMBER

File Number:	06/02/003
Author:	Michelle Hargreaves, Administration Officer
Authoriser:	Sharon Morrison, Director Corporate Services
Attachments:	Nil

## RECOMMENDATION

That Council appoints Alan Darbyshire to the Audit Committee for the period 1 May 2017 to 30 April 2021

## 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

Nil

## BACKGROUND

Council's Audit Committee comprises four community members and one Councillor. Currently, Cr Gavan Holt is Council's Representative on the Audit Committee.

The terms of Audit Committee community members are scheduled to expire on the basis of one member per annum.

The Audit Committee Charter outlines the terms of community members, and Mr David Peterson's term ends 30 April 2017. Mr Peterson advised the Audit Committee at the November 2016 Audit Committee meeting that he was retiring from the role at the conclusion of his term.

## **ISSUES/DISCUSSION**

The recruitment process for the vacant position commenced with advertisements in the Bendigo Advertiser, Loddon Times and Gannawarra Times and on Council's website.

The term of the vacancy is 1 May 2017 to 30 April 2021.

In accordance with the Audit Committee Charter:

"External independent persons will have senior business or financial management/reporting knowledge and experience, demonstrated commitment to local communities or be conversant with the financial and other reporting requirements.

The Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills will undertake the evaluation of potential members, and a recommendation for appointment taken to Council."

The Mayor and Chief Executive Officer were joined by the Director Corporate Service in the evaluation of potential members.

The Mayor and the Chief Executive Officer recommend to Council that the most appropriate candidate for appointment is Alan Darbyshire.

## **COST/BENEFITS**

Audit Committee members are paid a small attendance fee of \$445. They are also eligible to claim a travel allowance for meetings.

## **RISK ANALYSIS**

The annual expiry of terms of Audit Committee members reduces the risk of losing more than one community member at any given time, which assists in inducting new members onto the committee while maintaining experience in the committee's make up.

## CONSULTATION AND ENGAGEMENT

Nil

## 10.2 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS LODDON SOUTHERN TOURISM AND DEVELOPMENT

02/01/029
Michelle Hargreaves, Administration Officer
Sharon Morrison, Director Corporate Services
Nil

## RECOMMENDATION

That Council appoints Isabelle Marshall as an additional member 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 22 November 2016.

## 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 Loddon Southern Tourism and Development Committee of Management meets the minimum requirement and is seeking to add another member.

At the Council meeting on 22 November 2016 the following persons were appointed to the committee of management.

Name	Community group
Dorothy Silke	President
Jill Temby	Vice President
Robyn Vella	Secretary
Norma Sokolowski	Treasurer
Beryl Peters	Committee Member
Colin Silke	Committee Member
Darryl Peters	Committee Member
David Gordon	Committee Member
George Swinburne	Committee Member
Jan King	Committee Member
Ken Arnold	Committee Member
Susan Horsley	Committee Member

This report seeks to add the following person as a member of the committee:

Name	Position
Isabelle Marshall	Committee member

The Council representative for this committee is Robyn Vella.

## 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

## 10.3 DOCUMENTS FOR SIGNING AND SEALING

File Number:	02/01/001
Author:	Lynne Habner, A/Manager Executive and Commercial Services
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	Nil

## RECOMMENDATION

That Council:

- 1. receive and note the 'Documents for Signing and Sealing' report
- 2. endorse the use of the seal on the documents listed.

## REPORT

This report provides Council with those documents signed and sealed during the month as follows:

 Discharge of Mortgage or Charge – Geoffrey & Cheryl Burnside, Security Property, 56 Hospital Street, Wedderburn - under Section 84 Transfer of Land Act 1958, for Land Title Volume 7630 Folio 153.

## 11 GENERAL BUSINESS

## 12 CONFIDENTIAL ITEMS

Closing of Meeting to the Public

## RECOMMENDATION

That the meeting be closed to the public.

## 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:

## 12.1 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.

## 12.2 TRANSFER OF FORMER INGLEWOOD FUEL COOPERATIVE SITE

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.

## NEXT MEETING

The next Ordinary Meeting of Council will be held on 23 May 2017 at Serpentine.

There being no further business the meeting was closed at enter time.

Confirmed this	day of	2016