



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

Date: Tuesday, 27 March 2018
Time: 3pm
Location: Council Chambers, Serpentine

AGENDA

Ordinary Council Meeting

27 March 2018

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1 OPENING PRAYER

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 APOLOGIES

4 DECLARATIONS OF CONFLICT OF INTEREST

5 PREVIOUS MINUTES**5.1 CONFIRMATION OF MINUTES**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council confirm:

1. The minutes of the Council Briefing of 27 February 2018
2. The minutes of the Ordinary Council Meeting of 27 February 2018
3. The minutes of the Council Forum of 13 March 2018

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

6 REVIEW OF ACTION SHEET

6.1 REVIEW OF ACTIONS

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

RECOMMENDATION

That Council receive and note the action sheet.

REPORT

Refer attachment.

Outstanding Actions	Division:	Date From: 1/01/2017
	Committee:	Date To: 31/12/2019
Action Sheets Report	Officer:	Printed: Monday, 19 March 2018 3:12:42 PM

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.

13/07/2017: No further action has been taken due to staff resource constraints.

02/08/2017: No further action. Benchmarking with other neighbouring Councils will be undertaken subject to successful recruitment of Assets and Buildings Coordinator.

11/09/2017: New Assets and Building Co-ordinator has commenced and will prioritise as matter of urgency.

17/10/2017: Process for evaluation and prioritising of minor community projects is being developed and a draft is planned to be reported early in 2018.

14/11/2017: Work has commenced and is continuing in developing this process.

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Action Sheets Report			

06/12/2017: Manager Technical Services is developing project identification and prioritisation process.

10/01/2018: No further progress has been made since the last update due to competing priorities. Officers are currently working towards the development of Annual Infrastructure Program and the action will resume upon completion of Annual Infrastructure Program.

09/02/2018: Project identification and assessment flowchart is being developed and will be progressed as a priority following the development of the 2018 – 2019 Annual Infrastructure Program.

19/03/2018: Due to a recent staff departure, this action will be delayed.

ACTION NUMBER	COUNCIL MEETING	REF	DIRECTORATE	OFFICER
66	25/2/14	7.4	Operations	Manager Technical Services

ACTION

That Council look at the future needs of buildings under Council control but 'not currently covered by the Building Asset Management Plan and report to Council.

COMMENTS

8/4/14: All buildings identified within the shire are currently covered in the BAMP. Council have requested that the BAMP be reviewed in relation to the buildings that receive no financial support. A review of the BAMP is scheduled to be undertaken later this calendar year. At this time a review of all provisions will be undertaken with a subsequent report provided for Council consideration.

11/11/14: Review of the BAMP has been rescheduled to later this financial year due to commitments of staff in preparing the Road Asset Management and Stormwater Asset management Plans as a matter of priority. Preliminary discussions and consideration on service levels for various building categories has commenced however e.g. public toilets.

11/6/15: Review of the BAMP has been rescheduled following completion of the annual asset valuation data. It is expected that commencement of the BAMP review will occur following the completion of the Stormwater Asset Management Plan in September 2015.

11/09/15: Manager Policy & Strategy is finalising both the Urban Drainage Asset Management and Road Asset Management Plans. Following completion of these strategies focus shall be placed upon the revision of the Building Asset management Plan. Due to delays in progress with the development of the UDAMP and RAMP, work on the BAMP is now scheduled to commence in November 2015.

11/02/16: Draft RAMP and UDAMP have been prepared. Final review of draft documents is occurring in preparation for discussion with Council in March. Enquiries are being made with appropriately qualified consultants to gather necessary building asset data in preparation of commencement on the BAMP review later this year.

10/6/2016: Consultants are currently being interviewed regarding building asset system and data capture. Consultant should be engaged July/August with data capture due by end of 2016.

5/7/2016: Consultants from Assetic has been engaged to perform condition assessment of all the Council owned/managed buildings. Additionally, Assetic system has been purchased as a new corporate asset management system for building assets with future inclusion of roads and drainage assets.

11/08/2016: Register of buildings for inspection has been finalised and consultants will be commencing on site inspections and data capture by the end of August. It is expected that the data capture process could take up to 60 days after which time processing and analysis will commence to inform investment scenario modelling within the revised BAMP

31/08/2016: Building audits have now commenced. A total of 178 Council buildings have been identified for audit. In addition to data capture on structure details,

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inspections will also identify immediate works required where building element conditions are below service level intervention standards. These works will then form the basis of future building capital works programs and inform preparation of the future investment demand for the LTFP and BAMP.

4/10/16: Building audits are approximately 80% complete. It is anticipated that full audit details and population of the Asset Management System which has been procured, will be complete by the end of October 2016. Data modelling within the Asset Management package will then be used to inform development of the new draft Asset Management Plan.

10/11/16: Audit of Council buildings has been completed. Condition profiles for building stock are now being compiled to inform preparation of draft BAMP. It is anticipated that presentation of initial audit results to Council will occur in either December or January.

20/2/17: Post audit processing of building data has been slightly delayed due to resource constraints. Officers are in the process of finalising to produce renewal gap modelling prior to presentation of audit findings to Council. Outputs from audit process are also being utilised in the preparation of a building component of the 2017-2017 Annual Infrastructure Program.

20/03/2017: Preliminary modelling of long term investment requirements across the portfolio of Council buildings has now been completed. Summary report for Council is being prepared to convey initial findings however detailed analysis and adjustment is still required to take into consideration the current policies contained within the BAMP as well as preparation of various scenarios if service levels are changed. Scenario models will be presented to Council as part of developing the revised BAMP.

19/04/2017: First Draft of BAMP is expected in the first quarter of 2017/18.

13/07/2017: Due to delay in successful recruitment to the vacant position of Assets and Buildings Coordinator, it is very likely that the first draft of BAMP will be delayed.

02/08/2017: No further action.

11/09/2017: New Assets and Building Co-ordinator has commenced and will prioritise as matter of urgency.

17/10/2017: A draft of the Building Asset Management Plan is planned to be presented to Council December meeting.

14/11/2017: With the successful recruitment of Assets and Buildings Coordinator, revision of Council's Building Asset Management Plan is underway as per the recommendation of review undertaken in 2016/17. Financial information on Council owned buildings has been finalised and officers are currently working on the level of service for building assets. Once finalised, the data will be uploaded into the Asset Management system to identify Council's annual liability and renewal need and as such the draft BAMP will then be presented to Loddon Leaders and MEG for endorsement before presenting to Council for public comments.

06/12/2017: Draft preparation in progress.

10/01/2018: Preparation of draft BAMP is in progress.

09/02/2018: Council's Assets and Buildings Coordinator is currently working on the draft Building Asset Management Plan and Manager Technical Services and Director Operations will subsequently review the plan and then forward it to Loddon Leaders, MEG and with the intention of presenting it to Council at the May 2018 Forum .

19/03/2018: Due to a recent staff departure, this action will be delayed.

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Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 26 September 2017	Indivar Dhakal	Disposal of Water Supply Pipelines from Skinner's Flat Reservoir, Wedderburn Caravan Park Reservoir and Inglewood Reservoir	10/10/2017	9/10/2017	
8.7 2017/35		Steven Phillips				
RESOLUTION 2017/35						
Moved: Cr Cheryl McKinnon						
Seconded: Cr Colleen Condliffe						
That Council:						
<ol style="list-style-type: none"> 1. In view of the pending construction of the South West Loddon Pipeline, approve the disconnection and abandonment of the entire existing water supply pipeline network from Skinner's Flat Reservoir and Wedderburn Caravan Park Reservoir and notification of all affected pipeline users. 2. Endorse Council's involvement in stakeholder engagement meeting(s) between affected customers of the existing pipeline and GWM Water. 3. Consent to the handover to Grampians Wimmera Mallee (GWM) Water, at no cost, of the ownership and management of the existing water supply pipeline from Inglewood Reservoir and that all affected users be notified. 						
CARRIED						
<p><i>07 Mar 2018 - 2:34 PM - Indivar Dhakal</i> Grampians Wimmera Mallee Water have prepared a consultation approach which has been provided to Council officers as confidential. GWM Water will hold information sessions following invitation to the current users to clarify any questions or issues that the community may have.</p> <p><i>09 Feb 2018 - 10:32 AM - Christine Coombes</i> Council's Manager Technical Services is in contact with GWM responsible officers and are currently in the process of developing a work plan for consultation and handover process.</p> <p><i>08 Jan 2018 - 11:19 AM - Indivar Dhakal</i> No further discussion with GWM Water due to the break. Council officers are still waiting on a response from GWM Water's officers to establish the procedure for asset handover.</p> <p><i>06 Dec 2017 - 9:49 AM - Christine Coombes</i> There have been ongoing discussions with GWM regarding community engagement with affected stakeholders and Council is awaiting confirmation of the engagement arrangements.</p> <p><i>08 Nov 2017 - 8:58 AM - Indivar Dhakal</i> Discussions with GWM Water has been started regarding the handover of Inglewood pipeline.</p> <p><i>17 Oct 2017 - 12:11 PM - Christine Coombes</i> Letter sent to all users of Skinners Flat pipeline advising of Council decision and reason behind decision. Also advised that representatives of GWMWater and Council will visit affected residences in the coming weeks.</p> <p>Letter being prepared to send to GWMWater regarding Council abandonment of Skinners Flat pipeline and agreement to obtaining "recreational" water for Skinners Flat, Wedderburn Caravan Park reservoir and Inglewood Reservoir. Also advise that Council is prepared to handover the ownership and management of the existing Inglewood pipeline to GWMWater including the new extension works.</p> <p>A letter to the Wedderburn Sports Clubs and the Inglewood sports Clubs affected is being prepared. A copy of Council decision will be provided to all Clubs.</p>						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed

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New Item	Ordinary Council Meeting 24 October 2017	Steven Phillips	7/11/2017	6/11/2017
11.1		Phil Pinyon		
2017/77				

11.1 MEMSIE STATE SCHOOL

RESOLUTION 2017/77

Moved: Cr Gavan Holt
 Seconded: Cr Geoff Curnow

Council resolved that the matter of the plaque for the Memsie State School should be expedited as quickly as possible.

CARRIED

13 Mar 2018 - 4:56 PM - Steven Phillips

The plaque is now here and the installation has been programed and should be completed in the next 4 to 5 weeks.

12 Feb 2018 - 1:50 PM - Steven Phillips

The plaque has been delayed in the manufacturing process. Once it arrives it will be scheduled for installation as soon as possible.

08 Jan 2018 - 11:51 AM - Steven Phillips

The supplier of the plaque has been contact recently and confirmed that the plaque should be ready for delivery the first week of February. Once we have the plaque works will commence on its installation.

05 Dec 2017 - 5:21 PM - Steven Phillips

The Plaque is on order ETA early in the New Year. Once the plaque arrives we should have access to the paddock for its installation.

10 Nov 2017 - 10:00 AM - Steven Phillips

The land holders on which the old Memsie school site is located (Shannon & Steve Brown) have agreed for the plaque to be located on their property, at the old school site, just inside their property fence. The plaque has been ordered. The access to the site is limited due to the paddock being under crop, the installation of the plaque will take place after the crop has been harvested.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 23 January 2018	Deanne Caserta	Customer Service Strategy 2018-2022	6/02/2018	14/02/2018	
8.3		Sharon Morrison				
2018/7						

RESOLUTION 2018/7

Moved: Cr Geoff Curnow
 Seconded: Cr Colleen Condliffe

That the draft Customer Service Strategy 2018-2022 be published for public comment.

CARRIED

08 Mar 2018 - 11:39 AM - Deanne Caserta

March 2018 - To be presented to Council at the Forum before going to the following Council Meeting.

14 Feb 2018 - 9:35 AM - Deanne Caserta

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February - Strategy is out for public comment, period closes late February 2018.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Deanne Caserta	Review of Financial Reserves Policy	13/03/2018	8/03/2018	
9.1		Sharon Morrison				
2018/19						
RESOLUTION 2018/19						
Moved: Cr Geoff Curnow						
Seconded: Cr Colleen Condliffe						
That Council adopts the Financial Reserves Policy v7						
						CARRIED
<i>08 Mar 2018 - 11:38 AM - Deanne Caserta</i>						
March 2018 - some minor works to be done as requested by Council before finalising document and publishing on to website.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Deanne Caserta	Review of Kerbside Waste and Recycling Policy	13/03/2018	8/03/2018	
9.3		Sharon Morrison				
2018/21						
RESOLUTION 2018/21						
Moved: Cr Gavan Holt						
Seconded: Cr Neil Beattie						
That Council adopts the Kerbside Waste and Recycling Policy v2 with the following amendments:						
<ol style="list-style-type: none"> 1. clause 3.1.1 being amended by deleting the reference to clause 3.1.4 and replacing it with a reference to clause 3.1.3; 2. clause 3.1.3 being amended by inserting the words "in one direction" after the words "one kilometre"; 3. That staff investigate the issue of unoccupied dwellings where the usual occupant is hospitalised or in long term care having service charge concessions and advise Council on the outcome of the investigation 						
						CARRIED
<i>08 Mar 2018 - 11:39 AM - Deanne Caserta</i>						
March 2018 - some minor works to be done as requested by Council before finalising document and publishing on to website.						
Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed

Outstanding Actions	Division:	Date From: 1/01/2017
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New Item	Ordinary Council Meeting 27 February 2018	Steven Phillips	PETITION FOR AN OFFICER OF ENVIRONMENTAL SUSTAINABILITY	13/03/2018	8/03/2018
12.1		Phil Pinyon			
2018/38,					
12.1 PETITION FOR AN OFFICER OF ENVIRONMENTAL SUSTAINABILITY					
RESOLUTION 2018/38					
Moved: Cr Colleen Condliffe					
Seconded: Cr Neil Beattie					
That the petition for the appointment by Loddon Shire Council of an Officer for Environmental Sustainability initiated by Wedderburn Conservation Management Network be received.					
CARRIED					
<i>19 Mar 2018 - 2:21 PM - Steven Phillips</i>					
A Council report has been prepared for Councils consideration.					

Actions completed since last meeting

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 28 November 2017	Allan Stobaus	Disability Access and Inclusion Plan 2017-2021	12/12/2017	4/12/2017	15/03/2018
10.2		Wendy Gladman				
2017/104						
RESOLUTION 2017/104						
Moved: Cr Colleen Condliffe						
Seconded: Cr Neil Beattie						
That Council endorses the draft Disability Access and Inclusion Plan 2017-2021 for public exhibition for a 28 day period.						
CARRIED						
<i>15 Mar 2018 - 10:02 AM - Allan Stobaus</i>						
Action completed by: Allan Stobaus						
Went to February 2018 for adoption						
<i>15 Feb 2018 - 8:35 AM - Allan Stobaus</i>						
DRAFT Plan to be presented for approval at February 2018 Ordinary Meeting.						
<i>09 Jan 2018 - 3:56 PM - Allan Stobaus</i>						
DRAFT CAIP was advertised for public comment on 6 January 2018 to 4 February 2018.						

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09 Jan 2018 - 3:49 PM - Christine Coombes
 Action reassigned to Allan Stobaus by: Christine Coombes
 04 Dec 2017 - 10:54 AM - Christine Coombes
 The Disability Access and Inclusion Plan will be prepared for public display shortly.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Deanne Caserta	Finance Report for the period ending 31 January 2018	13/03/2018	8/03/2018	8/03/2018
9.4		Sharon Morrison				
2018/22						

RESOLUTION 2018/22

Moved: Cr Colleen Condliffe
 Seconded: Cr Gavan Holt

That Council:

1. receives and notes the 'Finance report for the period ending 31 January 2018'
2. approves budget revisions included in the report for internal reporting purposes only
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2017/18 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2017/18.

CARRIED

08 Mar 2018 - 11:39 AM - Deanne Caserta
 Action completed by: Deanne Caserta
 No further action required.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	Management Agreements and Instruments of Delegation - General Principles	13/03/2018	8/03/2018	13/03/2018
9.5		Sharon Morrison				
2018/23						

RESOLUTION 2018/23

Moved: Cr Geoff Curnow
 Seconded: Cr Colleen Condliffe

That Council:

Outstanding Actions	Division:	Date From: 1/01/2017
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1. Confirms its commitment to the allocation of responsibilities set out in the attached appendix v2
2. Endorses the updating of the section 86 instruments of delegation and management agreements with the attached appendix v2.

CARRIED

13 Mar 2018 - 12:53 PM - Sharon Morrison

Action completed by: Sharon Morrison

Agreements and delegations have been prepared for remaining committees of management, and meetings scheduled with various committees.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	Submission on the Local Government Bill Exposure Draft	13/03/2018	8/03/2018	13/03/2018
9.6		Sharon Morrison				
2018/24						

RESOLUTION 2018/24

Moved: Cr Colleen Condliffe

Seconded: Cr Neil Beattie

That Council endorse the attached submission to Local Government Victoria on the proposed Local Government Bill.

CARRIED

13 Mar 2018 - 12:53 PM - Sharon Morrison

Action completed by: Sharon Morrison

Submission sent to Local Government Victoria.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	February 2018 Audit Committee Meeting Overview	13/03/2018	8/03/2018	13/03/2018
9.7		Sharon Morrison				
2018/25						

RESOLUTION 2018/25

Moved: Cr Gavan Holt

Seconded: Cr Geoff Curnow

That Council:

Outstanding Actions	Division:	Date From: 1/01/2017
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1. receives and notes the February 2018 Audit Committee Meeting Report; and
2. endorses the performance improvement recommendations documented in the Review of Records Management; and
3. receives and notes the Annual Report of the Audit Committee; and
4. receives and notes the Risk Management Report.

CARRIED

13 Mar 2018 - 12:56 PM - Sharon Morrison
 Action completed by: Sharon Morrison
 Resolutions actioned.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	Audit Committee Charter	13/03/2018	8/03/2018	8/03/2018
9.8		Sharon Morrison				
2018/26						

RESOLUTION 2018/26

Moved: Cr Colleen Condliffe
 Seconded: Cr Geoff Curnow

That Council adopts the Audit Committee Charter v6 subject to clause 5.2 (a) being altered to reflect Council's membership being one substantive appointment with a second Councillor being appointed as an alternate.

CARRIED

08 Mar 2018 - 3:37 PM - Sharon Morrison
 Action completed by: Sharon Morrison
 Forwarded for adding to documents register 1 March 2018

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Deanne Caserta	Appointment of Audit Committee Chair for 2018/19	13/03/2018	8/03/2018	8/03/2018
9.9		Sharon Morrison				
2018/27						

RESOLUTION 2018/27

Moved: Cr Gavan Holt

Outstanding Actions	Division:	Date From: 1/01/2017
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Seconded: Cr Neil Beattie

That Council endorses the Audit Committee's recommendation to appoint Ken Belfrage as Audit Committee Chair to 28 February 2019 or the date of the Ordinary Meeting of Council in February 2019 where a resolution for appointment of Chair for the new term will be made, whichever is the earlier.

CARRIED

08 Mar 2018 - 11:39 AM - Deanne Caserta
 Action completed by: Deanne Caserta
 No further action required.

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	Submission to Municipal Association Victoria Discussion Paper on Councillor Conduct	13/03/2018	8/03/2018	8/03/2018
9.10		Sharon Morrison				
2018/28						

RESOLUTION 2018/28

Moved: Cr Colleen Condliffe
 Seconded: Cr Gavan Holt

That Council endorse the attached proposed submission to the Municipal Association Victoria on Councillor Conduct with an amendment being made to question 5 to advise that Council does support the idea of the Mayor being mediator but if this does not lead to a resolution of the matter the Mayor would have access to a panel of mediators.

CARRIED

08 Mar 2018 - 3:35 PM - Sharon Morrison
 Action completed by: Sharon Morrison
 Letter sent to MAV on 6 March 2018

Type	Meeting	Officer/Director	Subject	Est. Compl.	Emailed	Completed
Report	Ordinary Council Meeting 27 February 2018	Sharon Morrison	Management Agreement and Instruments of Delegation for signing	13/03/2018	8/03/2018	13/03/2018
11.1		Sharon Morrison				
2018/35						

RESOLUTION 2018/35

Moved: Cr Colleen Condliffe
 Seconded: Cr Geoff Curnow

Outstanding Actions	Division:	Date From: 1/01/2017
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That Council:

1. Note the signing of the attached management agreement by the Inglewood Riding Club Incorporated and Inglewood Cars and Bikes Club Incorporated
2. Note the signing of the attached section 86 instrument of delegation by Yando Public Hall Committee of Management
3. Note the signing of the attached section 86 instrument of delegation by Wedderburn Mechanics Literary Institute Hall Committee of Management
4. Authorise the Chief Executive Officer to sign and affix the common seal of Council to the attached management agreement and instruments of delegation
5. Authorise the Chief Executive Officer to sign and affix the common seal of Council to section 86 agreements and management agreements where required.

CARRIED

13 Mar 2018 - 12:59 PM - Sharon Morrison
Action completed by: Sharon Morrison
Agreements and delegations have been prepared for signing by the CEO, and prepared for return to committees of management.

7 MAYORAL REPORT**7.1 MAYORAL REPORT**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Mayoral Report

REPORT

The Mayor will present a report at the meeting.

8 COUNCILLORS' REPORT**8.1 COUNCILLORS' REPORTS**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Councillors' reports

REPORT

Each Councillor will present a report at the meeting.

9 DECISION REPORTS**9.1 SERPENTINE INDUSTRIAL ESTATE - REZONING**

File Number: 13/01/003
Author: Carolyn Stephenson, Statutory / Strategic Planner
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments: Nil

RECOMMENDATION

That Council

1. Request authorisation from the Minister for Planning to prepare an amendment to the Loddon Planning Scheme to rezone Lots 1, 2, 3, PS 608853 (Treloar St, Serpentine) to Industrial 3 Zone;
2. Should authorisation be provided, prepare the amendment and place the amendment on exhibition.

CONFLICT OF INTEREST

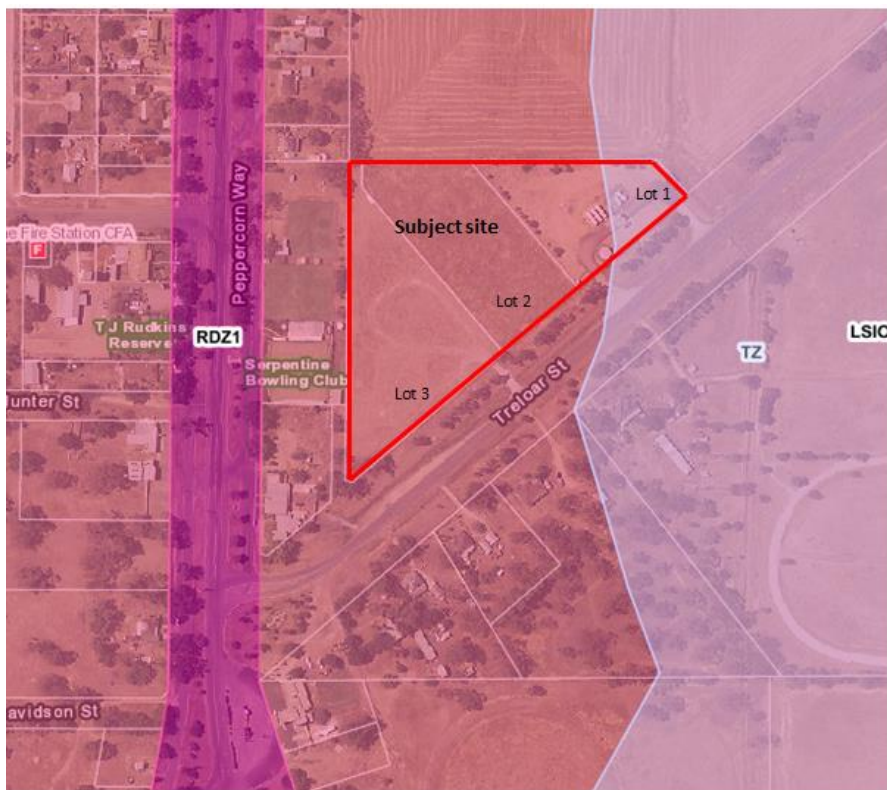
There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the subject matter of the report.

PREVIOUS COUNCIL DISCUSSION

There has been no previous discussion with Council in relation to this matter.

BACKGROUND

The subject land (lots 1, 2, 3, PS 608853) is located on the north side of Treloar St (Echuca Serpentine Road), Serpentine. The site has a total area of approximately 2.7ha.



This land was acquired by the Shire of East Loddon in 1993.

In 2007, Council leased part of the site to Atlas Fuels for use and development as a fuel depot. A planning permit (no. 4213) was granted on 21 October 2007 for this use and development. There was an unsuccessful appeal to VCAT by neighbouring land owners who objected to the proposal.

In 2009, Council granted a planning permit (no. 4441) to subdivide the land into three lots. The subdivision was undertaken to facilitate the use and development of the land for an industrial estate. Council received funding from Regional Development Victoria to support development of this site for an industrial estate and the land was subdivided into three lots

Two of the three lots have since been sold by Council (lots 1 & 2). Lot one remains the only developed site, as a fuel depot.

ISSUES/DISCUSSION

The purpose of this report is to seek Council resolution to request authorisation from the Minister for Planning to commence the process to rezone three lots of land at Serpentine to Industrial 3 Zone.

The planning scheme is a legal document prepared under the Planning and Environment Act (1987). Changes to a planning scheme including rezoning land, need to go through a prescribed amendment process that involves consent from the Minister to prepare the amendment and public exhibition.

Council is required to seek authorisation from the Minister for Planning prior to preparation of the amendment to ensure that the amendment is consistent with State planning policy and makes proper use of the planning provisions. Once authorisation is provided from the Minister, the amendment will be prepared and exhibited. Exhibition will include notice to affected land owners, other agencies and public notices in the local paper and Victorian Government Gazette. Following exhibition, Council will be provided the opportunity to consider all submissions and decide whether to proceed with the amendment, modify the amendment in response to a submission or abandon the amendment. Should Council chose to proceed with the amendment and not modify it in response to a submission, the amendment will proceed to a panel hearing, which will consider the

amendment and any submissions and make a recommendation to Council. An amendment to the planning scheme is approved by the Minister for Planning when adopted by Council.

The subject land is currently zoned Township. The Township Zone provides for residential development and a range of commercial, industrial and other uses in small towns. Although light industry is permissible in the Township Zone, the Township Zone is unsuitable for land that is intended only for industrial development as planning approval is not required for the use and development of land for a dwelling. Council is therefore unable to prevent incompatible land use and protect the land for industrial purposes.

Council has developed this land for the sole purpose of industrial use, and was provided funding from the State Government for this purpose. As such it is appropriate that it be zoned in such a way that non industrial uses do not occupy the land.

This site is considered suitable for industrial land for the following reasons:

- Serpentine is located on a strategic freight route being the Loddon Valley Highway, Bridgewater Serpentine Road and Echuca Serpentine Road intersections.
- Serpentine is central to this part of the municipality, and can service the southern section of the Pyramid Boort Irrigation District and the irrigators of the Loddon and Loddon deep lead.
- There is no other dedicated industrial land in Serpentine, or in the north east of the Shire.
- The land is located on the fringe of the township and is adjoined by farmland to the north and east, rural residential development to the south and the hotel and sporting facilities to the west.
- The site is serviced with water and power.
- Provision of industrial land at Serpentine will support economic development and employment in the Serpentine and surrounding districts.

It is proposed that the land be rezoned Industrial 3 zone.

The Industrial 3 zone is the "lightest" of the three industrial zones.

The purpose of the Industrial 3 zone is:

- To provide for industries and associated uses in specific areas where special consideration of the nature and impacts of industrial uses is required or to avoid inter-industry conflict.
- To provide a buffer between the Industrial 1 zone or Industrial 2 zone and local communities, Industrial 3 zone also allows for industries and associated uses compatible with the nearby community.
- To allow limited retail opportunities including convenience shops, small scale supermarkets and associated shops in appropriate locations.
- To ensure that uses do not affect the safety and amenity of adjacent, more sensitive land uses.

Use of land for industry still requires a planning permit in an Industrial 3 zone, as opposed to Industrial 1 zone, thus enabling Council to provide both for industry and manage its impact on the surrounding area. The use of land for a dwelling is however prohibited in the Industrial 3 zone.

Clause 17.02-1 (Industrial land development) of the State Planning Policy Framework seeks to ensure the availability of land for industry. This policy includes the following strategies:

- Protect and carefully plan existing industrial areas to, where possible, facilitate further industrial development.
- Provide an adequate supply of industrial land in appropriate locations including sufficient stocks of large sites for strategic investment.

It is considered that rezoning this land to Industrial 3 zone is consistent with and supports this State Planning Policy.

The eastern third of lot 1 is also included within the Land Subject to Inundation Overlay. This overlay should not prevent the land being rezoned to Industrial 3 zone.

COST/BENEFITS

The amendment will cost Council in terms of staff time and fee of \$462.20 payable to the Department of Environment, Land, Water and Planning. Additional costs would be incurred if the application was to go before a panel. However, the amendment will facilitate industrial development of this land.

RISK ANALYSIS

The planning scheme should be a robust document that correctly identifies the intended use of land. The amendment process provides for transparency and stakeholder engagement. Retaining this land in the Township zone will undermine the use and development of this land for industry.

CONSULTATION AND ENGAGEMENT

There is no requirement for consultation at this stage as the amendment process provides for consultation with the landholders and the community.

9.2 PROVISION OF ADDITIONAL WASTE SERVICE COLLECTIONS

File Number: 15/05/002
Author: Daniel Lloyd, Manager Works
Authoriser: Steven Phillips, Director Operations
Attachments: Nil

RECOMMENDATION

That Council:

1. Approve the allocation of additional funds to the value of \$11,025 from the current financial year surplus to allow for additional waste services of public bins during the upcoming Easter period.
2. Allow \$26,775 per annum in the long term financial plan for additional waste services of public bins during the Christmas and Easter periods.

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 subject of additional waste service collections was discussed at the January 2018 Council Forum.

BACKGROUND

Council receives several complaints regarding the overflow of waste during peak period such as the recent Christmas period. Councillors requested that a report be prepared and provided to Council for additional waste services to reduce the overflow of public bins during peak times of the year.

ISSUES/DISCUSSION

The additional collection period will take place over Christmas and Easter with daily bin pickups for public bins in key locations. This will result in an additional 17 days of bin collection services. As the Christmas period for the 2017 – 2018 Financial year has now passed the additional funds required for this year are for Easter only.

It is proposed that the additional waste service collection will be for public bins only. The following towns and locations have been identified as key locations for additional bin pickups:

- Boort
- Boort Caravan Park
- Bridgewater
- Bridgewater Caravan Park
- Laanecoorie
- Wedderburn

In addition to the key sites identified above, from time to time it may be necessary to include other towns and locations or modify frequency as required within the allocated budget.

The additional collection services will be for the following dates:

- Easter period starting Thursday before Good Friday and go through to the following Wednesday, 7 days

- Christmas period 26 December through to 4 January, 10 days.

COST/BENEFITS

The estimated cost for the Easter period is \$11,025 and for the Christmas period is \$15,750. The estimated total cost of \$26,775 will result in a reduction of bin overflows and enhance the appearance of public facilities.

The year to date Budget cash surplus as detailed in the Finance report for the period ending 31 January 2018 as provided to Council at the February ordinary meeting was \$1.011M.

In order for the additional bin collections services to take place this Easter, \$11,025 needs to be allocated from the 2017 – 2018 Budget surplus. Future funds can be allocated through the annual budget process to the municipal waste services charge.

The benefit of providing additional bin services in public areas will assist our communities through improved appearance of our public spaces.

RISK ANALYSIS

The additional collection services require an increase in funding above what is currently allowed for in the kerbside waste and recycling contract. Council will need to allocate funds from the current year surplus and allow for the additional cost in future budgets.

CONSULTATION AND ENGAGEMENT

The following Council officers were consulted in the preparation of this report

- Townscape Team Leader
- Manager Finance

Council's kerbside waste and recycling contractor Veolia (formally Ellwaste) was also consulted in preparation of this report.

9.3 REVIEW OF LONG SERVICE LEAVE FINANCING POLICY

File Number: 18/01/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Long Service Leave Financing Policy v3

RECOMMENDATION

That Council adopts the Long Service Leave Financing Policy v3.

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 last approved version of the Long Service Leave Financing Policy (v2) (the Policy) was in June 2014.

BACKGROUND

The Policy was developed to ensure that Council has sufficient funds on hand, accumulated over time, to meet its commitments to employees.

ISSUES/DISCUSSION

This Policy is due for renewal. There were no significant changes except to add that the funds are to be held in bank accounts 'or term deposit accounts'. This allows the amounts held aside to attract a higher interest earning rate.

COST/BENEFITS

There are no direct costs associated with the adoption of the Policy.

RISK ANALYSIS

This policy is the primary policy for management of Council staff long service leave provisions to ensure that Council builds its reputation as an ethical organisation with employees. Holding funds in term deposit accounts does not present an unacceptable risk and is consistent with Council's existing practice for other investments.

CONSULTATION AND ENGAGEMENT

The document has been subject to the normal approval process of the policy review group and Management Executive Group prior to presentation in the Council Meeting Agenda.



LONG SERVICE LEAVE FINANCING POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	3
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Investment Policy Payroll Policy
RELATED LEGISLATION:	Local Government (Long Service Leave) Regulations 2012 Local Government Act 1989
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\Policies\Draft\POL Long service leave financing policy v3.docx

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

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



LONG SERVICE LEAVE FINANCING POLICY

1 PURPOSE

The purpose of this policy is to provide guidance for the financing of long service leave for Loddon Shire Council Staff to ensure that Council has sufficient funds on hand, accumulated over time, to meet its commitments to employees.

2 SCOPE

This policy applies to the Finance Department of Council.

3 POLICY

Council will build its reputation as an ethical organisation with employees by ensuring that:

1. The calculated value of long service leave is held in bank accounts or term deposit accounts specifically for that purpose and no other.
2. Those accounts must be made to match the Provision for Long Service Leave in the Balance Sheet, at the end of each financial year.

3.1 Legal requirements

Council will comply with legislative obligations and Accounting Standards to establish entitlements as a liability in its Balance Sheet. There is no legislative requirement to fund the Long Service Leave Provision Account.

4 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). 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.

5 REVIEW

The Manager Financial Services will review this policy for any necessary amendments no later than 4 years after adoption of this current version.

9.4 ROADSIDE MANAGEMENT PLAN 2018

File Number: 21/02/001
Author: Indivar Dhakal, Manager Technical Services
Authoriser: Steven Phillips, Director Operations
Attachments: 1. Draft Roadside Management Plan 2018

RECOMMENDATION

That Council resolve to advertise the Roadside Management Plan 2018, seeking public comment.

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 draft Roadside Management Plan 2018 (the Plan) was discussed at the February 2018 Council Forum.

BACKGROUND

The Loddon Shire Council is responsible for the management of roadsides to support the safe and efficient function of roads, whilst also maintaining other values and uses such as:

- providing environmental and cultural values
- supporting adjacent land uses, such as agriculture
- fire prevention and emergency management
- providing for utility construction and maintenance.

The development of the Plan is identified as an action in the Loddon Shire Council Plan 2017-2021 under the following strategic objective:

Provide leadership which contributes to the sustainability of our region.

The Plan will be Council's main guiding document to set the direction for roadside management in the municipality. It identifies goals for roadside management in the context of Council's statutory obligations and outlines strategic actions to help achieve these goals.

Council recognises the importance of working with all community, agency and organisational stakeholders with an interest in roadside management to implement the actions and achieve the goals of this Plan. Monitoring the progress and effectiveness of the Plan over time will also be important.

This plan will replace the Loddon Shire Roadside Management Plan that was prepared in December 2000.

ISSUES/DISCUSSION

The draft Plan has proposed the following 4 roadside management goals:

1. Maintain a safe road network
2. Access for all road users
3. Protect biodiversity and heritage assets

4. Increase awareness of roadside management and values

Focus areas around each goal have been proposed with action plans, costing and proposed funding source. The draft plan recognises Council's constrained resources and lack of current funding to address a number of issues raised during the stakeholder engagement and community feedback sessions. The draft plan proposes to actively seek funding through government agencies to assist Council in achieving several of the actions within the Plan. However, there are a number of areas which Council can and has been working on within existing resources.

A significant discussion point at the February Council Forum was the construction and maintenance of boundary fences. The guideline in the draft plan reiterates the requirement for landholders to consult with their neighbour prior to removing any native vegetation for fence line maintenance or construction. If the fence line is at the road reserve boundary, then the coordinating road authority is the neighbour. The draft plan also highlights the requirement to obtain a Works Within Road Reserve Permit to undertake any work within road reserve, including native vegetation removal.

The following timeline has been proposed for the adoption of the Plan:

- Public Consultation – 31 March 2018 to 27 April 2018
- Council report presented at ordinary meeting to recommend adoption – 22 May 2018

A Community handbook is to be prepared following the finalisation of the Plan.

COST/BENEFITS

Costing and funding of actions forms Part D of the attached draft Plan 2018. Where possible, costs within existing resources have been identified and Council commits to actively seek funding for any unfunded actions through State and/or Federal Government.

One of the key benefits of the proposed plan is that the plan will be able to inform the community and stakeholders about the responsibilities and provisions within the existing legislative framework in relation to roadside management. A community handbook is proposed to be prepared for distribution throughout the Shire to inform responsibilities and guidelines around roadside management.

There is no significant cost identified associated with the recommended public consultation.

The benefit of the recommendation is that the community, ratepayers of Loddon Shire and key stakeholders will get an opportunity to provide a feedback or input into the plan which can be considered before presenting to Council for adoption.

RISK ANALYSIS

One of the key risks identified with the proposed plan is costing of actions not being sufficient to complete the task. The likelihood of the risk is possible and the consequence is insignificant, and as such is considered a low risk as per Council's risk matrix.

The costing of actions identified in the attachment is based on past experience and industry standard guidelines.

On the contrary, not adopting the draft plan could increase the risk in non-compliance with the existing legislative requirements in relation to native vegetation and environmental protection.

CONSULTATION AND ENGAGEMENT

The draft plan has been developed after a series of consultations between multiple stakeholders. An issues and opportunities paper was drafted as a result of a stakeholder engagement session held at Inglewood in May 2017. Subsequently, open house sessions were held at five towns namely Boort, Pyramid Hill, Wedderburn, Inglewood and Newbridge to receive community feedback on the issues and opportunities paper.

This recommendation will allow further consultation with the community and stakeholders, thus enabling Council to consider any feedback.

LODDON SHIRE COUNCIL

DRAFT Roadside Management Plan 2018



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Technical Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	3
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Road Asset Management Plan Road Management Plan Municipal Fire Management Plan
RELATED LEGISLATION:	Catchment and Land Protection Act 1994 Road Management Act 2004 Environment Protection and Biodiversity Act 1999 Flora and Fauna Guarantee Act 1988 Planning and Environment Act 1987 Bushfire Royal Commission Final Report Recommendations 2009 Aboriginal Heritage Act 2006 Heritage Act 1995

EVIDENCE OF APPROVAL:

Signed by Chief Executive Officer

FILE LOCATION: K:\ASSETS\Assets_1\ASSET MANAGEMENT\Roadside Management Plan\2017\Roadside Management Plan 2017\Council for public comments\DRAFT Loddon RCP_20180228_v3.docx

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PART A: THE PLAN

1 INTRODUCTION

The Loddon Shire Council is charged with managing roadsides to support the safe and efficient function of roads, whilst also maintaining other values and uses such as:

- Providing environmental and cultural values
- Supporting adjacent land uses, such as agriculture
- Fire prevention and emergency management
- Providing for utility construction and maintenance.

The development of the Roadside Management Plan is identified as an action in the Loddon Shire Council Plan 2017-2021 under the following strategic objective:

Provide leadership which contributes to the sustainability of our region.

The Roadside Management Plan will be Council’s main guiding document to set the direction for roadside management in the municipality. It identifies goals for roadside management in the context of Council’s statutory obligations and outlines strategic actions to help achieve these goals.

Council recognises the importance of working with all community, agency and organisational stakeholders with an interest in roadside management to implement the actions and achieve the goals of this Plan. Monitoring the progress and effectiveness of the Plan over time will also be important.

This plan will replace the Loddon Shire Roadside Management Plan that was prepared in December 2000.

1.1 Structure of the plan

There are four parts to this plan, which is described in Figure 1.



Figure 1: Structure of the Loddon Shire Roadside Management Plan

1.2 Purpose and scope

This Roadside Management Plan relates to Loddon Shire Council managed or local roads only. Within the Shire, there are approximately 4,800km of local roads and road reserves that are managed by Loddon Shire Council.

Main arterial roads managed by VicRoads, unused road reserves, and public roads managed by state government (Department of Environment, Land, Water and Planning) are not covered by this plan.

Council road assets are classified according to their function and surface type. Maintenance intervention levels and response times are set according to road hierarchy. The road hierarchy in the Loddon Shire Council is explained in Figure 2.

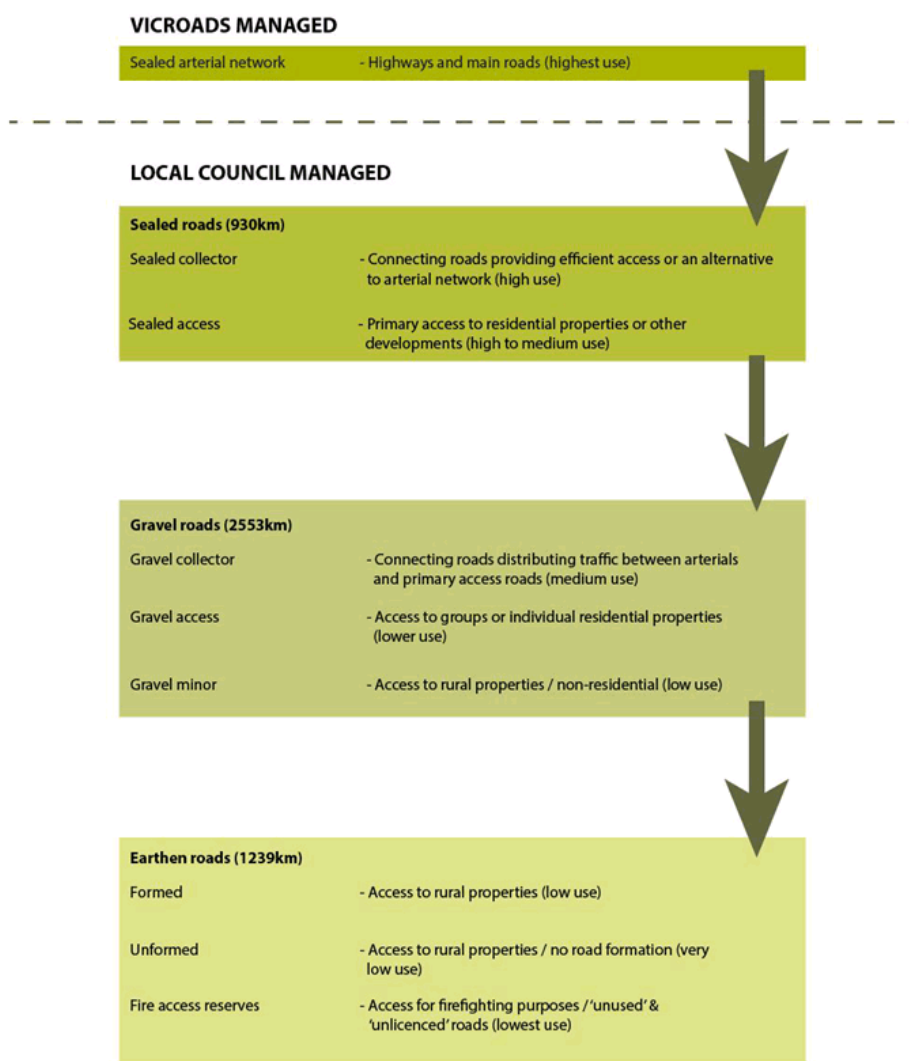


Figure 2: Loddon Council road hierarchy grouping (highest to lowest)

Source: Loddon Shire Council Road Management Plan 2017

The purpose of this plan is to provide Council with the strategic direction to manage roadside reserves under Council’s jurisdiction. The plan needs to integrate existing legislation, policies and

programs relevant to roadside management in a format that is easily understood and workable for Council staff and the community.

The plan will aim to guide the management of roadsides to:

- Protect and enhance the safe and efficient function of roads
- Protect and enhance the function and values of roadsides
- Manage risks on roadsides
- Meet Council's legislative responsibilities
- Promote the value and function of roadsides to the community.

1.3 Development of the plan

Community and stakeholder engagement has been central to the development of a plan that is locally relevant and practical, and addresses the range of values and threats associated with road reserves in Loddon Shire.

An initial stakeholder workshop held during May 2017 identified and talked through important issues and opportunities for roadside management and resulted in the development of an Issues and Opportunities Paper. The Issues and Opportunities Paper was made available for public comment during July and August 2017.

Five community open house sessions were conducted across the Shire during August 2017, providing an opportunity for community members to contribute their concerns and ideas on roadside management. Collectively, the feedback received from community, stakeholders and Council staff has contributed to the development of this Roadside Management Plan.

1.4 Users of the plan

The plan will be used by a wide range of stakeholders with an interest in roadside management. This will include but not be limited to, Council staff as well as service and utility providers, CFA personnel and community members, including adjoining landholders.

PART B: ROADSIDE MANAGEMENT IN LODDON SHIRE

2 ROADSIDE MANAGEMENT

2.1 What is a roadside?

The road reserve comprises the land from fence line to fence line. The road formation and the roadside are within the reserve, as indicated in Figure 3. The road formation consists of formed pavement layers, a wearing course (either sealed or unsealed) and its drainage system, usually a table drain on either side of the formation. The roadside is the land from the upside of the table drain to the adjacent fence line.

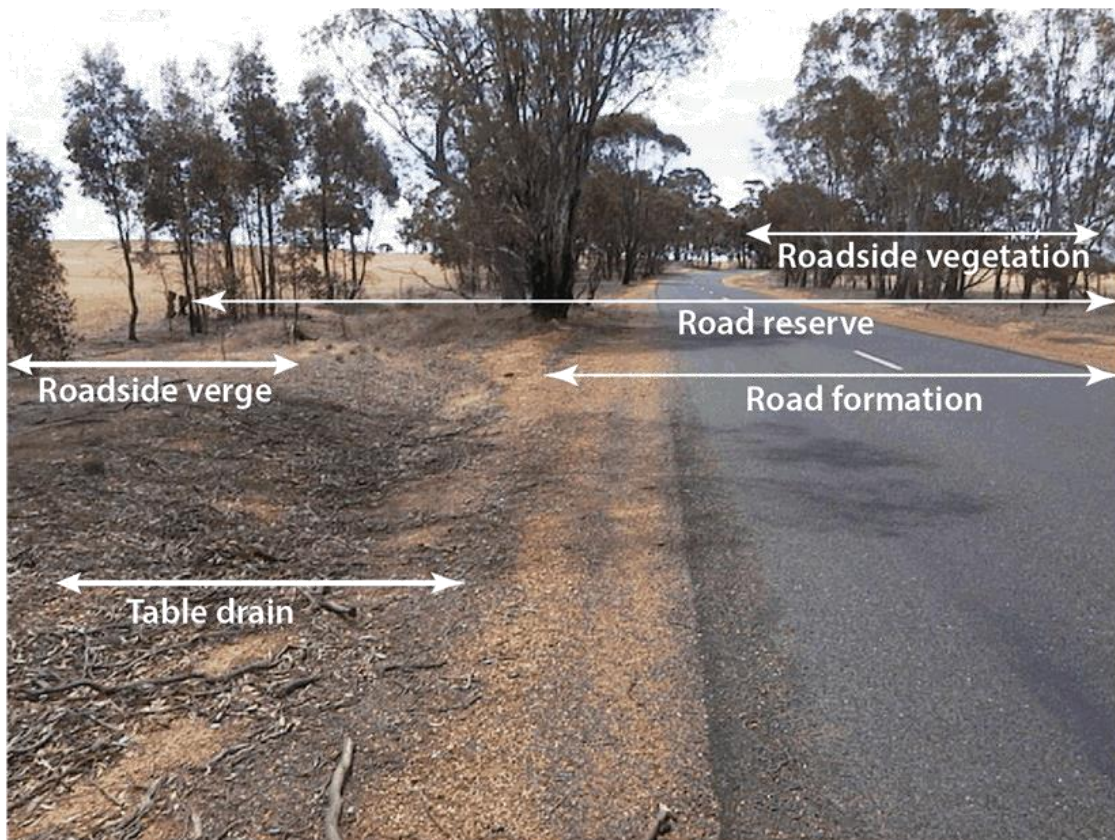


Figure 3: The components of a roadside: road reserve, road formation, road drainage system, roadside verge, vegetation and adjoining property

It should be noted that this is just one representation of a road reserve and across the rural road network many of these elements will vary according to terrain and other natural environmental features.

For example:

- Table drains are not always readily defined, especially in very flat terrain
- There could be either cut or fill batters and/or embankments in close proximity to the road formation
- The roadside will support combinations of exotic and native vegetation, of varying structure, including different heights and densities of plant communities
- The boundary of the road reserve may also be difficult to define, particularly where it adjoins public land such as National Parks or other reserves.

These factors in conjunction with road classification (and desired maintenance standards) will affect decisions about appropriate management of the road formation and roadside.

2.2 Roles and responsibilities

Responsibilities for roadside management vary according to road classification. The Loddon Shire Council has responsibility for the management of local roads and roadsides, whereas the management of main roads and highways is the responsibility of VicRoads. The Department of Environment, Land, Water and Planning (DELWP) manages particular forest roads within the Shire.

This Plan is focussed on Council managed roadsides only.

In managing roadsides, Council also needs to also consider the legislative responsibilities of various other agencies, organisations and individuals under many different Acts and Regulations (State and Commonwealth). These include but are not limited to the Dja Dja Wurrung Corporation, Country Fire Authority (CFA), Department of Economic Development, Jobs, Transport and Resources (DEDJTR), service providers (e.g. Telstra, Powercor) and landholders.

The federal and state policy frameworks that have relevance to roadside management include:

- *Catchment and Land Protection Act 1994*
- *Road Management Act 2004*
- *Environment Protection and Biodiversity Act 1999*
- *Flora and Fauna Guarantee Act 1988*
- *Planning and Environment Act 1987*
- *Bushfire Royal Commission Final Report Recommendations 2009*
- *Aboriginal Heritage Act 2006*
- *Heritage Act 1995*

2.3 Achieving a balance in roadside management

Proper management of roadsides demands multiple objectives to be fulfilled. There are tensions between often competing objectives of road and roadside management and stakeholders have different views on how best to manage these conflicts.

Council's Roadside Management Plan will provide direction on how to achieve a balance between stakeholder perspectives.

Roadside management aims to:

- **Protect and enhance the safe and efficient function of rural roads** – with attention to drainage and sight lines
- **Protect and enhance the function and values of rural roadsides** – with attention to preserving environmental and heritage values

- **Manage risks on roadsides** – with attention to weed invasion, pest animals, utility and services provision, fire prevention and road maintenance
- **Meet Council’s legislative responsibilities** – with attention to multiple Acts of Parliament to do with a range of matters, for example, native vegetation protection, fire prevention, emergency management and road safety
- **Promote the value and function of roadsides to the community** – through education on matters including timber removal for firewood, grazing and droving of livestock.

2.4 Goals of roadside management in Loddon Shire

Figure 4 outlines the strategic context of the Roadside Management Plan. This includes the four goals for roadside management and the associated actions areas, as well as alignment to the sustainability strategic objective documented in the Loddon Shire Council Plan 2017-2021.

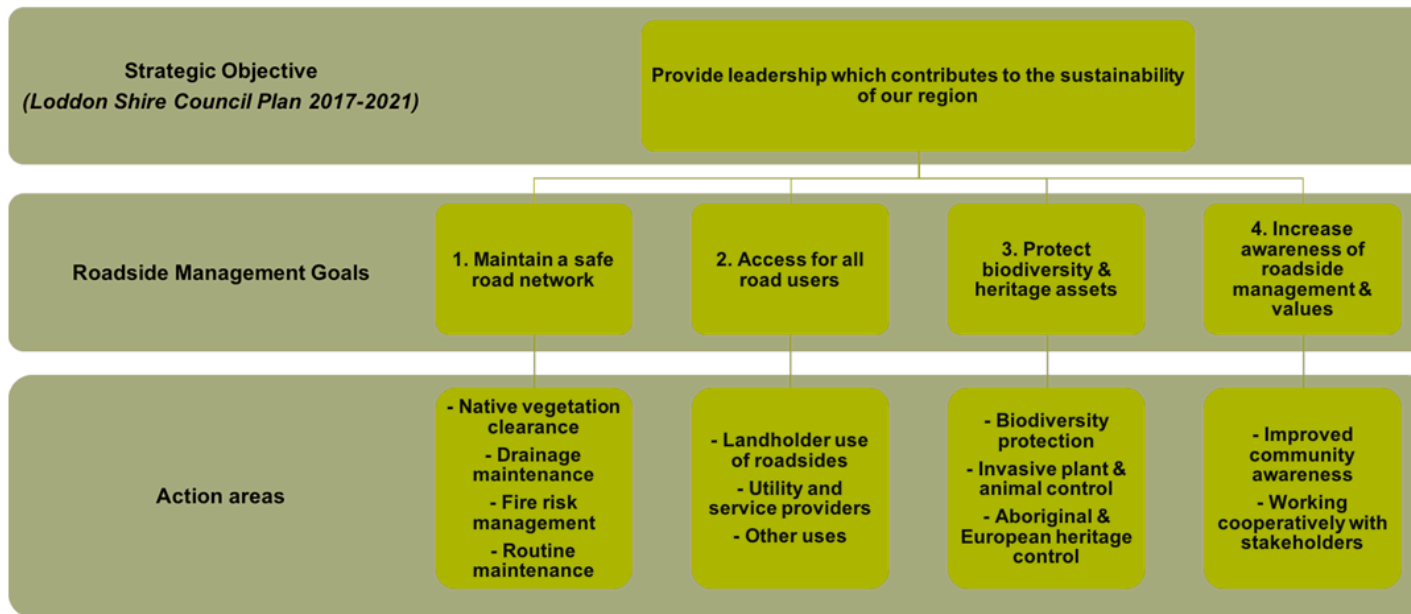


Figure 4: Strategic context of the Roadside Management Plan

PART C: GOALS OF ROADSIDE MANAGEMENT

3 GOAL 1: MAINTAIN A SAFE ROAD NETWORK



Goal: Roadsides are well maintained and safe for all road users, while retaining and enhancing conservation, cultural heritage and other values.

Above: There is an extensive network of un-sheeted low hierarchy roads in the shire

Right: Best practice unsealed road grading is essential to maintain a safe and functional network.



3.1 Introduction

The Loddon Shire Council is committed to ensuring that local roads meet designated quality and performance standards and provides service levels (in terms of safety and efficiency) that meet the needs of the community. Road maintenance standards vary across the network according to risk and design factors including: nature and volume of traffic, operating speed, susceptibility of assets to deterioration, cost effectiveness of repairs, and competing priorities for funding. Such standards are outlined in the Council's Road Management Plan.

Council's Road Management Plan defines the road hierarchy, categorising the local road network into five road types: unformed roads; formed roads; gravel minor; access roads and collector roads. This categorisation helps to further prioritise the frequency of works on roads. For example, high use roads such as access and collector roads are inspected for maintenance twice annually, compared to once a year on gravel minor roads.

To continue and improve the maintenance of a safe road network, Council has identified the following four focus areas:

1. Native vegetation clearance
2. Drainage maintenance
3. Fire risk management
4. Routine maintenance

The following sections present the context and action plan for each focus area. Council has also identified a list of guidelines that will direct Council, agency stakeholders and the community in the delivery of the actions and assist to minimise the overall risk to maintaining a safe road network.

3.2 Native vegetation clearance

3.2.1 Context

Native vegetation removal to maintain a safe road network is regulated through Councils local planning scheme. Section 12.01 of the Victorian Planning Provisions provides an overarching policy framework for native vegetation management. Conservation of biodiversity across Victoria is 'tenure blind' making it relevant and of concern for all levels of government, and private individuals and organisations. The objectives for local planning authorities include:

- Avoid and minimise significant impacts, including cumulative impacts, of land use and development on Victoria's biodiversity.
- Consider the impacts of any change in land-use or development that may affect biodiversity value of adjoining national parks, conservation reserves or nationally and internationally significant sites.
- Assist in the protection and management of sites containing high value biodiversity.
- Assist in the re-establishment of links between isolated habitat remnants that contain high value biodiversity.
- Avoid the removal of native vegetation that makes a significant contribution to Victoria's biodiversity.
- Where native vegetation is permitted to be removed, consider providing an offset in a manner that contributes to Victoria's biodiversity that is equivalent to the contribution made by the native vegetation removed.

Under section 52.17 of the Victorian Planning Provisions, a planning permit is required to remove, destroy or lop native vegetation, unless a relevant exemption applies. Refer to Loddon Shire's planning scheme for guidance:

<http://planningschemes.dpcd.vic.gov.au/schemes/loddon>

Adjoining landholders and others working on the roadside must contact Council to determine permit requirements before removing or trimming native vegetation on the roadside.

Council also manages native vegetation removal on roadsides in accordance with the planning permit process for major capital works projects that involve native vegetation removal. Currently there is no agreement between Loddon Shire Council and the DELWP for Council to access the 'Local government Public Road Exemptions'. This agreement allows municipalities to undertake limited clearing of native vegetation for defined maintenance and safety treatments.

There are two main areas of roadside maintenance where native vegetation removal is periodically required to maintain a safe road network. This includes drainage maintenance and the maintenance of sight lines.

One of the main issues in Loddon Shire is the interpretation of the exemption relating to the removal of native vegetation to accommodate the construction or maintenance of a fence line. There is a role for Council to establish a consistent approach to the interpretation of this exemption. At the time of writing this Plan, the Victorian government is undertaking a native vegetation regulatory review which should provide clarity around exemptions from permit requirements.

3.2.2 Action plan and guidelines

Table 1: Strategic actions for vegetation clearance

No.	Action
1.1	Council will establish a clear and consistent approach to the interpretation and communication of legislation relating to native vegetation removal and exemptions for the construction and maintenance of fences.
1.2	Council will consider the appropriateness of entering into a written agreement with DELWP for access the 'Local Government Public Road Exemptions' for permitted native vegetation clearing for the purposes of maintenance and safety works.

Table 2: Guidelines for native vegetation clearance

Guidelines	Who is responsible?
The Loddon Planning Scheme (Clause 52.17 of the Victorian Planning Provisions) requires a permit to be obtained for the removal of native vegetation from a roadside (unless an exemption applies).	All
In addition to the native vegetation retention controls in the Planning Scheme, Vegetation Protection Overlay 2 (VPO2) applies to significant roadside and corridor vegetation in the Shire. For details of where VPO2 applies, check the Loddon Planning Scheme.	All
The purpose of the overlay is to protect and enhance roadside native vegetation and corridors of native vegetation. Under VPO2 a permit is required to remove any native vegetation.	
Where significant native vegetation has been identified as presenting safety concerns, treatment options taking to account risk management approaches and budgetary factors are to be considered	Council
Council staff will apply the concepts of asset value and risk to determine the most appropriate means of controlling vegetation in drains.	Council

3.3 Drainage maintenance

3.3.1 Context

The growth of native and exotic vegetation in table drains is impacting the proper drainage function along some roads in the Shire. This issue has become more pronounced in the years since the prolonged drought, where previously the need for drainage maintenance was reduced due to the suppressed growth of vegetation. Since that time both exotic and native vegetation has re-established in table drains, requiring a higher level of maintenance in order to remain operable.

The main drainage maintenance issues are:

- **Blocked drains and outlets due to excessive vegetative growth (mostly exotic grasses)** – leading to poor function, ponding of water and impact to sightlines.
- **Native vegetation in drains** – the removal of native vegetation is subject to State government native vegetation controls.
- **Road safety** – is compromised when roads deteriorate due to poor drainage (potholes in the surface, steep edge breaks and shoulder damage).
- **Draining onto roadsides** – from adjoining land cannot be accommodated when drains are not operating effectively.
- **Impact to private land** – associated with drainage into adjoining properties which is impeded due to farming activities or inadequate maintenance.

3.3.2 Action plan and guidelines

Table 3: Strategic actions for drainage maintenance

No.	Action
1.3	Council will work with the key agencies and within the relevant legislation to prioritise and seek to fund roadside drainage works.
1.4	Council will regularly review the road hierarchy and acceptable maintenance levels in accordance with the Road Management Act 2004
1.5	Council will work with landholders to minimise any negative impacts of road drainage.

Table 4: Guidelines for drainage maintenance

Guidelines	Who is responsible?
Design road drainage systems to maximise pavement life and minimise environmental impact. Ensure that suitably qualified or experienced staffs undertake design of road drainage systems.	Council
Develop and extend education programs for improved works practices to those designing, constructing and maintaining road drainage systems. Training road and civil engineers in hydrological processes may also be of advantage to road managing authorities.	Council
Initiate discussions with local landholders to develop a cooperative approach to management of runoff from road surfaces and associated drainage systems.	Council

3.4 Fire risk management

3.4.1 Context

Increased fire risk is associated with persistent low rainfall and the occurrence of hot dry conditions, coupled with depleted water supplies in communities. These conditions are known to occur in the Loddon Shire, particularly during the summer and autumn months.

Under Section 43 of the *Country Fire Authority Act 1958* it is Council's responsibility to 'take all practicable steps to prevent the occurrence of fires on, and minimise the danger of the spread of fires on any road under its care and management'.

It is a legislative requirement that Council prepares and maintains a Municipal Fire Management Plan. The current Plan outlines areas of responsibility between stakeholders and documents a fire risk strategy for the municipality.

Following the hearings at the 2009 Victorian Bush Fires Royal Commission, new guidelines were developed namely, *Roadside Fire Management Works: CFA guidelines and procedures (CFA 2010)* provide a process for brigades and CFA Areas to follow when planning non-emergency roadside fire management works. They are intended to assist those with a legal responsibility to maintain roads, by providing advice and information on planning effective roadside fire management.

A draft *Strategic Fire Control Lines (SFCLs)* report is being prepared by the Loddon-Mallee Regional Fire Management Planning Committee (CFA) and identifies a series of roads that provide the greatest opportunities for fuel modification on roadsides and provide a strategic opportunity to slow the spread of a bushfire. The roads have been designated as primary or secondary SFCLs. Within Loddon Shire, one primary SFCL and 17 secondary SFCLs have been identified, covering a total distance of 395km. The report provides standards for the maintenance of primary and secondary SFCLs.

The main issues relating to fire risk management include:

- **Increased fuel load** – on roadsides contributes to an increased risk of fire ignition. Grassy weeds are typically the cause of increased fuel loads.
- **Native vegetation** – such as grassland species benefit from low intensity burning to maintain biodiversity.
- **Fire prevention is a shared responsibility** – that requires cooperation between Council, all roadside users, the CFA and adjoining land managers/owners.
- **Fire prevention works** – such as grazing, slashing, spraying, maintaining fire breaks and cleaning up fallen timber, can negatively impact on native vegetation and habitat values.
- **Differences in opinion** – about how to best maintain roads as 'relatively safe corridors' in the event of wildfire (e.g. to reduce fuel loads, burning is preferable over spraying which adversely impacts on native species and can lead to weed infestations which can subsequently increase fuel loads).

3.4.2 Action plan and guidelines

Table 5: Strategic actions for fire risk management

No.	Action
1.6	Council will review its roadside slashing program to consider appropriate timing and frequency to reduce the fuel load.
1.7	Council will work with the relevant agencies to identify opportunities for strategic fuel management, such as fuel reduction burning that caters for environmental values.
1.8	Council will work with all interested parties, especially landowners, CFA and DELWP to develop a more cooperative approach to fire prevention.
1.9	Council will review the need for strategic firebreaks and where suitable, considered controlled arrangements for landholders to reduce fuel loads on some low conservation value roadsides.

Table 6: Guidelines for fire risk management

Guidelines	Who is responsible?
Strategic fire preparedness	
Roads designated as primary and secondary Strategic Fire Control Lines are to be managed in accordance with the standards identified in the draft <i>Strategic Fire Control Lines</i> report (2017).	Council, CFA
Other roads across the shire have works carried out by council, agencies and brigades, which relate to fire suppression activities and various road management functions. Works are contained within the council or agencies road management	Council, CFA

Guidelines	Who is responsible?
maintenance program schedules.	
<i>Adjoining landholder preparedness</i>	
Ploughing, cultivation and grading is not permitted on roadsides.	All
All ploughed or graded fire breaks along fence lines must be constructed on adjacent private land and not on the road reserve.	All
Unauthorised fuel reduction burns are not permitted on road reserves	All

3.5 Routine maintenance

3.5.1 Context

Unsealed road grading, maintaining drainage and the maintenance of sight lines along roadsides is a routine practice. During high rainfall years there are high growth rates in roadside vegetation that require additional maintenance to restore sight distances and clearance to ensure the safety of road users. For example, prolific exotic grass growth and a need for trimming and removal of overhanging branches.

It is important that routine road works have a minimal impact on roadsides. In particular, the use of heavy machinery and the importation and storage of road materials can have a serious effect on native roadside vegetation.

The main issues relating to routine maintenance include:

- **Damage to native vegetation** – from spoil (from grading or drainage maintenance) pushed over native vegetation
- **Excessive vegetative growth** – in table drains and along roadsides, particularly following high rainfall, can inhibit sight lines.
- **Road safety across the local network** – is compromised when design sight distances and safe clearance are not maintained through timely trimming or removal of roadside vegetation.
- **Driveway and other access points** – need to be maintained to ensure safe entry and exit from the carriageway.

3.5.2 Action plan and guidelines

Table 7. Strategic actions for routine maintenance

No.	Action
1.10	Council will undertake routine maintenance and construction with minimal impact to roadside values, including native roadside vegetation.
1.11	Council will make training available to road maintenance crews on best practice unsealed road grading techniques.

Table 8: Guidelines for routine maintenance

Guidelines	Who is responsible?
All works programs on roadsides are to be conducted in accordance with best practices outlined in the VicRoads Roadside Management Strategy (2011) and the Loddon Road Management Plan for inspection, maintenance and repair of roads and	Council

Guidelines	Who is responsible?
road related infrastructure.	
The storage of road materials should not adversely affect roadside vegetation and pest plants or pathogens are not to be imported and spread.	Council
Guidelines for vehicle hygiene and importation and storage of road materials are included in works specifications.	Council
Excess materials from road excavation should only be stockpiled in designated stack sites.	Council

4 GOAL 2: ACCESS FOR ALL ROAD USERS



Goal: Access is provided for all road users in accordance with relevant legislative requirements and with minimal impact to conservation and other values.

4.1 Introduction

There are several groups of stakeholders (other than Council) that access and use local roadsides. These include:

- Landholders – livestock droving, machinery movement, access to properties, cattle underpasses.
- Utility service providers and their contractors – installation and maintenance of services (electricity, telecommunications, water, sewage and gas).
- Other transport providers – passenger and freight rail infrastructure, school bus operators.
- Fire and other emergency services – access to properties and front line control.
- Other users – roadside trails (designated or not) used by walkers, cyclists, horse riders.

Unauthorised and uncontrolled works in road reserves can have serious risks. Some of the risks that require managing include:

- Safety issues – for example, utility providers, fire and other emergency personnel, road works crews need a safe working environment, risks can be mitigated by appropriate signage and following other protocols.

- Native vegetation disturbance – for example, clearing and soil disturbance by utility providers and farmers maintaining boundary fences; risks can be minimised by issuing of relevant permits and working within codes of practices.
- Ease of access – for example, utility providers will need to maintain assets routinely, provide access to emergency services and farmers need to be able to move increasingly large machinery.
- Bushfire preparedness – for example, roadside works conducted by CFA and property owners to reduce fuel loads on roadsides to minimise risk to life and property.
- Roadside revegetation activities – for example, guidelines need to be followed on appropriate species being planted or direct seeded and setback to preserve sightlines.

Effective communication and consultation with all roadside users and Council will minimise risks and the frequency of unauthorised works. Third party users need to obtain planning permission and/or consent from Council and comply with a range of state and federal government laws when working on roadsides.

Council has identified the following focus areas to help ensure access is provided for all road users in accordance with relevant legislative requirements and with minimal impact to conservation and other values:

1. Landholder use of roadsides
2. Utility and service providers
3. Other transport providers
4. Other users

The following sections present the context and action plan for each focus area. Council has identified a list of guidelines that will direct Council, agency stakeholders and the community in the delivery of the actions and assist to minimise the overall risk to providing access for all users.

4.2 Landholder use of roadsides

4.2.1 Context

Roadsides across Loddon Shire traverse rural agricultural land, and are often highly valued by landholders to support the movement of stock, grazing, cropping, to move machinery and allow access to maintain fence lines. This in turn places pressure on roadsides and exposes them to threats such as the spread of weeds, removal and damage of native vegetation and soil disturbance.

The main issues relating to landholder use of roadsides include:

- **Stock movement or grazing** – when poorly timed or managed, grazing can cause ground disturbance and compaction, weed, pathogen and disease spread, increased nutrient levels, and loss or damage to native vegetation.
- **Cropping** – conducted by private landholders or as a community fund raising activity along Council managed roadsides.
- **Machinery movement** – trimming and removal of native vegetation/trees on some roadsides to allow heavy vehicle and farm machinery access.
- **Maintenance of fence lines** – works to construct or repair fence lines can present a high risk of damage to native vegetation, in particular where there is clearing required, dumping of slashed material occurs or there is use of machinery on the roadside.

4.2.2 Action plan and guidelines**Table 9: Strategic actions for landholder use of roadsides**

No.	Action
2.1	Council will work to ensure that landholders are aware that State planning provisions apply to activities that remove, lop or destroy native vegetation on roadsides and that landholders must contact Council and access relevant approvals prior to undertaking any removals.
2.2	Council will work with local landholders and the relevant stakeholders to determine the suitability of cropping to occur on Council managed five chain roadsides within low conservation areas for the purpose of fund raising for community groups and sporting clubs.
2.3	In consultation with farmers, Council will consider developing strategic routes for machinery movement that will: <ul style="list-style-type: none"> • Avoid high conservation status roadsides • Allow for the least vegetation destruction on a local basis.

Table 10: Guidelines for landholder use of roadsides

Guidelines	Who is responsible?
Livestock in roadsides	
All livestock on roadsides are governed by Loddon Shire Local Law No 5 Livestock Local Law. http://www.loddon.vic.gov.au/Our-documents/Local-laws/Local-Law-5-Livestock	All
Cropping	
Council recognises that in a limited number of situations cropping may be an appropriate use of the roadside reserve on five chain roads. Any cropping of roadsides will only be undertaken subject to environmental impact assessment and development of a robust governance framework, and where there is economic benefit that flows to Shire based community groups and sporting clubs.	Council, landholders
Cropping is not permitted on other Council managed roads (refer to fire management section for guidance on fire breaks).	Council, landholders
Machinery movement	
Landholders are permitted to move machinery from one paddock to another, without a permit in a safe manner.	Landholders
Fencing construction and maintenance	
Landholders must consult with their neighbour prior to removing any native vegetation for fence line maintenance or construction. A neighbour may include Council, State government or a private landholder.	Landholders
Vegetation clearance can be undertaken to construct or maintain fences along roadsides provided it does not exceed a combined total width of 4m (DELWP 2017). https://www.environment.vic.gov.au/_data/assets/pdf_file/0018/91251/Exemptions-from-requiring-a-planning-permit-to-remove,-destroy-or-lop-native-vegetation-Guidance.pdf	All
Works and machinery operation must be conducted from the property owner's side of the fence.	Landholders
Landholders only require a permit from Council if they need to work directly within the road reserve.	
Any fencing construction and maintenance waste generated from the works must not be left on the roadside reserve.	All

4.3 Utility and service providers

4.3.1 Context

Service providers include all utility companies that distribute communications, water sewer, electricity and gas services. Consultation with Council is required before undertaking any works related to installation or maintenance of services (except in an emergency). Wherever practical, utilities are encouraged to locate services on low conservation value rural roadsides or cleared land adjacent to roadsides. Under the Victorian *flora and Fauna Guarantee Act*, the *Planning and Environment Act* and the Australian government's *Environment Protection and Biodiversity Conservation Act*, public authorities must have regard to fauna and flora conservation and management objectives, attain the necessary approvals including native vegetation offsets if required.

Communication between service providers and Council must be clear and effective to ensure the objectives of good roadside management are met. Utility companies are required to obtain a planning permit when undertaking new works. Some exemptions are permissible under Clause 52.17 of the Victorian Planning Provisions in relation to the removal of native vegetation to maintain or construct utility services.

The main utility and service provision issues are:

- **Impact to biodiversity** – caused by soil disturbance and native vegetation clearing from the maintenance and installation of utility services.
- **Communication between Council and service providers** – to ensure the best outcomes for protection of natural and heritage assets on roadsides.
- **Working within an identified code of practice** – that is followed by all service providers, with Council notified of planned works on local roadsides.

4.3.2 Action plan and guidelines

Table 11: Strategic actions for utility and service providers

No.	Action
2.4	Council will encourage utility and service providers to adopt route selection that avoids the road reserve wherever possible, in particular significant flora and fauna, and sites of cultural or heritage significance.
2.5	Council will investigate the opportunity to preferentially engage contractors that have appropriate environmental training and will provide contractors access to information on roadside conservation values where available.

Table 12: Guidelines for utility and service providers

Guidelines	Who is responsible?
All utility service providers must receive written consent from Council to conduct routine and capital works in Council roadside reserves. A planning permit may also be required for removal of native vegetation.	Utility and service providers
Collaboration between Council and utility providers to ensure that all works are undertaken in accordance with their relevant codes of practice.	Council, utility and service providers
Contractors to have appropriate environmental training and given access to mapping information on roadside conservation values where available.	Council
In high conservation value areas or areas with special management requirements, site specific management plans must be prepared in consultation with all interested parties. These management plans may include alteration to the standard pruning cycle.	All

It is Council's expectation that roadside reserves are left in the condition in which they were found and if damage occurs, rehabilitation works will be required at the utility service provider's expense.	Utility and service providers
Use pruning material from vegetation removal appropriately: wood chips and mulch can be spread on the roadside to a depth up to 50mm.	Contractors

4.4 Other uses

4.4.1 Context

Roadsides are valued and used for a range of other activities, including recreation by walkers, cyclists, horse riders and others. This includes the use of both formal and informal trails. The main issues associated with recreational use of roadsides include:

- **Safety** – visibility of users and separation from vehicle movements, as well as safety from hidden obstacles e.g. rocks in tall grass, holes left by road or utility maintenance crews.
- **Improved access** – roadsides provide an underutilised resource, which could be better developed and incorporated into existing trail networks.

Roadsides have been used as a source of firewood, soil and gravel for road works and other activities. These activities, in some instances, have resulted in disturbance to roadside vegetation and removal of earthen resources can create erosion problems.

4.4.2 Action plan and guidelines

Table 13: Strategic actions for other users

No.	Action
2.6	Council will support new and existing recreational opportunities on roadside reserves that do not negatively impact on roadside values, and ensure user safety.
2.7	Council will make information available to the community of any other permitted third party uses on the roadside.

Table 14: Guidelines for other users

Guidelines	Who is responsible?
Firewood	
Council does not currently issue permits for the collection of firewood on roadside reserves.	All
Sand, soil and gravel extraction	
Extraction of soil, sand or gravel from roadsides by individuals other than local council is not permitted.	All
Council should not establish a borrow pit by extraction of sand, soil and gravel on roadsides of high conservation value.	Council
Council staff responsible for gravel, sand and soil extraction must take precautions to minimise the spread of noxious weeds. For example, adopting appropriate vehicle hygiene practices.	Council

5 GOAL 3: PROTECT BIODIVERSITY AND HERITAGE ASSETS



Goal: Roadside reserves with high biodiversity and/or cultural heritage significance are valued, protected and enhanced.



5.1 Introduction

Loddon Shire Council recognises the important biodiversity and heritage values that occur on roadsides across the municipality, and are committed to their protection. Protecting biodiversity and cultural heritage values on roadsides is important because:

- Some of the last remaining examples of high quality remanent native vegetation can only be found on roadsides.
- Roadsides can contain significant Aboriginal and non-Aboriginal sites and artefacts.
- Many rare and threatened flora and fauna species rely on the habitat provided in roadside reserves.
- Roadsides provide vegetated corridors which support the movement of fauna species.
- There are opportunities to connect isolated patches of remanent vegetation (such as stands on private land and in public reserves) with roadsides, thus increase the critical mass and connectedness of native vegetation across the landscape.
- Roadside vegetation provides significant amenity and rural landscape values.

To protect biodiversity and heritage assets on roadsides, Council has identified three areas of focus:

1. Biodiversity protection
2. Invasive plant and animal control
3. Aboriginal and European Heritage protection

The following sections present the context and action plan for each focus area. In addition, Council has also identified a list of guidelines that will direct Council, agency stakeholders and the community in the delivery of the actions and assist to minimise the overall risk to biodiversity and heritage values on roadsides.

5.2 Biodiversity protection

5.2.1 Context

Biodiversity collectively refers to the variety of plants, animals and micro-organisms and the ecosystems of which they are a part. Biodiversity is largely underpinned by the quality and extent of native vegetation, which supports healthy land and water, diverse flora and fauna and fosters community health and well-being.

Importantly, native vegetation provides critical habitat for many listed rare and threatened species known to occur in the Shire. This includes species and ecological communities listed under the Commonwealth *Environment Protection and Biodiversity Conservation (EPBC) Act 1999*. For example, Plains Grassland and Plains Grassy Woodland ecological communities are listed as critically endangered and a matter of national environmental significance under the *EPBC Act 1999*.

Today, the North Central region of Victoria is one of Australia's most highly cleared and fragmented landscapes (NCCMA 2013). The legacy of past actions such as vegetation removal and overgrazing, has led to a rapid and significant decline in the extent and condition of native vegetation, and the loss of biodiversity. Outside larger State managed public land areas, the last remaining patches of intact remnant native vegetation exist on roadsides.

Threatening processes continue to compromise the extent and integrity of the remaining areas of native vegetation in the Shire, and include weed and pest animal invasion, vegetation clearance, changes in natural fire regimes, altered hydrology, soil disturbance and climate change. In addition to these processes, there are other activities that have a specific impact on roadside vegetation and include:

- Spraying herbicides
- Ploughing and grading firebreaks
- Spreading weeds by machinery
- Installation and maintenance of services
- Grazing by livestock
- Road upgrade and realignment
- Unauthorised firewood collection
- Rubbish dumping
- Cropping and ploughing, particularly in remnant grassland areas.

Significant attention and effort is therefore required to protect and enhance the remaining areas of high quality, intact native vegetation including that found along roadsides. This is in line with the

North Central CMA’s regional objective to “maintain current extent and condition of remnant habitat (NCCMA, 2013)”.

In 2008 the North Central CMA mapped the conservation value of roadside vegetation across the region, including Loddon Shire. High conservation value roadsides feature species that are endangered, rare, vulnerable or depleted. The roadside condition is near natural or has moderate disturbance, and the majority of the roadside is of high conservation value. The roadsides are of significant value because they often contain the only remaining example of these vegetation and habitat types in an otherwise cleared landscape. They can also contain very high numbers of threatened flora and fauna species, and provide vital linkages and networks for species movement (NCCMA 2010).

THE MAIN BIODIVERSITY PROTECTION ISSUES ARE:

- Roadsides support biodiversity values – including threatened species and ecological communities that are protected under various State and Commonwealth legislation.
- Conservation values are mapped – but the mapping is coarse and not in a useable format for all roadside users. Condition changes are not monitored.
- Intrusion of weeds and rabbits – onto roadsides from adjoining private and public reserves.
- Poor communication of biodiversity values – to Council staff, stakeholders and the community.
- Roadside maintenance practices – need to be undertaken in a manner that minimises disturbance to indigenous vegetation and spread of weeds.
- Utility and service provision – can cause incremental damage due to excessive soil disturbance and vegetation clearing.
- Roadside use by adjoining landholders – for example, for grazing, moving stock, vehicles and machinery can adversely impact biodiversity values.

5.2.2 Action plan and guidelines

Table 15: Strategic actions for biodiversity protection

No.	Action
3.1	Council will investigate opportunities to employ an Environment Officer dedicated to the management of biodiversity assets in the Shire, including roadside reserves.
3.2	Council will investigate opportunities to update the roadside conservation mapping in consultation with the relevant agencies and will make it accessible to all Council staff.
3.3	Council will take steps to ensure the adoption of best practices by works crews and contractors to avoid and/or minimise disturbance to native vegetation, and identify opportunities for field staff training such as native vegetation and weed identification.
3.4	Council will work with adjoining landholders and Landcare to support appropriate revegetation/regeneration on roadsides or on adjoining properties, and where it enhances existing roadside corridors.

Table 16: Guidelines for biodiversity protection

Guidelines	Who is responsible?
Landholders, community groups, contractors and others planning to conduct works on a road reserve (e.g. seed collection and revegetation) must attain a permit from Council as the land manager unless exempted by relevant Act.	All
For revegetation projects, use only indigenous species of the appropriate vegetation type (Ecological Vegetation Class) for roadside revegetation, except on low conservation value roadsides where written consent is provided by Council officers.	All

Guidelines		Who is responsible?
Preference should be given to those projects that enhance the quality of remnant vegetation, provide linkages with other remnants or enhance threatened species habitat.		All
Revegetation works on roadsides must not compromise public safety or road and utility assets. Appropriate setback distances need to be applied from both the road formation, fence line and utilities.		All

5.3 Invasive plant and animal control

5.3.1 Context

Invasive plants and animals threaten biodiversity by competing for natural resources and the loss of habitat for native species. Invasive plants can also displace native species and provide harbor for invasive animals (NCCMA 2013). They also present threats to primary production, recreation and amenity in Loddon Shire.

All land managers and members of the community have a role to play in controlling weeds in the Shire. DEDJTR (Agriculture Victoria) takes the lead role for invasive plant and animal management on most private land in the state, while DELWP has the lead role on public land, particularly for the management of parks and reserves in Victoria through Parks Victoria. Under the *Catchment and Land Protection Act 1994 (CaLP Act)*, Council as a land manager has a legal responsibility to take all reasonable steps to eradicate regionally prohibited weeds and prevent the growth and spread of regionally controlled weeds in its own parks and reserves, and this includes roadsides.

In 2013, the *CaLP Act 1994* was amended to require Councils to develop Roadside Weed and Rabbit Control Plans in accordance with the then Department of Primary Industries (DPI) guidelines. The Plan identifies control measures for target species on roadsides, including rabbits, Wheel Cactus (*Opuntia robusta*) and Paterson’s Curse (*Echium plantagineum*). The extent to which Council has been able to continue its involvement in this area has been significantly reliant on State funding, and this remains a key constraint at present.

The North Central CMA *Invasive Plants and Animals Strategy (2010)* identifies roadsides as being particularly susceptible to impacts from invasive plants and animals, which can directly threaten the quality and viability of roadside vegetation.

When an invasive species is abundant and widespread, the most cost effective approach is to protect priority assets. Assets include things like recreational parkland, water frontages, wetlands, areas of agricultural land, parks with high cultural or historical significance or stands of intact native vegetation. Adopting an asset protection approach means that priorities can be set among the many Council managed assets threatened by invasive plants and animals.

THE MAIN INVASIVE PLANT AND ANIMAL ISSUES ARE:

- Spread of weeds – which occurs through several processes including Council maintenance works, quarry materials and movement of vehicles and machinery.
- Management of weeds (control and prevention) is a shared responsibility – that requires cooperation between all roadside users, roadside managers and adjoining land managers.
- Roadsides are high risk – due to their exposure to adjoining land use practices and infestation from passing road transport and construction vehicles.
- Pest plant and animal control practices – need to be undertaken in a manner that minimises disturbance to indigenous vegetation and spread of weeds.
- Weeds posing road management risks – the spread of weeds can lead to higher maintenance requirements and a heightened fire and road safety risk.
- Developing a more strategic approach to weed control – according to a risk and asset value rating; firstly targeting new and emerging high risk weeds and then the protection of high value assets such as high conservation value roadsides.

5.3.2 Action plan and guidelines

Table 17: Strategic actions for invasive plant and animal control

No.	Action
3.5	Council will seek opportunities to form partnerships with the Landcare networks and other landholder groups and agencies (e.g. Parks Victoria and DELWP) to develop a more prioritised and cooperative approach to weed control and prevention.
3.6	Council will seek funding to map roadside weed infestations and use this data to inform weed management treatment in partnership with community groups and relevant agencies (e.g. Parks Victoria and DELWP)
3.7	Council maintenance crews will be trained in weed identification and best management techniques that prevent the spread of weeds.
3.8	Council will collaborate with utility providers to ensure that all works are undertaken in accordance with their relevant codes of practice, especially in relation to vehicle hygiene practices to minimise the spread of weeds.
3.9	Council will investigate the opportunity to review the existing <i>Works within a Road Reserve</i> permit process to encourage landholder participation in best practice weed management on roadsides.
3.10	Council will maintain their participation in the Loddon Weed Management Committee.

Table 18. Guidelines for invasive plant and animal control

Guidelines	Who is responsible?
Chemical application using rope-wick or back-pack spot spray is the preferred method when spraying roadsides. Use of boom spray is only permitted after seeking advice from DELWP and with approval of Council.	All
Only approved chemicals used in accordance with their label are to be used along with the inclusion of dye to identify sprayed areas.	All
To reduce off-target damage, spot spraying of grasses and herbs and cut and paint, or drill and fill woody weeds, should be undertaken wherever practicable.	All
Weeds to be sprayed during the right season such as prior to seed set and at appropriate growing times whenever possible.	All
Maintain records of chemicals sprayed, location and date of spraying, weather conditions, target species and monitor success.	All

5.4 ABORIGINAL AND EUROPEAN HERITAGE PROTECTION

5.4.1 Context

Roadsides can contain sites or artefacts with significant cultural value for either Aboriginal or non-Aboriginal communities. Registered Aboriginal Parties must be advised of any proposed works that may affect Aboriginal sites, and under certain circumstances a Cultural Heritage Management Plan may be required under the *Aboriginal Heritage Act 2006*.

Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) is the Registered Aboriginal Party that covers the majority of the Loddon Shire. In 2013, DDWCAC entered into a Recognition and Settlement Agreement with the Victorian Government, which formally recognises the Dja Dja Wurrung people as the traditional owners for part of Central Victoria. The agreement applies to all Crown Land in the agreement area, including roadside reserves. It includes the first Land Use Activity Agreement (LUAA) which creates a new and simplified process for managing activities on public land that may have an impact on the rights of the Dja Dja Wurrung people. It also allows the Dja Dja Wurrung the opportunity to have a say or consent to certain activities on Crown land (Victorian State Government, 2016).

Additionally, all significant non-Aboriginal historical sites are protected under the Victorian *Heritage Act 1995*. Examples of European historical sites along roadsides in Loddon Shire include significant trees, monuments or built relics that provide an important connection to the past.

The Loddon Shire Council Planning Scheme includes a Heritage Overlay that applies to some, but not all, significant Aboriginal and European sites, places and objects.

An understanding of the legislative and reporting requirements, consultation, planning and risk assessment must be undertaken to avoid harm to heritage assets and values.

THE MAIN ABORIGINAL AND EUROPEAN HERITAGE PROTECTION ISSUES ARE:

- Roadsides include significant cultural heritage sites – that are protected under State and Commonwealth legislation.
- Need for a permit or a management plan – an Aboriginal cultural heritage permit is required if an activity will, or is likely to, harm Aboriginal cultural heritage. An Aboriginal cultural heritage management plan is required if the roadside work is in an area of cultural heritage sensitivity and is a high impact activity that is not an exempt activity. Consultation with the Dja Dja Wurrung Clans Aboriginal Corporation may be required for roadside activities in accordance with the Land Use Activity Agreement.
- Routine maintenance – may impact on known registered or previously unknown and unregistered heritage sites and places
- Utility and service provision and maintenance – may also harm heritage sites and places
- An absence of protocols and effective communication – on appropriate management of heritage sites and Aboriginal places by various stakeholders.

5.4.2 Action plan and guidelines**Table 19: Strategic actions for Aboriginal and European heritage protection**

No.	Action
3.11	Council will encourage staff, contractors and all roadside users to consult the Aboriginal and non-Aboriginal heritage registers (the Victorian Aboriginal Heritage Register and the Victorian Heritage Register) for information about any on-site cultural heritage prior to working on the roadside to avoid harm to sites of heritage significance.
3.12	Council will work with Dja Dja Wurrung Clans Aboriginal Corporation to determine the most appropriate implementation of the Land Use Activity Agreement as it applies to roadsides.
3.13	Council will increase awareness on established processes for the identification, reporting and management of Aboriginal places, in accordance with relevant legislation on roadsides in the Shire.
3.14	Council will fully implement established processes for the identification, reporting and management of Aboriginal places, in accordance with relevant legislation on roadsides in the Shire (e.g. Cultural Heritage Management Plan and Land Use Activity Agreement)

Table 20: Guidelines for Aboriginal and European heritage protection

Guidelines	Who is responsible?
Contact Aboriginal Victoria and/or Heritage Victoria if a potential new archaeological site is identified.	All
Contact Aboriginal Victoria and Heritage Victoria if any construction, maintenance or other activity will impact sites of cultural heritage.	All

6 GOAL 4: INCREASE AWARENESS OF ROADSIDE MANAGEMENT AND VALUES



Goal: Better educated stakeholders and community will improve understanding and appreciation of roadside management.



6.1 Introduction

There are many different views and experiences around the value of roadsides and their management, both amongst stakeholder groups and between them. These views typically reflect the interest of stakeholder groups, as well as the experience and training they've had with roadside management.

Differences in the language used by various stakeholders (DELWP, CMA, utility services personnel, CFA, Council staff in different roles, landholders) further complicate the problem and can lead to misunderstandings and confusion.

By implementing education programs to inform stakeholders on different issues relevant to roadside management (for example native species conservation, cultural heritage protection, fire prevention) improved community engagement and understanding of roadside management issues and increased communication between stakeholders can be achieved.

The following sections present the context and action plan for improving community awareness and working cooperatively with stakeholders. Council has also identified guidelines for the implementation of the actions.

6.2 Improved community awareness

6.2.1 Context

Unauthorised and damaging activities can often occur in roadside reserves due to a lack of awareness by third party users and community. Wider promotion of the value of roadsides will discourage damaging practices. Providing accessible information and clear direction will be central to encouraging community involvement and acceptance of best practice roadside management.

The main issues relating to community awareness include:

- **Lack of awareness** – by third party users and community of roadside values can lead to unauthorised works and damaging activities on roadsides.
- **Provision of accessible information** – relating to the management issues, values and roles and responsibilities surrounding roadside management, made available for community.
- **Third party permits** – parties need to be aware of those activities that require a permit e.g. consent for works, livestock permits, and systems need to be in place to issue them.

6.2.2 Action plan and guidelines

Table 21: Strategic actions for improved community awareness

No.	Action
4.1	Council will prepare a communication strategy to raise awareness of acceptable and unacceptable practices on roadsides e.g. media campaigns, Roadside Community Handbook, make existing information available.
4.2	Council will identify and advertise a first point of contact for landholders, community members or utility and service providers planning to undertake works on roadsides.

Table 22: Guidelines for improved community awareness

Guidelines	Who is responsible?
Council will support, and work with local community particularly Landcare networks and groups, to increase community awareness of the value of roadside reserves.	Council
A Works Within Road Reserve (WWR) permit must be obtained prior to any works being undertaken on Loddon Shire Council controlled road reserves. http://www.loddon.vic.gov.au/Live/Foothpaths-roads-and-drains/Working-within-Council-road-reserve	All

6.3 Working cooperatively with stakeholders

6.3.1 Context

The implementation of this Plan will require coordination and engagement with regional agencies and authorities that have corresponding areas of responsibility. This includes:

Country Fire Authority (CFA)

The CFA is a volunteer and community based organisation that responds to a variety of fire and emergency incidents including wildfires, structure fires and transport related fires. They require access to the local road network at all times and plan and instigate fire prevention works in consultation with Councils' Municipal Fire Prevention officer.

Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC)

The Dja Dja Wurrung Clans Aboriginal Corporation is the Registered Aboriginal Party that covers the majority of the Loddon Shire.

North Central Catchment Management Authority (NCCMA)

NCCMA is a statutory authority established by the Victorian Government and has a lead role in working with community and Government to enhance land and biodiversity across all land tenure.

Landcare

Landcare is a community-based volunteer organisation focussed on increasing biodiversity and promoting sustainable land management. There is an active and engaged community of Landcare volunteers working across the Loddon Shire.

Department of Environment, Land, Water and Planning (DELWP)

DELWP has responsibility to enhance land, water and biodiversity of State owned land and is Victoria's lead government department for sustainable management of land, water and biodiversity resources, as well as local government planning.

Department of Economic Development, Jobs, Transport and Resources (DEDJTR)

DEDJTR encompasses Agriculture Victoria and is responsible for biosecurity including pest plant and animal planning control.

Service providers e.g. Telstra, Powercor and Water Authorities

Service providers include all utility companies that distribute communications, water, electricity and gas services. Consultation with Council is required before undertaking any works related to installation or maintenance of services (except in an emergency).

6.3.2 Action plan and guidelines**Table 23: Strategic actions to working cooperatively with stakeholders**

No.	Action
4.3	Council will work with stakeholders e.g. Landcare, DELWP, CMA, CFA and Dja Dja Wurrung to improve understanding of roadside values across the shire and agree on best management practices.

Table 24: Guidelines for working cooperatively with stakeholders

Guidelines	Who is responsible?
Council will support the development of relationships with stakeholders to improve the understanding of roadside values and implement best management practices.	Council

PART D: IMPLEMENTATION

7 THE ACTION PLAN

7.1 Costing and funding of actions

No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
GOAL 1: MAINTAIN A SAFE ROAD NETWORK						
Native vegetation clearance						
1.1	Council will establish a clear and consistent approach to the interpretation and communication of legislation relating to native vegetation removal and exemptions for the construction and maintenance of fences.	N/A	N/A	Within existing resources	N/A	Ongoing
1.2	Council will consider the appropriateness of entering into a written agreement with DELWP for access the 'Local Government Public Road Exemptions' for permitted native vegetation clearing for the purposes of maintenance and safety works.	N/A	N/A	Within existing resources	N/A	Ongoing
Drainage maintenance						
1.3	Council will work with the key agencies and within the relevant legislation to prioritise and seek to fund roadside drainage works.	N/A	N/A	Within existing resources	N/A	Ongoing
1.4	Council will regularly review the road hierarchy and acceptable maintenance levels in accordance with the Road Management Act 2004	Within existing resources	\$0	Within existing resources	Council	Ongoing every 4 years pursuant to the Road Management Act 2004
1.5	Council will work with landholders to minimise any negative impacts of road drainage.	N/A	N/A	Within existing resources	N/A	Ongoing
Fire risk management						
1.6	Council will review its roadside slashing program to consider appropriate timing and frequency to reduce the fuel load.	N/A	N/A	Within existing resources	N/A	Ongoing

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No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
1.7	Council will work with the relevant agencies to identify opportunities for strategic fuel management, such as fuel reduction burning that caters for environmental values.	\$3,000.00	\$3,000.00	Within existing resources	State Government Grant	Ongoing until 30 June 2020
1.8	Council will work with all interested parties, especially landowners, CFA and DELWP to develop a more cooperative approach to fire prevention.	\$3,000.00	\$3,000.00	Within existing resources	State Government Grant	Ongoing until 30 June 2020
1.9	Council will review the need for strategic firebreaks and where suitable, considered controlled arrangements for landholders to reduce fuel loads on some low conservation value roadsides.	\$4,000.00	\$4,000.00	Within existing resources	State Government Grant	Ongoing until 30 June 2020
Routine maintenance						
1.10	Council will undertake routine maintenance and construction with minimal impact to roadside values, including native roadside vegetation.	N/A	N/A	Within existing resources	N/A	Ongoing
1.11	Council will make training available to road maintenance crews on best practice unsealed road grading techniques	\$10,000.00	\$0	\$10,000.00	Council annual training budget	2019 - 2023
GOAL 2: ACCESS TO ALL ROAD USERS						
Landholder use of roadsides						
2.1	Council will work to ensure that landholders are aware that State planning provisions apply to activities that remove, lop or destroy native vegetation on roadsides and that landholders must contact Council and access relevant approvals prior to undertaking any removals.	N/A	N/A	Within existing resources	N/A	Ongoing
2.2	Council will work with local landholders and the relevant stakeholders to determine the suitability of cropping to occur on Council managed five chain roadsides within low conservation areas for the purpose of fund raising for community groups and sporting clubs.	N/A	N/A	Within existing resources	N/A	Ongoing

No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
2.3	In consultation with farmers, Council will consider developing strategic routes for machinery movement that will: <ul style="list-style-type: none"> Avoid high conservation status roadsides Allow for the least vegetation destruction on a local basis. 	\$55,000.00	\$55,000.00	\$0	State/Federal Government	Subject to funding
Utility and service providers						
2.4	Council will encourage utility and service providers to adopt route selection that avoids the road reserve wherever possible, in particular significant flora and fauna, and sites of cultural or heritage significance.	N/A	N/A	Within existing resources	N/A	Ongoing
2.5	Council will investigate the opportunity to preferentially engage contractors that have appropriate environmental training and will provide contractors access to information on roadside conservation values where available.	N/A	N/A	Within existing resources	N/A	Ongoing
Other uses						
2.6	Council will support new and existing recreational opportunities on roadside reserves that do not negatively impact on roadside values, and ensure user safety.	N/A	N/A	Within existing resources	N/A	Ongoing
2.7	Council will make information available to the community of any other permitted third party uses on the roadside.	N/A	N/A	Within existing resources	N/A	June 2018
GOAL 3: PROTECT BIODIVERSITY AND HERITAGE ASSETS						
Biodiversity protection						
3.1	Council will investigate opportunities to employ an Environment Officer dedicated to the management of biodiversity assets in the Shire, including roadside reserves.	\$120,000.00 p.a.	\$120,000.00 p.a.	\$0	State/Federal Government Grants	Subject to funding
3.2	Council will investigate opportunities to update the roadside conservation mapping in consultation with the relevant agencies and will make it accessible to all Council staff.	\$55,000.00	\$55,000.00	\$0	State Government Grant	Subject to funding

No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
3.3	Council will take steps to ensure the adoption of best practices by works crews and contractors to avoid and/or minimise disturbance to native vegetation, and identify opportunities for field staff training such as native vegetation and weed identification.	\$10,000.00	\$10,000.00	\$0	State Government Grant (Roadside weeds and pest management program)	2019/2020
3.4	Council will work with adjoining landholders and Landcare to support appropriate revegetation/regeneration on roadsides or on adjoining properties, and where it enhances existing roadside corridors.	N/A	N/A	Within existing resources	N/A	Ongoing
Invasive plant and animal control						
3.5	Council will seek opportunities to form partnerships with the Landcare networks and other landholder groups and agencies (e.g. Parks Victoria and DELWP) to develop a more prioritised and cooperative approach to weed control and prevention.	\$75,000.00	\$75,000.00	\$0	State Government Grant	Subject to funding
3.6	Council will seek funding to map roadside weed infestations and use this data to inform weed management treatment in partnership with community groups and relevant agencies (e.g. Parks Victoria and DELWP)	\$60,000.00	\$60,000.00	\$0	State Government Grant (Roadside weed and pest management program)	2018/2019
3.7	Council maintenance crews will be trained in weed identification and best management techniques that prevent the spread of weeds.	\$10,000.00	\$10,000.00	\$0	State Government Grant (Roadside weed and pest management program)	2019/2020
3.8	Council will collaborate with utility providers to ensure that all works are undertaken in accordance with their relevant codes of practice, especially in relation to vehicle hygiene practices to minimise the spread of weeds.	N/A	N/A	Within existing resources	N/A	Ongoing

No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
3.9	Council will investigate the opportunity to review the existing <i>Works within a Road Reserve</i> permit process to encourage landholder participation in best practice weed management on roadsides.	N/A	N/A	Within existing resources	N/A	As opportunity arise
3.10	Council will maintain their participation in the Loddon Weed Management Committee.	N/A	N/A	Within existing resources	N/A	Ongoing
Aboriginal and European heritage protection						
3.11	Council will encourage staff, contractors and all roadside users to consult the Aboriginal and non-Aboriginal heritage registers (the Victorian Aboriginal Heritage Register and the Victorian Heritage Register) for information about any on-site cultural heritage prior to working on the roadside to avoid harm to sites of heritage significance.	N/A	N/A	Within existing resources	N/A	Ongoing
3.12	Council will work with Dja Dja Wurrung Clans Aboriginal Corporation to determine the most appropriate implementation of the Land Use Activity Agreement as it applies to roadsides.	N/A	N/A	Within existing resources	N/A	Ongoing
3.13	Council will increase awareness on established processes for the identification, reporting and management of Aboriginal places, in accordance with relevant legislation on roadsides in the Shire.	\$20,000.00	\$20,000.00	\$0	Federal Government Grant	Subject to funding
3.14	Council will fully implement established processes for the identification, reporting and management of Aboriginal places, in accordance with relevant legislation on roadsides in the Shire (e.g. Cultural Heritage Management Plan and Land Use Activity Agreement)	N/A	N/A	Within existing resources	N/A	Ongoing
GOAL 4: INCREASE AWARENESS OF ROADSIDE MANAGEMENT & VALUES						
Improved community awareness						
4.1	Council will prepare a communication strategy to raise awareness of acceptable and unacceptable practices on roadsides e.g.	N/A	N/A	Within existing resources	N/A	June 2018

No.	Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
	media campaigns, Roadside Community Handbook, make existing information available.					
4.2	Council will identify and advertise a first point of contact for landholders, community members or utility and service providers planning to undertake works on roadsides.	N/A	N/A	Within existing resources	N/A	Ongoing
Working cooperatively with stakeholders						
4.3	Council will work with stakeholders e.g. Landcare, DELWP, CMA, CFA and Dja Dja Wurrung to improve understanding of roadside values across the shire and agree on best management practices.	N/A	N/A	Within existing resources	N/A	Ongoing

7.2 Monitoring the effectiveness of the plan

The Loddon Shire Council will oversee the implementation of the Roadside Management Plan but will need to work with all stakeholders including government agencies, utility providers and local landholders in the delivery of many of the actions.

Council also have a responsibility to monitor the progress of the actions over time. This will include identifying if the actions are completed on time and within budget, as well their overall effectiveness in contributing to the intended goal. Over time, some actions may no longer be relevant or may need to be adapted to suit new conditions. It is important that a review process is undertaken to allow a level of adaptive management to occur.

It is intended that the Plan will be reviewed regularly, with a more comprehensive review occurring in five years' time (during 2022).

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Document review and authorisation

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9.5 CUSTOMER SERVICE STRATEGY 2018-2022

File Number: 02/04/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Customer Service Strategy 2018-2022 including Customer Service Charter

RECOMMENDATION

That the Customer Service Strategy 2018-2022 be adopted.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

At the Council Forum in January 2018, Council was presented with the draft Customer Service Strategy 2018-2022 (the Strategy).

At the Council Meeting on 23 January 2018 Council resolved to place the Strategy out for public comment.

BACKGROUND

One of the strategic indicators in the Council Plan 2017-2021 was the development of a Customer Service Strategy and review of the Customer Service Charter (the Charter) to assist with the improvement of communication with community and customers.

ISSUES/DISCUSSION

With the advertisement and period for public comment now complete, a revised Strategy which includes the Charter has been prepared for adoption.

COST/BENEFITS

There are multiple actions highlighted within the Strategy. The main focus will be to undertake as many of these actions as possible within current financial allocations.

RISK ANALYSIS

The current Charter has expired and is inconsistent with customer expectations given advances in technology. There is currently no Customer Service Strategy that provides an overall direction for this important function. Adopting these documents will provide a clear direction and commitments in the delivery of customer services.

CONSULTATION AND ENGAGEMENT

The Strategy and Charter were placed out for public comment from Saturday 27 January 2018 to Sunday 25 February 2018.

This was published via the following media outlets:

- media releases
- public notice advertisements
- email to internal staff users
- Mayoral column

- Facebook
- website
- emails to survey respondents and community group contacts.

From this process, Council received the following responses:

- 2 individual community responses
- 1 community group response
- 5 internal staff user responses.



CUSTOMER SERVICE STRATEGY 2018-2022

Helping to achieve Council's vision of a prosperous, engaged and vibrant community



DOCUMENT INFORMATION

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RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Customer Service Charter Complaint Handling Framework Disability, Access and Inclusion Plan 2017-2021 IT Strategy 2017-2022 Communication and Community Engagement Policy Social Media Policy and Strategy
RELATED LEGISLATION:	Click here to enter text.
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.

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

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1 INTRODUCTION

The Customer Service Strategy 2018-2022 (Strategy) outlines Loddon Shire Council’s strategic approach to the delivery of customer service across the Shire over the next four years.

This is the first time Loddon Shire Council has developed a Strategy focused on the customer experience and the service received. The Shire recognises the importance of achieving a sustainable balance in the range and accessibility of customer service options available for the community.

The Strategy was developed in consultation with the community, internal Council stakeholders and informed by research activities including analysis of customer service data.

The activities outlined in this document have been reviewed by Council and the community and will be implemented over the next four years.

1.1 Council’s Vision and Values

The Strategy aligns with Council’s Core Values as outlined in the Council Plan 2017-2021. It provides a sound basis and direction from which Council can plan and make future decisions over the next four years.



The development of the Strategy is further supported in the Council Plan 2017-2021:

5.4.5 - Theme: High Performing Organisation		
Strategy	Action	Strategic Indicator
2 - Quality customer service <i>Improve communication with community and customers</i>	Create better opportunities for the community to access Council information, services and support	1 - Review the Customer Service Charter and develop a Customer Service Strategy

1.2 Supporting strategies and plans

The Shire has a number of other strategies and plans in place to support our customers. This Strategy draws upon a wider Council policy context:

- Disability, Access and Inclusion Plan 2017-2021
- IT Strategy 2017-2022
- Complaint Handling Framework 2017
- Communication and Community Engagement Policy 2014
- Social Media Policy and Strategy 2013.

2 PURPOSE

Loddon Shire Council is committed to providing quality customer service, and creating better opportunities for the community to access Council information, services and support.

The Strategy has been designed to particularly address the following key strategic directions:

1. Provide customer service that is accessible and flexible enough to meet the changing needs of our community.
2. Communicate and engage effectively with our community.
3. Allocate customer service resources to the areas of most need.
4. Improve our responsiveness and monitor our performance.
5. Develop an organisation-wide approach and training for customer service delivery.
6. Review and streamline our processes.
7. Provide Council staff with the tools required to deliver effective customer service.

The Strategy contains an action plan to address these strategic directions.

3 BACKGROUND AND CONTEXT

3.1 About Loddon Shire and the community

3.1.1 Location and geography

Loddon Shire is located in central Victoria, about 175 kilometres north-west of the Melbourne CBD. Loddon Shire is bounded by Gannawarra Shire in the north, the Shire of Campaspe and the City of Greater Bendigo in the east, Mount Alexander and Central Goldfields Shires in the south, and Northern Grampians and Buloke Shires in the west.

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

Loddon Shire encompasses 6,700 square kilometres and is a 'community of communities', comprising a number of small towns dispersed throughout the shire

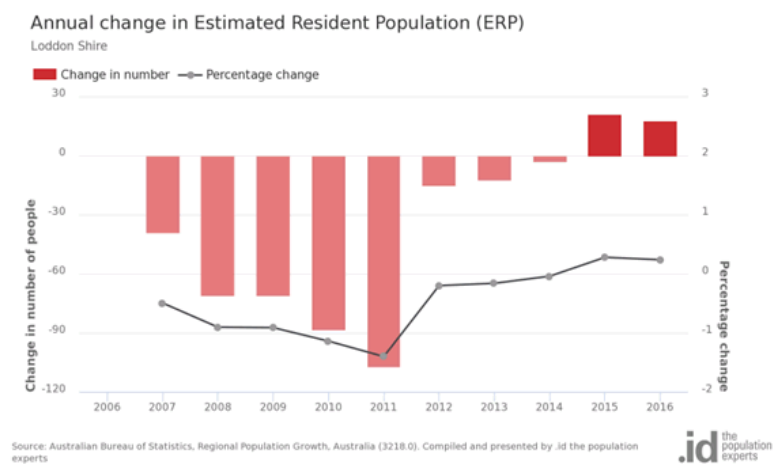
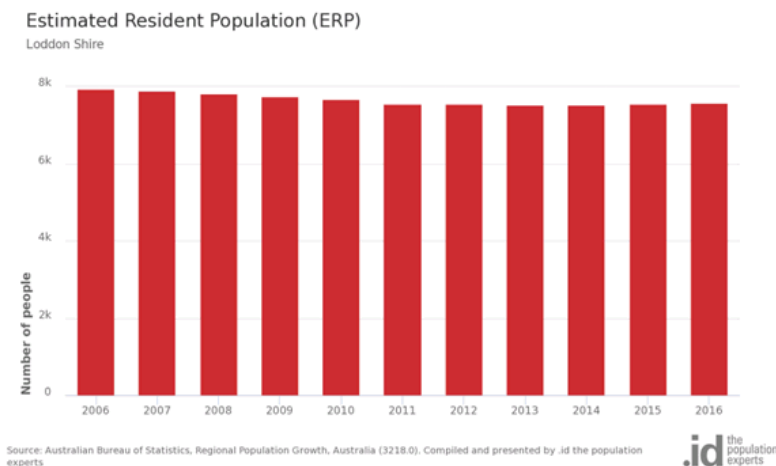


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including the towns of Bridgewater, Inglewood, Wedderburn, Dingley, Mitiamo, Serpentine, Newbridge, Tarnagulla, Boort, Pyramid Hill and other surrounding villages and communities. These townships are diverse but they are connected by our Council which strengthens them as a whole.

3.1.2 People

The Australian Bureau of Statistics estimated resident population for 2016 (2016 ERP) was 7,555. This is made up of more than 2,780 in the north (2016 ERP), compared with over 4,810 in the south (2016 ERP). There is a trend of population increasing in the south of the Shire and decreasing in the north.



The 2013 Loddon Mallee South Regional Economic Outlook report forecasts ongoing overall population decline in the longer term of 0.23% to 2026. Population forecasts predict that the number of residents living in the Shire will decrease slightly each year. In the last decade there has been a decrease in the number of family households and an increase in lone person households. Both mortgage repayments and rentals are relatively low, reflecting cheaper housing prices in Loddon Shire compared with regional cities and metropolitan Melbourne.

3.1.3 Ethnic composition

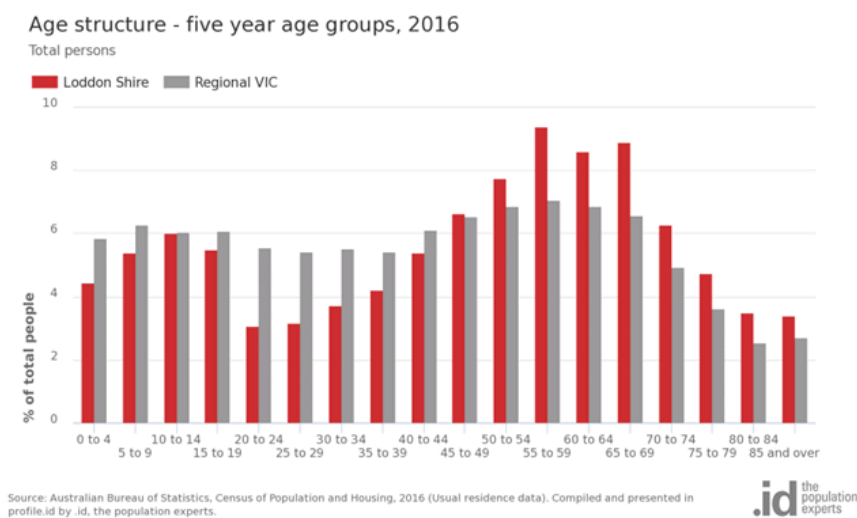
The majority of Loddon Shire's population was born in Australia however, 8% came from other countries. Only 3% of residents have identified as speaking a language other than English at home.

The ethnic composition reflects that of regional Victoria, and relative to Australia’s urban centres, is not vastly diverse.

3.1.4 Ageing population

Just over 21% of the population is under 19 years of age, 43.3% of the population is in the traditional working age group (19-59) and 35.7% is in the traditional retirement age group (60+). Like many other rural municipalities, the number of older adults living in the community is expected to grow considerably in coming years.

The Loddon area is seeing a decline in people less than 50 years of age and an increase in older employees or retirees settling in the municipality.



Analysis of the service age groups of Loddon Shire in 2016 compared to regional Victoria shows that there was a lower proportion of people in the younger age groups and a higher proportion of people in the older age groups (60+ years).

3.1.5 Income levels

Analysis of household income levels in Loddon Shire in 2016 compared to regional Victoria shows that there was a smaller proportion of high income households (those earning \$2,500 per week or more) and a higher proportion of low income households (those earning less than \$650 per week).

Overall, 5.8% of the households earned a high income and 31.9% were low income households, compared with 12.5% and 22.9% respectively for regional Victoria.

3.1.6 Socio-economic indexes for areas

Socio-Economic Indexes for Areas (SEIFA) is a number, or series of 4 numbers, which ranks areas in Australia according to relative socio-economic advantage and disadvantage in Local Government.

The most disadvantaged Shire within Victoria is recorded as Central Goldfields followed by Greater Dandenong. The northern area of Mildura is ranked third with Loddon fourth most disadvantaged followed by Northern Grampians.

3.1.7 Educational levels and qualifications

Analysis of the highest level of schooling attained by the population in Loddon Shire in 2016 compared to regional Victoria shows that there was a higher proportion of people who had left school at an early level (Year 10 or less) and a lower proportion of people who completed Year 12 or equivalent.

Overall, 40.8% of the population left school at Year 10 or below, and 27.3% went on to complete Year 12 or equivalent, compared with 34.2% and 38.9% respectively for regional Victoria.

Analysis of the qualifications of the population in Loddon Shire compared to regional Victoria shows that there was a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a higher proportion of people with no formal qualifications.

Overall, 35.8% of the population aged 15 and over held educational qualifications, with 47.8% having no formal qualifications. This is compared with 45.0% and 47.8% respectively for regional Victoria.

3.1.8 Need for assistance

Analysis of the need for assistance of people in Loddon Shire compared to Regional VIC shows that there was a higher proportion of people who reported needing assistance with core activities.

Overall, 7.4% of the population reported needing assistance with core activities, compared with 6.0% for regional Victoria.

This need for assistance is often met voluntarily by family members and friends. Our volunteer rates are higher than other areas of Victoria. Over one third of our residents volunteer their time and skills to people with disabilities, long term illness and problems associated with ageing; as well as to other tasks such as unpaid childcare and domestic work; and to various community-based organisations and groups.

3.1.9 Economy

Loddon Shire's Gross Regional Product is estimated at \$0.39 billion, which represents 0.1% of Victoria's Gross State Product.

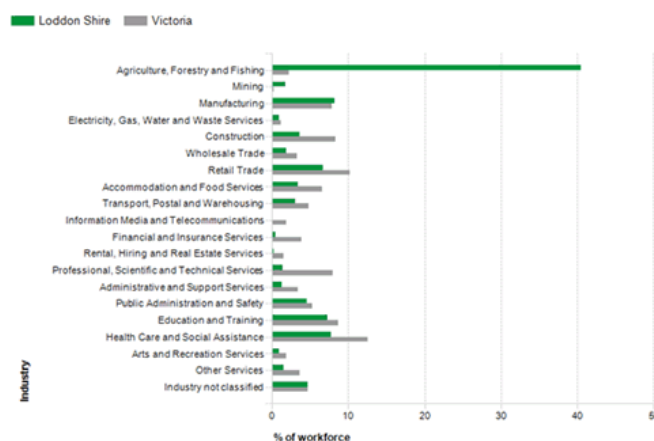
There were 3,066 local jobs in Loddon Shire in 2016. An analysis of the jobs held by the local workers in Loddon Shire in 2016 shows the three most popular industry sectors were:

- Agriculture, Forestry and Fishing (1,069 local workers 40.4%)
- Manufacturing (218 local workers 8.2%)
- Health Care and Social Assistance (204 local workers 7.7%)

In combination these three industries employed 1,491 people in total or 56.4% of local workers.

In comparison, Victoria employed 2.2% in Agriculture, Forestry and Fishing; 7.8% in Manufacturing; and 12.5% in Health Care and Social Assistance.

Employment (Census) by industry sector, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016
Compiled and presented in economy id by id, the population experts



3.1.10 Economic profile changes

Nature-based tourism is a potential new industry segment and represents a significant development opportunity to attract visitors into the shire. Significant nature tourism assets such as the Loddon River, Mount Kooyoora, Terrick Terrick National Park and the Boort wetlands offer a new and quite unique group of experiences to a broad range of visitors.

Nature and natural heritage are an important part of what makes the region attractive to tourists and new residents alike.

3.1.11 Internet connectivity

Internet use in the Shire is lower than the state average, however it has increased markedly since 2006. In 2006, only 13% of residents had access to internet connections. By 2016, this grew to 62%. However, 25% of the population continues to have no internet connection at all. The agricultural sector relies heavily on electronic communications and associated technologies.

Mobile phone coverage, broadband and wireless internet and satellite GPS services are now essential for the modern competitive agricultural enterprise. With agriculture being the dominant sector of our economy, it is essential that investment in electronic communication and associated technology continues.

3.1.12 Councillors and wards

Loddon Shire Council consists of five councillors elected from five wards.

The five wards of Loddon Shire are:

- Boort Ward
- Inglewood Ward
- Tarnagulla Ward
- Terrick Ward
- Wedderburn Ward



Details about the wards and councillors can be found on Council's website: www.loddon.vic.gov.au.

Under the Local Government Act 1989, Councillors are elected to be the governing body of our municipality. Our Councillors play a vital leadership role in creating and implementing our community's vision, strategic direction and the values within which we operate. Our Councillors guide the development of local policies, set service standards and priorities and monitor the performance of the organisation. Other responsibilities of Councillors include determining the financial strategy and budget, allocating resources, and liaising with other levels of government.

Council's Ordinary Meetings are held in the Council Chamber at the Serpentine Shire office, 37 Peppercorn Way, Serpentine on the fourth Tuesday of each month and commence at 3pm.

Should a public holiday fall on the fourth Tuesday, the meeting is held the next day. The meeting timetable is set for 12 months in advance by December each year.

4 OUR SERVICES

4.1 Key statistics

Customer Service Snapshot – Loddon Shire Council	2016/17
Population	7,555
Geographic area of municipality	6,700km ²
EFT Customer Service Officers (Wedderburn)*	1.0
Customer requests lodged	3,145
Telephone calls to customer service	17,679
Telephone calls direct to departments	4,468
After hours phone calls to Council	799
Most common customer request types	Rates Building and Planning Road maintenance Animal management Garbage service Trees

* The Serpentine Office has staff available to assist with customer service enquires.

4.2 How we currently deliver services

4.2.1 Overview

Loddon Shire Council's Customer Service operations include:

- interpersonal service delivery at its two offices (counter enquiries and requests)
- interpersonal service delivery and interactions over the phone, internet, mail and email
- online payment capability via BPay for most services
- payment of Council accounts can also be made in person at approved agencies:
 - Boort - Boort Resource and Information Centre, 119 Godfrey Street
 - Bridgewater - Post Office, 4 Main Street
 - Dingee - General Store, 18 Mack Street
 - Dunolly - Rural Transaction Centre, 109 Broadway
 - Inglewood - Bendigo Bank, 64 Brooke Street
 - Mitiamo - General Store, 5 Joffre Street
 - Pyramid Hill - Newsagency and Post Office, 12-14 Kelly Street
 - Tarnagulla - Post Office, 101 Commercial Road
- Council operates an accredited Visitor Information Centre at the Wedderburn Community Centre. This service is operated specifically as a visitor and tourism information provision. This Centre is open seven days per week excluding Good Friday, Anzac Day and Christmas day. Operating times are Monday to Saturday 9am to 5pm, Sundays and public holidays 10am to 4pm.

4.2.2 Customer service

The Customer Service Team is well trained, multi skilled and able to assist with less complex customer enquiries, without referring the customer to another Council officer. This includes telephone and operating on a 'face to face' customer contact basis at two Council Centres:

- Wedderburn Shire Offices (main customer service operations)
- Serpentine District Office (limited services).

Customers are able to contact Council Customer Service via telephone from 8.15am to 4.45pm Monday to Friday.

Council centre hours for in person service:

- Wedderburn - 8.15am to 4.45pm Monday to Friday
- Serpentine - 8.30am to 5.00pm Monday to Friday.

Serpentine generally operates as a stand-alone facility, with most customer service interactions via the telephone, and low face to face customer contact. Officers from the Community Services Department are housed at this site. The customer service provided is combined with other activities, primarily support the functions of this department.

Council provides a 24/7 emergency after-hours service. This service is provided internally by nominated officers on a rotating roster basis.

4.3 Challenges and looking to the future

Loddon Shire is a 'community of communities', spread across more than 6,700 square kilometres. A challenge exists for Council in the provision of equitable customer service delivery across the Shire's geographical vastness.

Loddon Shire's population historically has been in decline, has a relatively low SEIFA rating compared to surrounding Council areas and residents that are aging faster than the rest of Victoria. The ability for the community to access the internet is also relatively low due to both the availability and knowledge around the technology. Digital communication channel preferences continue to evolve and Council needs to be responsive to these technological advances. Council also needs to ensure that accessible multi-channel options are available to the community for lodging requests or seeking information. Having the ability to speak to someone over the phone or in person is considered highly important by the community.

The Victorian State Government mandated rate capping places additional pressure on Council to reduce the cost of service delivery. Under the plan, Councils are directed to cap rate increases at a figure set by the Minister for Local Government.

Approximately two-thirds of Loddon Shire's budget is reliant upon state and federal government grants. Council is challenged with continuing to secure adequate financial support in an increasingly competitive environment. Maintaining the way in which Council is able to deliver services to the community is reliant on provision of this external funding.

5 COMMUNITY CONSULTATION

5.1 How we consulted

To support the development of this Strategy a community survey was conducted between September and November 2017 to better understand community views and needs in relation to customer service delivery.

The survey addressed preferred communication / transaction options and gauged how satisfied customers were with a range of service aspects. The survey also gave customers the opportunity to generally comment on their concerns and service experiences with the Shire.

A questionnaire was made available for completion online via Council’s website and with iPads provided at Council Centres for survey completion. A hard copy questionnaire was also available.

Survey interviews were undertaken by a Council officer equipped with an iPad at community events in each Ward:

- 30 September 2017 – Tarnagulla Strictly Vintage Fair
- 14 October 2017 – Boort Annual Agricultural Show
- 22 October 2017 – Wedderburn Open Gardens
- 28 October 2017 – Pyramid Hill Fiesta
- 5 November 2017 – Inglewood Alive Town Festival.

A communications plan was developed to coordinate community messaging. The survey was promoted via the following methods:

- media releases
- published on Council’s website, including the web banner
- posts on Council’s Facebook page promoting the survey during the consultation period reached more than 3090 people
- mayoral column
- invitations to participate in the online survey were emailed to 173 community groups and organisations across the Shire
- option to enter a prize draw to win a \$100 hamper of local produce.

As part of the survey, respondents were able to register their interest in attending a community workshop to further explore their ideas on Council customer service delivery.

A total of 124 customers responded.

Following the review of the survey responses, a series of community workshops were facilitated on 30 November and 6 December 2017 to provide community members with an opportunity to provide feedback via interactive group discussions; and to build on the feedback provided in the surveys.

Community workshop opportunities were advertised through various media channels including:

- Mayoral Column
- media releases
- Facebook
- emails to survey participants and community group contacts.

Due to the prediction of a severe weather event, workshops at Inglewood and Tarnagulla were rescheduled from 1 December to 6 December 2017.

The workshops were held in each of the five Shire ward areas as follows:

Date	Township	Venue	Participants
30 November 2017	Pyramid Hill	Senior Citizens Centre	5 people
	Boort	Senior Citizens Centre	0 people
	Wedderburn	Senior Citizens Centre	2 people
6 December 2017	Inglewood	Neighborhood House	3 people
	Tarnagulla	Tarnagulla Hall	1 person

The draft strategy was prepared, and made available for community comment and suggested refinements during February 2018, prior to adoption by Council.

5.2 What the community has told us

The community told us that:

- they need to continue to have multiple service channel options available, both when contacting Council and when receiving information from Council. The ability to speak to a 'real person' either on the phone or in-person is considered highly important
- they would like improved access to Council service in townships
- satisfaction with customer service received was high - in relation to aspects such as courtesy and friendliness of Council officers
- some of the main issues identified by the community relate to responsiveness, including lack of follow up and timeliness of responses
- the most common words that community members used to describe an ideal customer experience with Council include:
 - friendly, helpful and pleasant
 - knowledge, accurate and informative
 - fast, timely and follow up
 - courteous, polite and listen
 - easy and simple.

6 CUSTOMER SERVICE CHARTER

Our Customer Service Charter sets out our commitment to you. This Charter details the level of service you should expect to receive from us, and what to do if you feel these expectations aren't met.

6.1 Guiding principles

Loddon Shire Council is committed to providing quality customer service, and creating better opportunities for the community to access Council information, services and support.

Our customer service principles outline our promise to you. We will:

- be friendly, courteous and treat you with respect
- provide accurate and consistent information that is easily understood
- be responsive, follow up your requests and advise you of the status as required
- listen to you and seek your feedback
- provide accessible service options.

6.2 Help us to help you

We want to provide you with the best possible customer service – you can help us by doing the following:

- provide accurate and complete information
- treat our staff with courtesy and respect
- work with us to reach a resolution
- advise us if your details change
- give us feedback on how we have performed
- contact us to make an appointment if you have a complex enquiry or need to speak with a specific officer.

6.3 Access and inclusion

Council is committed to ensuring services are accessible and flexible to meet the changing needs of our community.

If your understanding of English is low or you need some help in understanding any of the services Council delivers, we can offer alternative formats and services.

We will provide accessible information for people with a disability or otherwise in need of assistance.

6.4 Have your say

Council is committed to engaging the community in our decision making processes. To find out more about how you can have your say, please visit our [website](http://www.loddon.vic.gov.au) – www.loddon.vic.gov.au.

6.5 Our service and standards

How you can contact us	Our response
Visit in person Monday to Friday: Wedderburn – 41 High Street 8.15am to 4.45pm Serpentine – 37 Peppercorn Way 8.30am to 5.00pm Shire Offices are closed public holidays Loddon Visitor Information Centre – Wilson Street Wedderburn Monday to Saturday 9.00am to 5.00pm Sunday and Public Holidays 10am to 4pm Closed Good Friday, Anzac Day and Christmas.	When visiting any of our Centres or buildings, we will greet you in a timely manner and attend to your query promptly. Appointments are recommended if you wish to meet with a particular person or department. Appointment times will be kept.
Telephone requests to Customer Service during open hours: (03) 5494 1200 8.15am to 4.45pm Monday to Friday	All telephone calls to Customer Service will be answered promptly within our published call response targets. Callers will be greeted by Council Customer Service staff clearly identifying themselves. Telephone messages to Customer Service will be returned the same business day.
Telephone requests direct to individual departments or Council officers	Callers will be greeted by Council staff clearly identifying themselves and their service area. Where possible, calls will be answered within 30 seconds. If calls are not able to be answered, telephone messages will be returned within two business days. Where the staff member is on leave, arrangements will be made to ensure that the timeframes stated above will be adhered to.
After hours telephone requests to Customer Service: (03) 5494 1200	We provide a 24 hour telephone service for after-hours requests where a situation is dangerous or requires urgent attention. A Council officer will respond to urgent matters immediately. Where messages are left for non-urgent matters, these will be processed by Customer Service and allocated to the appropriate department on the following business day.

<p>Council main email: loddon@loddon.vic.gov.au</p> <p>Council website: www.loddon.vic.gov.au</p>	<p>When you send an email to our main address or via our website, we will let you know we have received your request and provide you with an automatic acknowledgement and receipt.</p> <p>Where a response has been requested, a Council officer will issue a response within three business days of receiving your request to provide you with a personalised acknowledgement including contact information and timeframe for resolution.</p>
<p>Emails to individual departments or Council officers</p> <p>Mail (eg. Australia Post) PO Box 21, Wedderburn VIC 3518</p>	<p>Where a response has been requested, a Council officer will issue a response within three business days of receiving your request to provide you with a personalised acknowledgement including contact information and timeframe for resolution.</p>

At times, Council is required to attend to situations that require urgent attention and these will be handled as a priority. Response timeframes for general enquires or less urgent matters may be affected. Examples include and are not limited to natural disaster or severe weather events.

6.6 Payment methods available

Method	How
Website	Council's secure payments using Visa or Mastercard
Shire Offices	EFTPOS by phoning 54 94 1200 In person via cash, cheque, credit card or EFTPOS
Australia Post	In person at any Post Office By phoning 131 816 Online at Australia Post Billpay Billpay card – contact Council for further information
BPAY	Online or phone banking facility through bank, credit union or building society from your cheque, credit or savings account.
Direct Debit	Via instalments from your bank account – contact Council for further information
Mail	PO Box 21 Wedderburn VIC 3518
Approved agencies	<p>In person</p> <ul style="list-style-type: none"> ○ Boort - Boort Resource and Information Centre, 119 Godfrey Street ○ Bridgewater - Post Office, 4 Main Street ○ Dingee - General Store, 18 Mack Street ○ Dunolly - Rural Transaction Centre, 109 Broadway ○ Inglewood - Bendigo Bank, 64 Brooke Street ○ Mitiamo - General Store, 5 Joffre Street ○ Pyramid Hill - Newsagency and Post Office, 12-14 Kelly Street ○ Tarnagulla - Post Office, 101 Commercial Road

6.7 Complaints

Council is committed to service excellence and recognises a customer's right to make a complaint. Complaints give Council vital information about its services and a valuable opportunity to address any issues and identify any areas of service that need improvement.

The Complaint Handling Framework outlines Council's commitment to providing a fair and consistent process for customers making a complaint, and is available on our [website](http://www.loddon.vic.gov.au) (www.loddon.vic.gov.au) or we can send you a copy upon request.

Council also welcomes compliments and comments.

6.8 Privacy

Council respects and protects the integrity, confidentiality and privacy of information. Unless required to do so by law, we will keep your personal information confidential and not disclose it without your consent.

7 ACTION PLAN

This Strategy provides Loddon Shire with a framework for customer service delivery. A number of strategic directions have been developed and under each there are a range of actions.

Strategic direction	Actions
<p>1. Provide customer service that is accessible and flexible enough to meet the changing needs of our community</p>	<p>1.1. Investigate the introduction of a regular rotation of in-person customer service and other Council staff to areas across the Shire, including attendance at neighbourhood / community houses, and listening posts at events.</p> <p>1.2. Have customer service request software systems or paper forms available to enable mobile staff the ability to lodge requests for service on behalf of community members.</p> <p>1.3. Explore partnerships with agencies, post offices, senior citizens centres and other key groups in townships to keep Council customer request forms and reply-paid envelopes.</p> <p>1.4. Develop and implement interactive 'smart' online forms.</p> <p>1.5. Investigate the ability for customers to have virtual / online appointments with departmental staff.</p> <p>1.6. Investigate the use of a mobile phone number for community members to raise requests via text message.</p> <p>1.7. Implement integration of a smart phone app to enable customers to lodge requests into Council's Customer Request System.</p> <p>1.8. Investigate the introduction of webchat functionality.</p>
<p>2. Communicate and engage effectively with our community</p>	<p>2.1 Develop and maintain a welcome pack for new residents to Loddon Shire. Provide this both online and in hard copy at strategic locations across the Shire.</p> <p>2.2 Promote to the community the various customer service channels available, including online functionality.</p> <p>2.3 Establish an annual community engagement review program to determine and validate satisfaction levels with services offered and future needs and expectations.</p> <p>2.4 Review and continue to improve the way in which we communicate and engage with our committees of</p>

Strategic direction	Actions
	<p>management and volunteers.</p> <p>2.5 Redevelop Council's website in consultation with the community - so that Council information is easier to find, and links to related non-Council information are included.</p> <p>2.6 Through redevelopment of the Social Media Strategy, streamline processes for social media posting and investigate the feasibility - including resourcing implications - of enabling the ability for customers to provide interactive two-way feedback on social media.</p> <p>2.7 Introduce automatic acknowledgement of customer requests via email or SMS into the Customer Request System.</p> <p>2.8 Establish a process to promote customer service success stories to the community.</p>
<p>3. Allocate customer service resources to the areas of most need</p>	<p>3.1 Provide overflow and relief support for the Customer Service Officer at Wedderburn by relocating nominated 'back office' staff to the front counter area.</p> <p>3.2 Consider allocating additional administrative resources in departmental areas to assist with responding to customer requests and enquiries.</p> <p>3.3 Explore opportunities to link in with the Loddon Visitor Information Centre to provide additional support.</p>
<p>4. Improve our responsiveness and monitor our performance</p>	<p>4.1 Refine and agree upon mandatory organisational customer service standards and response times - and implement systems to measure performance.</p> <p>4.2 Develop departmental Service Level Agreements (SLA) and implement systems to measure performance, particularly around following up customer requests.</p> <p>4.3 As part of Council's information technology reforms, ensure the ability to collect and analyse the right data to enable better identification of improvement opportunities in the future.</p>
<p>5. Develop an organisation-wide approach and training for customer service delivery</p>	<p>5.1. Develop organisational protocols for customer service delivery including voicemail, departmental staff availability for customer enquiries and backfilling of responsibilities.</p> <p>5.2. Develop agreed organisational protocols to enable consistent lodgement of requests, and to ensure that all requests are captured in the Customer Request System.</p> <p>5.3. Develop both an organisational customer service training program and specific program for new customer service team members as part of Council's induction program.</p> <p>5.4. Review and refine communication processes for providing the Customer Service Team with current departmental information.</p>
<p>6. Review and streamline our processes</p>	<p>6.1. Develop customer service scripts for high volume enquiry types to enhance the ability for Customer Service to respond to basic enquiries at first point of contact.</p> <p>6.2. Review and streamline internal processes in Council departments where the most common customer request</p>

Strategic direction	Actions
	<p>types are received. This may include initially rates, building and planning, roads, animal management, garbage service and trees.</p> <p>6.3. Continue with the program of ongoing service delivery reviews across Council.</p> <p>6.4. Review the current agency arrangements to ensure ongoing efficiency and feasibility of the services delivered.</p>
<p>7. Provide Council staff with the tools required to deliver effective customer service delivery</p>	<p>7.1. Redevelop and maintain an up to date intranet / knowledge base available for all staff that provides clarity on roles and responsibilities.</p> <p>7.2. Improve external and internal service delivery by implementing the new website, intranet, phone system and corporate system - as identified in the Information Technology Strategy 2017-2022.</p> <p>7.3. Develop a costed four year roll out plan of actions identified and report progress to Council on a regular basis.</p>

8 REVIEW OF STRATEGY

The Customer Service Strategy will be reviewed with results made available to our customers. A new document will be completed on or before 31 December 2022.

9.6 FINANCE REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2018

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 28 February 2018

RECOMMENDATION

That Council:

1. receives and notes the 'Finance report for the period ending 28 February 2018'
2. approves budget revisions included in the report for internal reporting purposes only
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2017/18 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2017/18.

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 28 February 2018 includes standard monthly information about budget variations, cash, investments, interest, debtors and creditors, and provides a comparison of year-to-date actual results to year-to-date budget (by dollars and percentage) and total revised budget (by percentage).

The information is in the format provided in the adopted 2017/18 Budget, and includes operating results, capital expenditure and funding sources.

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

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

- supplementary valuation corrections.

ISSUES/DISCUSSION

Budgeted Surplus - Council's budgeted cash surplus has increased from \$1.01M to \$1.37M, this is largely due to reviewing all financials as part of the 2018/19 Budget process with expected savings being recognised.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 99% of YTD budget. Revenue brought to account for February was \$2.54M. Capital grants are behind YTD budget as is recurrent contributions. User fees, reimbursements and interest are currently ahead of YTD budget.

Income Statement (expenditure) - Council's operating expenditure is at 99% of YTD budget. Payments for this month totalled just over \$2.18M, compared to \$2.62M last month. Utilities are currently ahead of YTD budget with contract payments being the main item behind YTD budget. Labour is currently at 99%.

Capital Works - The revised budget for capital works is \$16.62M and is 29% complete in financial terms for the current financial year (23% at the end of January) with almost 67% of the year lapsed. Asset types with major variations (10% or \$10K) include furniture and equipment; land and buildings; plant and equipment; roadworks; urban and road drainage; recreation, leisure and community facilities; parks, open space and streetscapes and footpaths with many projects timed for quarter two or three but are yet to be commenced. Further analysis is being undertaken by the management to identify projects where funds should be transferred to reserve for expenditure in future years. This work is due to be completed in March 2018.

Balance Sheet - Council has a cash total of \$22.8M with \$2.8M in general accounts. Debtors are \$3.47M which is a decrease of \$4.9M in the month primarily due to the receipt of outstanding rates. Sundry debtors total \$1.52M with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$130K.

There were 31 supplementary valuations updated in February. The total rateable CIV at the end of February remains at \$1.82B.

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 2017/18.

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 28 FEBRUARY 2018



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INTRODUCTION

During February, the finance department has continued working on the 2018/19 Budget. This included the salary and wages calculations along with distributing base data paperwork to responsible officers for review and submission into the final budget workings.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports has increased from \$1,011,796 to \$1,367,383.

These changes have adjusted the revised budget in the following areas:

Item	January Finance Report	February Finance Report	Change \$
Operating revenue	\$25,074,494	\$24,853,002	(\$221,492)
Operating expenditure	(\$31,802,579)	(\$31,312,315)	\$490,264
Transfers from reserves	\$16,555,278	\$15,164,729	(\$1,390,549)
Transfers to reserves	(\$2,432,392)	(\$2,352,891)	\$79,501
Other funding decisions	\$819,369	\$513,004	(\$306,365)
Capital expenditure	(\$18,321,994)	(\$16,617,766)	\$1,704,228
Other non cash adjustments	\$8,972,696	\$8,972,696	\$0
Accumulated surplus carried forward	\$2,146,924	\$2,146,924	\$0
Closing surplus (deficit) as reported in Appendix 2	\$1,011,796	\$1,367,383	\$355,587

Major changes are highlighted below:

1.2 Operating revenue

Operating revenue has decreased by \$221K.

The main decrease to budget is as result of the budget process for 2018/2019 with staff reviewing their budgets and many minor reductions being made.

1.3 Operating expenditure

Operating expenditure has decreased by \$490K.

The main variations to budget are within the transfer stations of \$161K along with plant operating expenditure of \$361K.

1.4 Transfers from reserves

Transfers from reserves have decreased by \$1.4M.

The decrease to budget relates to the plant replacement allocation of \$1.5M where purchases are not expected until next financial year.

1.5 Transfers to reserves

Transfers to reserves have decreased by \$80K.

The main decrease to budget relates various minor budget adjustments coming out of the budget process for 2018/2019.

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1.6 Capital expenditure

Capital expenditure has decreased by \$1.7M.

The main decrease to budget is plant replacement of \$1.5M with purchases delayed until the 2018/2019 financial year. There are also other minor savings adjustments which have come out of the budget process.

2 STANDARD INCOME STATEMENT

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

2.1 Operating revenue

Total revenue brought to account for the month of February 2018 was \$2.54M.

Revenue YTD is at 99% compared to YTD budget, or \$161K behind budget.

2.1.1 Capital grants

Capital grants are currently \$382K or 16% behind YTD budget.

Main items behind YTD budget include:

- flood recovery federal income of \$114K, with an invoice yet to be raised
- flood mitigation works at Boort of \$166K; invoice has not been raised yet due to project extension and altered milestone dates
- Bridgewater foreshore of \$90K where the project dates have been extended.

2.1.2 User fees

User fees are currently \$121K or 11% ahead of YTD budget.

This is mainly ahead of budget due to Bridgewater drainage works of \$121K. This project was requested as a private works by VicRoads and no budget was in the system to offset income.

2.1.3 Recurrent contributions

Recurrent contributions are currently \$17K or 37% behind YTD budget.

Main items behind YTD budget include:

- supplementary valuations of \$11K with invoices submitted but not yet approved for payment with milestones yet to be completed
- Wedderburn Preschool disabled access project is complete with a saving of \$5K.

2.1.4 Reimbursements

Reimbursements are currently \$51K or 18% ahead of YTD budget.

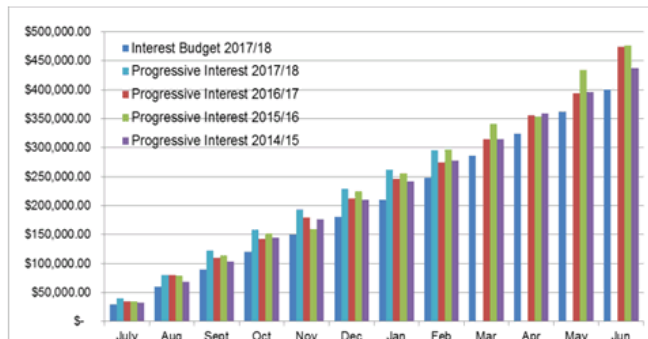
The main variation to budget is work cover with reimbursement payments received ahead of expected timing.

2.1.5 Interest income

Interest received and accrued on investments and rates for the month of February 2018 was \$47K. Year to date income from interest is \$321K.

The total investment interest received and accrued to date is \$295K, and rates interest amounted to \$26K. Year to date represents 75% of the year revised budget amount of \$428K (\$400K for investments only).

Progressive interest from investments for the years 2014/15 to 2017/18 are:



The appendices of this report include a table that shows all investments for the financial year to date for 2017/18. 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 on the appendix.

2.2 Operating expenditure

Total operating expenditure for February 2018 was \$2.18M.

Expenditure YTD is at 98% compared to a YTD budget of \$19.99M or \$393K behind budget.

2.2.1 Utilities

Utilities are ahead of YTD budget by \$29K or 10%.

This is mainly due to timing of invoices being received with some on monthly cycle and others on a quarterly cycle.

2.2.2 Contract payments

Contract payments are behind YTD budget by \$269K or 22%.

Items behind YTD budget include:

- sustainable water fund project at Inglewood of \$66K due to works that have not yet commenced
- Boort Resource Information Centre library extension of \$86K, works have commenced with invoices are yet to be submitted by the contractor
- public facilities of \$59K with work complete and invoices yet to be submitted for payment
- internal audit costs of \$18K due to timing of the audit program.

2.2.3 Labour

Labour is currently behind YTD budget by \$95K at 1%. This will continue to be monitored closely.

2.2.4 Payments

During the month the following payments were made:

Creditor payments - cheque	\$122,758.23
Creditor payments - electronic funds transfer	\$1,258,984.42
Payroll (2 pays)	\$588,394.91
TOTAL	<u>\$1,970,137.56</u>

2.3 **Operating surplus**

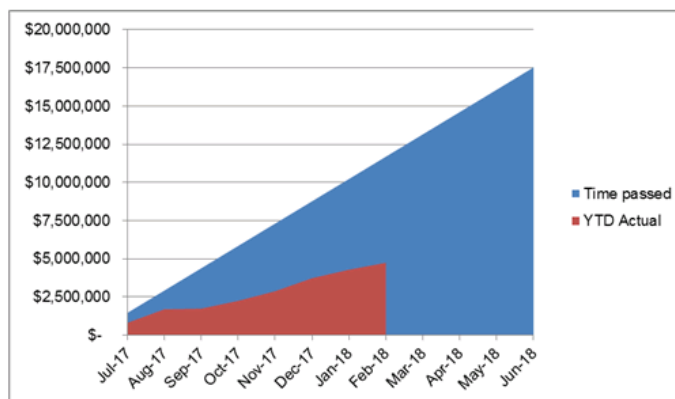
The operating surplus to date is \$422K which is \$232K or 35% behind of YTD budget.

2.4 **Capital expenditure**

Total capital works expenditure for February was \$452K.

The total capital works expenditure is 29% complete in financial terms with 67% of the year elapsed.

YTD capital works is currently \$4.24M or 47% behind YTD budget.



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

2.4.1 Proceeds from sale of assets

Proceeds from sale of assets are ahead of YTD budget by \$422K or 40%.

The main variation to budget is funds received from the sale of properties at Serpentine.

2.4.2 Furniture and office equipment

Furniture and office equipment are behind YTD budget by \$237K or 63%.

The main variation to budget is the IT strategy implementation works, which have commenced and are expected to progress as the year passes.

2.4.3 Land and buildings

Land and buildings are behind YTD budget by \$402K or 65%.

The main variations to budget relate to:

- upgrade of various public toilets with works in progress
- flood mitigation works in Boort which have commenced and works are ongoing.

2.4.4 Plant and equipment

Plant and equipment is behind YTD budget by \$539K or 59%.

The main variation to budget is fleet replacement with expected purchases delayed.

2.4.5 Roadworks

Roadworks are behind YTD budget by \$1.5M or 42%.

Items behind budget include:

- safety amenity works at Kelly Street \$149K with the project not yet commenced
- construction works at Pyramid Yarraberb Road of \$192K, project has commenced with works progressing
- construction works at Cemetery Road of \$155K with the project yet to commence
- construction works at Sebastian Road of \$446K with the project not yet commenced
- construction works at Billings Road of \$270K with the project commenced and progressing.

2.4.6 Urban and road drainage

Urban and road drainage is behind YTD budget by \$89K or 27%.

The main variation to budget is works in Chapel Street Serpentine with the project not yet commenced.

2.4.7 Recreation, leisure and community facilities

Recreation, leisure and community facilities are behind YTD budget by \$151K or 39%.

Main variations include the purchase of mowers for the caravan parks and solar power to be finalised at the Inglewood and Boort swimming pools.

2.4.8 Parks, open space and streetscapes

Parks, open space and streetscapes are behind YTD budget by \$510K or 31%.

The main variations to budget are within the Wedderburn streetscape project and the Inglewood pool upgrade where works are underway.

2.4.9 Footpaths

Footpaths are currently behind YTD budget by \$778K or 71%.

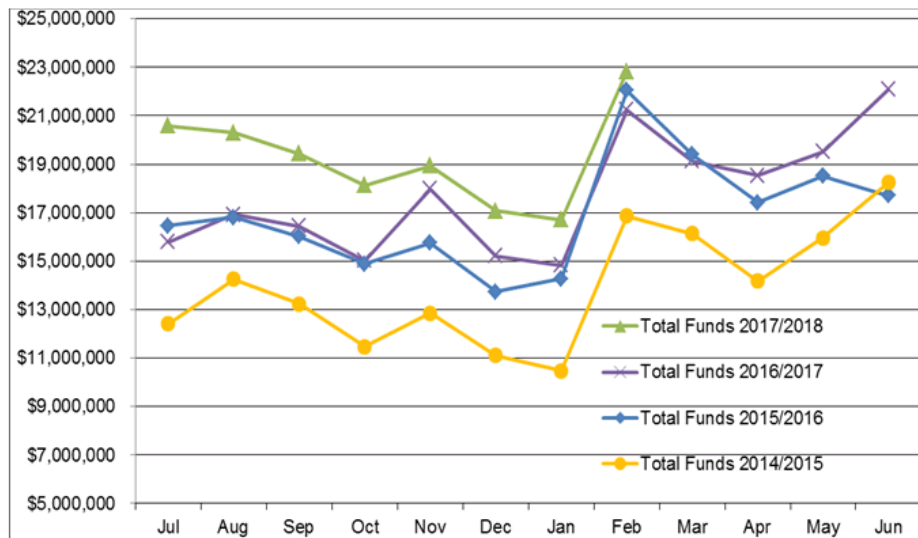
The main variations to budget relate to projects located in Railway Avenue Pyramid Hill, Serpentine car park, Victoria Street Pyramid Hill and Hospital Street Wedderburn with delays in the commencement of these projects.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council’s overall cash total was \$22.8M which includes a balance of \$2.8M in general accounts.

Month end balances for Council’s cash, from July 2014 until the current month, are reflected in the graph that follows:



3.2 Receivables

3.2.1 Debtors

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

Category of debtor	Feb 2017	June 2017	Dec 2017	Jan 2018	Feb 2018
Rates	\$ 1,684,812	\$ 309,702	\$ 7,867,235	\$ 6,834,902	\$ 1,626,174
Fire Services Property Levy	\$ 232,580	\$ 42,826	\$ 876,143	\$ 765,964	\$ 227,366
<i>Total Rates & Fire Services Property Levy</i>	<i>\$ 1,917,392</i>	<i>\$ 352,528</i>	<i>\$ 8,743,378</i>	<i>\$ 7,600,866</i>	<i>\$ 1,853,540</i>
Sundry debtors	\$ 561,510	\$ 804,928	\$ 462,098	\$ 673,224	\$ 1,519,979
Community loans/advances	\$ 7,413	\$ 7,145	\$ 5,800	\$ 5,800	\$ 5,800
Long term loans/advances	\$ 160,000	\$ 160,000	\$ 160,000	\$ 80,000	\$ 80,000
Employee superannuation	\$ 4,309	\$ -	\$ -	\$ 7,812	\$ 3,906
Magistrates court fines	\$ 102,543	\$ 101,663	\$ 100,763	\$ 100,703	\$ 100,702
LESS provision for doubtful debts	\$ (78,010)	\$ (110,620)	\$ (92,370)	\$ (92,370)	\$ (92,370)
Total	\$ 2,675,157	\$ 1,315,642	\$ 9,379,669	\$ 8,376,034	\$ 3,471,557

3.2.2 Rates debtors

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

	Feb 2017 (3/3/2017)	June 2017 (6/7/2017)	Dec 2017 (3/01/2018)	Jan 2018 (2/02/2018)	Feb 2018 (1/03/2018)
2005/06	\$ 348	\$ 357			
2006/07	\$ 929	\$ 953	\$ 252	\$ 252	\$ 256
2007/08	\$ 1,395	\$ 1,432	\$ 397	\$ 397	\$ 402
2008/09	\$ 1,619	\$ 1,661	\$ 415	\$ 415	\$ 420
2009/10	\$ 4,092	\$ 4,196	\$ 1,643	\$ 1,641	\$ 1,664
2010/11	\$ 8,752	\$ 8,351	\$ 3,311	\$ 3,071	\$ 3,114
2011/12	\$ 12,657	\$ 12,506	\$ 7,065	\$ 5,972	\$ 6,047
2012/13	\$ 14,577	\$ 14,341	\$ 8,378	\$ 6,845	\$ 6,928
2013/14	\$ 17,172	\$ 16,987	\$ 10,456	\$ 8,479	\$ 8,451
2013/14 Fire Services Property Levy	\$ 4,099	\$ 4,113	\$ 2,303	\$ 1,987	\$ 2,000
2014/15	\$ 48,047	\$ 45,994	\$ 21,677	\$ 19,112	\$ 19,306
2014/15 Fire Services Property Levy	\$ 6,460	\$ 6,112	\$ 3,922	\$ 4,199	\$ 4,212
2015/16	\$ 98,834	\$ 83,817	\$ 37,016	\$ 31,739	\$ 31,897
2015/16 Fire Services Property Levy	\$ 14,019	\$ 10,372	\$ 6,159	\$ 5,453	\$ 5,362
2016/2017	\$ 1,476,390	\$ 108,735	\$ 102,634	\$ 92,295	\$ 87,416
2016/2017 Fire Services Property Levy	\$ 208,002	\$ 32,600	\$ 14,456	\$ 13,215	\$ 12,305
2017/2018			\$ 10,850	\$ 4,447	\$ 763,679
2017/2018 Fire Services Property Levy				\$ 462	\$ 187,719
Sub-total: arrears	\$ 1,917,392	\$ 352,528	\$ 230,933	\$ 199,980	\$ 1,141,176
Current year (outstanding but not due)	\$ 604,440	\$ -	\$ 7,663,142	\$ 6,662,224	\$ 696,595
Fire Services Property Levy	\$ 99,121	\$ -	\$ 849,303	\$ 738,662	\$ 15,769
Total outstanding	\$ 2,620,953	\$ 352,528	\$ 8,743,378	\$ 7,600,866	\$ 1,853,540
<i>Summary</i>					
Rates in arrears	\$ 1,684,812	\$ 309,702	\$ 204,093	\$ 172,678	\$ 929,579
FSPL in arrears	\$ 232,580	\$ 42,826	\$ 26,840	\$ 27,302	\$ 211,597
Total arrears	\$ 1,917,392	\$ 352,528	\$ 230,933	\$ 199,980	\$ 1,141,176

The third instalment of rates was due for payment on 28 February 2018, and for those ratepayers who pay in full the due date was 15 February 2018.

This means that only the fourth instalment is not yet due. This is due for payment on 31 May 2018 and all other rates are in arrears with final reminder notices sent out.

3.2.3 Sundry debtors

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

Current	\$79,310	27%
30 days	\$88,051	29%
60 days	\$100,597	34%
90 + days	\$28,888	10%
Sub total routine debtors	\$296,846	100%
Government departments	\$1,172,502	
GST	\$50,631	
Total	\$1,519,979	
60 + days consists of:		
Community Wellbeing debtors	\$44,428	
Local community groups	\$375	
Others	\$84,681	
Total	\$129,484	

Total outstanding for sundry debtors as at 28 February 2018 is \$1.5M.

The mainstream sundry debtors of \$296K have been broken into the amount of time they have been outstanding. At present \$129K or 44% of that total has been outstanding for more than 60 days. One client in the "others" category has an outstanding balance of \$80K and has promised to pay within the month. All debtors are contacted as a matter of routine.

3.2.4 Supplementary valuations

All rateable and non-rateable supplementary valuations are included in this report.

The supplementary valuations submitted in February 2018 gave the following result:

Details	Number	Site value	CIV	NAV
Amend Area	2	\$ 9,000	\$ 9,000	\$ 450
Change of Use	1	\$ -	\$ -	-\$ 2,921
DELWP	4	\$ 4,000	\$ 4,000	\$ 200
Demolition	1	\$ -	-\$ 35,000	-\$ 1,750
Improvements	8	\$ -	\$ 674,000	\$ 47,810
Split/ Consolidations	14	\$ 184,200	\$ 205,200	\$ 10,260
Unused road licence	1	\$ -	\$ -	-
Grand Total	31	\$ 197,200	\$ 857,200	\$ 54,049

The current balances at end of February 2018 were:

Valuation type	Opening balances	Supplementary changes	Closing balances
Site value	\$ 1,125,550,400	\$ 197,200	\$ 1,125,747,600
Capital improved value	\$ 1,816,721,600	\$ 857,200	\$ 1,817,578,800
NAV	\$ 93,484,399	\$ 54,049	\$ 93,538,448

The total rateable CIV at the end of February 2018 remains at \$1.82B.

3.2.5 Water rights

As of 31 December 2017 Council owned Water Rights have a current valuation of \$1,668,430. The rights are revalued to market value at the end of each financial year; the latest valuation was at 30 June 2017.

The majority of water was purchased to guarantee that there would be sufficient water to maintain a tourism interest in the Boort Lake catchments, along with maintenance of the grounds for two of the major caravan parks within the Shire.

Purchases have been progressive since June 2004 and Council now has rights to 797.30ML (high reliability of 653.40ML and low reliability of 143.90 ML). Actual cash expenditure to purchase the water rights was \$943,963.

There have been no additional purchases in 2017/18 and no future purchases are budgeted.

Storage operating costs for 2016/17 was \$19,140, and YTD for 2017/18 is \$16,471.

APPENDIX 1: STANDARD INCOME STATEMENT

	2017/18 Original Budget	2017/18 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$10,406,865	\$10,452,742	\$10,319,976	\$10,318,525	(\$1,451)	100%	99%
Revenue grants	\$5,783,792	\$6,025,541	\$4,511,206	\$4,527,319	\$16,114	100%	75%
Capital grants	\$3,343,519	\$5,214,913	\$2,448,175	\$2,066,617	(\$381,558)	84%	40%
Vic Roads	\$710,647	\$521,681	\$347,784	\$362,513	\$14,729	104%	69%
User fees	\$1,681,277	\$1,712,614	\$1,093,621	\$1,214,363	\$120,742	111%	71%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$15,000	\$65,000	\$45,000	\$28,257	(\$16,743)	63%	43%
Interest income	\$378,000	\$428,000	\$285,328	\$321,470	\$36,142	113%	75%
* Reversal of impairment losses	\$0	\$3,879	\$3,879	\$3,879	(\$0)	100%	100%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$305,320	\$428,632	\$285,829	\$336,360	\$50,531	118%	78%
Total revenue	\$22,624,420	\$24,853,002	\$19,340,798	\$19,179,304	(\$161,494)	99%	77%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$9,652,976	\$9,980,034	\$6,435,626	\$6,340,928	\$94,699	99%	64%
Materials & services	\$7,767,259	\$9,513,821	\$5,868,738	\$5,821,886	\$46,852	99%	61%
Depreciation	\$8,976,575	\$8,976,575	\$5,984,352	\$5,984,385	(\$33)	100%	67%
Utilities	\$430,439	\$438,165	\$289,755	\$318,494	(\$28,739)	110%	73%
Contract payments	\$1,565,480	\$2,098,982	\$1,240,672	\$971,433	\$269,240	78%	46%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,660	\$84,660	\$28,751	\$22,239	\$6,512	77%	26%
Councillor costs	\$220,078	\$220,078	\$146,720	\$141,929	\$4,791	97%	64%
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	\$28,697,466	\$31,312,315	\$19,994,615	\$19,601,293	\$393,321	98%	63%
NET RESULT FOR THE PERIOD	(\$6,073,047)	(\$6,459,313)	(\$653,817)	(\$421,989)	(\$231,828)	65%	7%
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2017/18 Original Budget	2017/18 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
EXPENSES FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,419,980	\$1,511,694	\$893,966	\$850,480	\$43,486	95%	56%
Leadership	\$1,218,296	\$1,880,567	\$1,181,626	\$1,412,295	(\$230,669)	120%	75%
Works & infrastructure	\$12,931,292	\$12,580,182	\$8,355,288	\$8,599,212	(\$243,924)	103%	68%
Good management	\$4,549,875	\$5,079,849	\$3,360,693	\$3,196,646	\$164,047	95%	63%
Environment	\$2,056,061	\$2,122,374	\$1,345,744	\$1,225,116	\$120,628	91%	58%
Community services & recreation	\$6,521,964	\$8,137,649	\$4,857,297	\$4,317,545	\$539,752	89%	53%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$28,697,466	\$31,312,315	\$19,994,615	\$19,601,293	\$393,321	98%	63%
NET RESULT FOR THE PERIOD	(\$6,073,047)	(\$6,459,313)	(\$653,817)	(\$421,989)	(\$231,828)	65%	7%

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

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2017/18 Original Budget	2017/18 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	\$6,557,088	\$15,164,729	\$0	\$3,318	(\$3,318)	0%	0%
Less transfer to reserves	(\$2,182,392)	(\$2,352,891)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$490,670	\$513,004	\$124,000	\$546,087	(\$422,087)	440%	106%
TOTAL FUNDING DECISIONS	\$4,865,366	\$13,324,842	\$124,000	\$549,405	(\$425,405)	443%	4%
NET FUNDS AVAILABLE FOR CAPITAL	(\$1,207,681)	\$6,865,529	(\$529,817)	\$127,416	(\$657,233)	-24%	2%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$312,000	\$437,683	\$323,093	\$85,660	\$237,433	27%	20%
Land and buildings	\$2,360,363	\$2,100,379	\$620,195	\$218,099	\$402,096	35%	10%
Plant and equipment	\$844,100	\$1,130,610	\$907,796	\$368,615	\$539,181	41%	33%
Roadworks	\$3,516,452	\$6,176,826	\$3,661,960	\$2,133,638	\$1,528,322	58%	35%
Urban and road drainage	\$308,000	\$667,975	\$333,682	\$245,015	\$88,667	73%	37%
Recreation, leisure and community facilities	\$1,124,000	\$1,427,577	\$385,471	\$234,201	\$151,270	61%	16%
Parks, open space and streetscapes	\$354,500	\$3,229,446	\$1,648,134	\$1,137,714	\$510,420	69%	35%
Footpaths	\$544,755	\$1,447,270	\$1,095,396	\$317,626	\$777,770	29%	22%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$9,364,170	\$16,617,766	\$8,975,727	\$4,740,569	\$4,235,158	53%	29%
NON CASH ADJUSTMENTS							
Less depreciation	\$8,976,575	\$8,976,575	\$5,984,352	\$5,984,385	(\$33)	100%	67%
Add reversal of impairment losses	\$0	(\$3,879)	(\$3,879)	(\$3,879)	(\$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	\$8,976,575	\$8,972,696	\$5,980,473	\$5,980,506	(\$33)	100%	67%
Accumulated surplus brought forward	(\$1,802,528)	(\$2,146,924)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$207,252)	(\$1,367,383)	\$3,525,071	(\$1,367,354)	\$4,892,425	-39%	100%

APPENDIX 3: STANDARD BALANCE SHEET

	February 2018 As per trial balance	June 2017 As per financial statements	February 2017 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$22,831,703	\$9,672,238	\$ 21,226,068
Trade and other receivables	\$3,309,557	\$1,232,111	\$ 2,513,157
Financial assets	\$351,190	\$13,776,284	\$ 143,115
Inventories	\$53,889	\$53,966	\$ 75,409
Non-current assets classified as held for sale	\$865,424	\$865,424	\$ 190,356
TOTAL CURRENT ASSETS	\$27,411,764	\$25,600,023	\$24,148,105
NON-CURRENT ASSETS			
Trade and other receivables	\$162,000	\$79,921	\$ 162,000
Financial assets	\$274,045	\$274,045	\$ 362,225
Intangible assets	\$1,668,430	\$1,668,430	\$ 1,654,362
Property, infrastructure, plant and equipment	\$307,806,110	\$309,596,011	\$ 302,067,556
TOTAL NON-CURRENT ASSETS	\$309,910,585	\$311,618,407	\$ 304,246,143
TOTAL ASSETS	\$337,322,348	\$337,218,430	\$328,394,250
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$183,511	\$642,364	\$ 119,679
Trust funds and deposits	\$1,206,560	\$404,438	\$ 1,231,503
Provisions	\$1,750,033	\$2,192,670	\$ 2,172,945
Interest bearing loans and borrowings	\$0	\$0	\$ -
TOTAL CURRENT LIABILITIES	\$3,140,104	\$3,239,472	\$ 3,524,127
NON-CURRENT LIABILITIES			
Provisions	\$2,324,221	\$1,698,946	\$ 2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$ -
TOTAL NON-CURRENT LIABILITIES	\$2,324,221	\$1,698,946	\$2,324,221
TOTAL LIABILITIES	\$5,464,325	\$4,938,418	\$ 5,848,348
NET ASSETS	\$331,858,023	\$332,280,012	\$322,545,901
EQUITY			
Accumulated Surplus	\$95,113,988	\$37,161,521	\$ 99,049,745
Asset Revaluation Reserve	\$217,168,524	\$295,118,491	\$ 208,675,727
Other Reserves	\$19,575,512	\$0	\$ 14,820,429
TOTAL EQUITY	\$331,858,023	\$332,280,012	\$322,545,901

APPENDIX 4: INVESTMENTS

LODDON SHIRE COUNCIL INVESTMENT SCHEDULE											
	Establishment date	Status	Maturity date	Investment days	Interest rate	Investment amount	Interest last year (accrued)	Interest this year	Current Investments	Interest received to date	Accrued Interest
NAB 44-452-1114	22/05/2017	Closed	21/07/2017	60	2.32%	\$ 2,000,000	\$ 4,958	\$ 2,669	\$ -	\$ 2,669	\$ -
NAB 70-700-8970	2/05/2017	Closed	31/07/2017	90	2.52%	\$ 2,000,000	\$ 8,147	\$ 4,280	\$ -	\$ 4,280	\$ -
NAB 44-452-1114	21/07/2017	Closed	21/08/2017	31	1.91%	\$ 1,000,000	\$ -	\$ 1,622	\$ -	\$ 1,622	\$ -
NAB 23-570-3368	22/06/2017	Closed	23/08/2017	62	2.28%	\$ 1,000,000	\$ 500	\$ 3,373	\$ -	\$ 3,373	\$ -
BGO 2294215	8/06/2017	Closed	6/09/2017	90	2.50%	\$ 2,000,000	\$ 3,014	\$ 9,315	\$ -	\$ 9,315	\$ -
BGO 2297208	13/06/2017	Closed	13/09/2017	92	2.55%	\$ 1,000,000	\$ 1,188	\$ 5,310	\$ -	\$ 5,310	\$ -
NAB 44-441-8766	30/05/2017	Closed	27/09/2017	120	2.47%	\$ 2,000,000	\$ 4,196	\$ 12,045	\$ -	\$ 12,045	\$ -
BGO 2294216	8/06/2017	Closed	9/10/2017	123	2.55%	\$ 2,000,000	\$ 3,074	\$ 14,112	\$ -	\$ 14,112	\$ -
BGO 2304969	20/06/2017	Closed	18/10/2017	120	2.55%	\$ 1,000,000	\$ 699	\$ 7,885	\$ -	\$ 7,885	\$ -
NAB 64-792-7106	22/06/2017	Closed	20/10/2017	120	2.50%	\$ 2,000,000	\$ 1,096	\$ 15,342	\$ -	\$ 15,342	\$ -
BGO 2294217	8/06/2017	Closed	6/11/2017	151	2.60%	\$ 500,000	\$ 784	\$ 4,594	\$ -	\$ 4,594	\$ -
NAB 70-082-6145	30/06/2017	Closed	14/11/2017	137	2.48%	\$ 2,000,000	\$ -	\$ 18,617	\$ -	\$ 18,617	\$ -
NAB 70-700-8970	31/07/2017	Closed	28/11/2017	120	2.45%	\$ 2,000,000	\$ -	\$ 16,110	\$ -	\$ 16,110	\$ -
NAB 64-792-7106	20/10/2017	Closed	20/12/2017	61	2.27%	\$ 2,000,000	\$ -	\$ 7,587	\$ -	\$ 7,587	\$ -
NAB 93-462-0424	6/09/2017	Closed	8/01/2018	124	2.55%	\$ 1,000,000	\$ -	\$ 8,663	\$ -	\$ 8,663	\$ -
NAB 55-839-5005 (LSL)	28/06/2017	Closed	16/01/2018	202	2.51%	\$ 1,709,316	\$ -	\$ 23,756	\$ -	\$ 23,756	\$ -
NAB 35-640-3396	13/09/2017	Closed	12/02/2018	152	2.56%	\$ 1,000,000	\$ -	\$ 10,661	\$ -	\$ 10,661	\$ -
NAB 44-452-1114	21/08/2017	Closed	19/02/2018	182	2.53%	\$ 1,000,000	\$ -	\$ 12,615	\$ -	\$ 12,615	\$ -
NAB 70-700-8970	28/11/2017	Closed	26/02/2018	90	2.50%	\$ 2,000,000	\$ -	\$ 12,330	\$ -	\$ 12,330	\$ -
11:am Account BGO	at 31/1/2018	Open	N/A		1.50%	\$ 1,005,378	\$ -	\$ -	\$ 1,005,378	\$ -	\$ -
NAB 44-441-8766	27/09/2017	Open	26/03/2018	180	2.61%	\$ 2,000,000	\$ -	\$ 25,742	\$ 2,000,000	\$ -	\$ 22,024
NAB 70-700-8970	26/02/2018	Open	28/03/2018	30	2.01%	\$ 2,000,000	\$ -	\$ 3,304	\$ 2,000,000	\$ -	\$ 220
NAB Deal 10477451	9/10/2017	Open	9/04/2018	182	2.60%	\$ 2,000,000	\$ -	\$ 25,929	\$ 2,000,000	\$ -	\$ 20,230
NAB 70-082-6145	14/11/2017	Open	16/04/2018	153	2.54%	\$ 2,000,000	\$ -	\$ 21,294	\$ 2,000,000	\$ -	\$ 14,753
NAB 64-792-7106	20/12/2017	Open	21/05/2018	152	2.52%	\$ 2,000,000	\$ -	\$ 20,989	\$ 2,000,000	\$ -	\$ 9,666
NAB 44-452-1114	19/02/2018	Open	21/05/2018	90	2.47%	\$ 2,000,000	\$ -	\$ 12,316	\$ 2,000,000	\$ -	\$ 1,218
NAB 33-583-0508	19/02/2018	Open	19/06/2018	120	2.48%	\$ 2,000,000	\$ -	\$ 16,307	\$ 2,000,000	\$ -	\$ 1,223
NAB 55-839-5005 (LSL)	16/01/2018	Open	16/07/2018	181	2.54%	\$ 1,791,312	\$ -	\$ 22,563	\$ 1,791,312	\$ -	\$ 5,360
NAB -33-755-3209	19/02/2018	Open	19/07/2018	131	2.48%	\$ 2,000,000	17/18 only	\$ 17,802	\$ 2,000,000	\$ -	\$ 1,223
NAB 35-640-3396	12/02/2018	Open	13/08/2018	182	2.50%	\$ 1,000,000	17/18 only	\$ 9,452	\$ 1,000,000	\$ -	\$ 1,096
NAB 84-459-3192(Wedderburn Kinder)	16/01/2018	Open	16/07/2018	181	2.54%	\$ 197,543	\$ -	\$ -	\$ 197,543	\$ -	\$ -
Interest on Kinder account						\$ 2,488	\$ -	\$ -	\$ -	\$ -	\$ -
Interest on general bank accounts							\$ -	\$ 27,583	\$ -	\$ 27,583	\$ -
Totals							\$ 27,656	\$ 393,968	\$ 19,994,234	\$ 218,271	\$ 77,013
Interest earned											\$ 295,284
Interest transferred to/from externally funded projects											\$ -
Net interest on investments											\$ 295,284
National Australia Bank current investments									\$ 18,988,855		
Bendigo Bank current investments									\$ 1,005,378		
Totals									\$ 19,994,234		

APPENDIX 5A: COMMUNITY PLANNING FINANCIALS BOORT

Boort Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2017/18 FINANCIAL YEAR			2017/18 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$40,538	\$0	\$40,538	\$40,538	\$0	\$40,538
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
	26802	BRIC Gym Alloc 1	\$0	\$0	\$0	\$0	\$0	\$0
	26813	BRIC Gym Alloc 2	\$0	\$0	\$0	\$0	\$0	\$0
		Transfer from Reserve	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$90,538	\$0	\$90,538	\$90,538	\$0	\$90,538
		LESS Expenditure for the Year						
2015/16	16905	Foreshore Master Plan Little Lake Boort	\$0	\$10,798	\$10,798	\$0	\$13,255	\$13,255
2016/17	26840	Playground Install and Landscape Nolens Pk	\$0	\$23,232	\$23,232	\$0	\$23,232	\$23,232
2017/18	26850	Lake Boort Outdoor Furniture	\$0	\$11,054	\$11,054	\$0	\$30,000	\$30,000
2017/18	16920	Nolens Park Notice Board	\$0	\$1,578	\$1,578	\$0	\$2,500	\$2,500
2017/18	16921	Lake Boort Sculptures	\$0	\$7,636	\$7,636	\$0	\$8,500	\$8,500
		CURRENT Boort Community Plans Unallocated	\$0	\$0	\$0	\$0	\$13,051	\$13,051
		Total Expenditure for the Year	\$0	\$54,298	\$54,298	\$0	\$90,538	\$90,538
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$36,240			\$0

APPENDIX 5B: COMMUNITY PLANNING FINANCIALS WEDDERBURN

Wedderburn Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2017/18 FINANCIAL YEAR			2017/18 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$100,233	\$0	\$100,233	\$100,233	\$0	\$100,233
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$150,233	\$0	\$150,233	\$150,233	\$0	\$150,233
		Expenditure						
2016/17	16912	Wedderburn Town Entry	\$0	\$0	\$0	\$0	\$40,000	\$40,000
2016/17	16913	Wedderburn Caravan Park	\$0	\$0	\$0	\$0	\$50,000	\$50,000
CURRENT		Wedderburn Community Plans Unallocated	\$0	\$0	\$0	\$0	\$60,233	\$60,233
		Total Expenditure for the Year	\$0	\$0	\$0	\$0	\$150,233	\$150,233
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$150,233			\$0

APPENDIX 5C: COMMUNITY PLANNING FINANCIALS INGLEWOOD

Inglewood Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2017/18 FINANCIAL YEAR			2017/18 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$117,715	\$0	\$117,715	\$117,715	\$0	\$117,715
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$167,715	\$0	\$167,715	\$167,715	\$0	\$167,715
		LESS Expenditure for the Year						
2011/12	24804	Bridgewater Streetscape	\$0	\$0	\$0	\$0	\$39,500	\$39,500
2013/14	26818	Inglewood Eucy Museum Annex	\$0	\$4,000	\$4,000	\$0	\$25,000	\$25,000
2015/16	26838	Heritage and Tourism Display IW Eucy Museum Alloc 2	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2017/18	16915	Porters Van	\$0	\$4,845	\$4,845	\$0	\$5,000	\$5,000
2017/18	16916	Bridgewater Memorial Hall Power Upgrade	\$0	\$30,000	\$30,000	\$0	\$30,000	\$30,000
2017/18	26847	Inglewood Sports Centre Power Upgrade	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2017/18	26848	Inglewood Eucy Museum Annex	\$0	\$0	\$0	\$0	\$20,000	\$20,000
CURRENT		Inglewood Community Plans Unallocated	\$0	\$0	\$0	\$0	\$8,215	\$8,215
		Total Expenditure for the Year	\$0	\$38,845	\$38,845	\$0	\$167,715	\$167,715
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$128,870			\$0

APPENDIX 5D: COMMUNITY PLANNING FINANCIALS TERRICK

Terrick Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2017/18 FINANCIAL YEAR			2017/18 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$26,330	\$0	\$26,330	\$26,330	\$0	\$26,330
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$76,330	\$0	\$76,330	\$76,330	\$0	\$76,330
		LESS Expenditure for the Year						
2010/11	16279	Pyramid Hill Rural Water Community Areas	\$0	\$0	\$0	\$0	\$6,800	\$6,800
2014/15	26828	Pyramid Hill Caravan Park	\$0	\$0	\$0	\$0	\$16,330	\$16,330
2017/18	14930	PH Bowling Floor Repairs	\$0	\$2,909	\$2,909	\$0	\$3,200	\$3,200
2017/18	16917	Dingee Recreation Reserve Playground	\$0	\$0	\$0	\$0	\$5,000	\$5,000
2017/18	26849	Pyramid Hill Memorial Hall Power Upgrade	\$0	\$909	\$909	\$0	\$20,000	\$20,000
2017/18	16918	Dingee Hall Storage Container	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2017/18	16919	Dingee Bowls/Tennis Storage Shed	\$0	\$0	\$0	\$0	\$15,000	\$15,000
CURRENT		Terricks Community Plans Unallocated	\$0	\$0	\$0	\$0	\$0	\$0
		Total Expenditure for the Year	\$0	\$3,818	\$3,818	\$0	\$76,330	\$76,330
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$72,512			\$0

APPENDIX 5E: COMMUNITY PLANNING FINANCIALS TARNAGULLA

Tarnagulla Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2017/18 FINANCIAL YEAR			2017/18 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$116,251	\$0	\$116,251	\$116,251	\$0	\$116,251
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$166,251	\$0	\$166,251	\$166,251	\$0	\$166,251
		LESS Expenditure for the Year						
2017/18	16922	Rheola Playground	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2017/18	16923	Tarnagulla Recreation Reserve Seating	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2017/18	26851	Laanecoorie Boat Ramp	\$0	\$0	\$0	\$0	\$100,000	\$100,000
2017/18	12924	Newbridge Solar Bollards	\$0	\$13,766	\$13,766	\$0	\$15,000	\$15,000
		CURRENT Tarnagulla Community Plans Unallocated	\$0	\$0	\$0	\$0	\$31,251	\$31,251
		Total Expenditure for the Year	\$0	\$13,766	\$13,766	\$0	\$166,251	\$166,251
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$152,485			\$0

9.7 FEES AND CHARGES FOR THE YEAR 1 JULY 2018 TO 30 JUNE 2019

File Number: 07/01/006
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Fees and Charges 1 July 2018 to 30 June 2019

RECOMMENDATION

That Council:

1. approves the Fees and Charges for the year 1 July 2018 to 30 June 2019
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 to a notice period
4. 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 2018 to 30 June 2019.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

A draft schedule was submitted for consideration at the Council Forum held on 13 March 2018.

BACKGROUND

Each year, as a part of the budget process, a Fees and Charges Schedule is prepared and submitted for approval by Council.

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 2018/19 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.

Some cost areas within the Fees and Charges Schedule have had an increase of more than 2.0% due to rounding to nearest dollar (or five dollars). This is particularly in the building, health and local laws areas with costs increasing by 2.5 – 3.0% or \$5.00 with some minor fees in this area remaining the same.

Overnight rates at the caravan parks have had a nil increase in continuation of the decision by Council during 2017/18.

There has been a review of the reduced fee criteria classifications within the domestic animals registration area. This will make the criteria clearer. Adjustments have also been made to the impounding of livestock area with charges increased for sheep or goats where the flock count is 10 or less.

Additional information and costing has been added for Local Law 2 which includes permit costs for advertising signs, trading from road, display of goods and street furniture / outdoor eating.

There has been no increase to swimming pool fees and boat launching fees.

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.

COST/BENEFITS

The schedule will raise an equitable contribution of revenue towards the cost of service delivery.

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 2018 TO 30 JUNE 2019



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:	30/06/2019
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:	

Chief Executive Officer

FILE LOCATION: K:\FINANCE\Budget\2018-19\Fees and charges\STR
Fees and Charges 2018-19 v1.docx

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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 2018 to 30 June 2019.

2 BUDGET IMPLICATIONS

The fees and charges included in the document will be incorporated into Council's 2018/19 Budget.

3 FEES AND CHARGES

The fees and charges contained in this document apply for the period 1 July 2018 to 30 June 2019. There may be some alterations 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?	2018/2019 Adopted fee
New dwellings, dwelling additions, sheds, carports, veranda	Application	D	Yes	\$470.00 (Cost Of Building Works (COBW /\$200.00)
Fences, retaining walls and swimming pools (including safety barriers)	Application	D	Yes	\$420.00
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	\$495.00
Re-erection of a dwelling	Application	M	Yes	\$900.00 + (COBW / \$200.00
Additional inspections	Inspection	D	Yes	\$180.00
Extensions of time on permits	Application	D	Yes	\$260.00
State Building Levy	Application	M	No	0.128%
Re-erection of a dwelling – bond / surety	Application	M	No	\$5,000.00
Lodgement fee	Lodgement	M	No	\$39.10
Property information	Per application	M	No	\$52.18
Dispensation fee	Application	M	No	\$262.00

Building fees	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Minor amendment fee	Application	D	Yes	\$95.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$82.00
Application under section 29A of the Building Act 1993	Application	M	No	\$65.40
Point of discharge for stormwater	Application	M	No	\$65.40
Inspection compliance report	Application	D	Yes	\$475.00
PoPE fee with a paid entry event (per event)	Application	D	Yes	\$590.00
Temporary structure within paid entry PoPE event	Application	D	Yes	\$115.00
PoPe fee with a free entry event (per event)	Application	D	Yes	\$295.00
Temporary structure within free entry PoPE event	Application	D	Yes	\$57.00

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?	2018/2019 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

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2018/2019 Adopted fee
Powered site (peak period)	Per week 2 people	D	Yes	\$180.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Powered site (off peak period)	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
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
 2. 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 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.
- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions. Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

3.2.2 Pioneer Caravan Park – Wedderburn

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2018/2019 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

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2018/2019 Adopted fee
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	\$20.00
Weekly fee	Per week 2 people	D	Yes	\$100.00
Additional to 2 people staying	Per person per night	D	Yes	\$5.00
Unpowered sites				
Overnight fee	Per night 2 people	D	Yes	\$15.00
Weekly fee	Per week 2 people	D	Yes	\$100.00
Additional to 2 people staying at an unpowered site	Per person per night	D	Yes	\$5.00
Permanent resident				
Weekly fee (GST @ 5.5%)	Per week	D	Yes	\$64.00
Annual fee (GST @ 5.5%)	Per year	D	Yes	\$3,190.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
Annual tenant				
Annual fee - holiday caravan site	Per year	D	Yes	\$1,111.00
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.
- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions. Park managers should advise guests of the cancellation policy for the park at the time of reservation.

- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

3.3 Rental properties

3.3.1 Elderly persons units

Elderly persons units	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Dingee				
Unit 1	Per week	D	No	\$92.00
Unit 2	Per week	D	No	\$92.00
Unit 3	Per week	D	No	\$92.00
Unit 4	Per week	D	No	\$92.00
Unit 5	Per week	D	No	\$92.00
Pyramid Hill				
Unit 1	Per week	D	No	\$78.00
Unit 2	Per week	D	No	\$85.00
Unit 3	Per week	D	No	\$78.00
Unit 4	Per week	D	No	\$78.00
Serpentine				
Unit 1	Per week	D	No	\$92.00
Unit 2	Per week	D	No	\$92.00
Unit 3	Per week	D	No	\$92.00
Unit 4	Per week	D	No	\$92.00
Unit 5	Per week	D	No	\$92.00

3.4 Environmental health

3.4.1 Food Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Registration of premises (class 1)	Each	D	No	\$365.00
Registration of premises (class 2)	Each	D	No	\$285.00
Community group with a Liquor Licence (class 2)	Each	D	No	\$150.00
Community group without a Liquor Licence (class 2)	Each	D	No	\$105.00
Registration of premises (class 3)	Each	D	No	\$175.00
Community group with a Liquor Licence (class 3)	Each	D	No	\$95.00
Community group without a Liquor Licence	Each	D	No	\$70.00
Registration of premises (class 4) Not permitted under the Food Act 1984	Each	M	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	\$195.00
Transfer of registration (includes mandatory inspection charge)	Each	D	No	\$180.00
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	\$195.00

3.4.2 Public Health and Wellbeing Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Registration of premises (prescribed accommodation)	Each	D	No	\$204.00
Registration of health premises (undertaking 1 activity)	Each	D	No	\$145.00
Registration of health premises (undertaking 2 or more activities)	Each	D	No	\$165.00
Inspection and report	Each	D	Yes	\$195.00

Food premises	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Late payment of annual registration fee	Each	D	No	50% of applicable fee
Transfer of registration	Each	D	No	50% of applicable fee

3.4.3 Residential Tenancies Act and Regulations (caravan parks)

Caravan parks	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Three year registration - as per schedule in regulations	Per site	M	No	As set within regulation
Transfer of premises - as per schedule in regulations	Each	M	No	As set within regulation
Transfer inspection report	Each	D	Yes	\$195.00
Application to install a moveable dwelling / rigid annex	Each	D	Yes	\$67.00

3.4.4 Environment Protection Act application fees

Septic tanks	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Installation of new septic tank or significant alterations	Each	D	No	\$485.00
Minor amendments to recently issued permits and completion of expired permit without inspection	Each	D	No	\$75.00
Permit extension - 1 year	Each	D	No	\$170.00
Alteration to an existing septic tank system	Each	D	No	\$260.00
Inspection fee	Each	D	Yes	\$195.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$82.00

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?	2018/2019 Adopted fee
Home care – low	Per hour	D	No	\$6.12
Home care – medium	Per hour	D	No	\$15.52
Home care – high	Per hour	D	No	\$34.28
Personal care – low	Per hour	D	No	\$4.56
Personal care – medium	Per hour	D	No	\$9.24
Personal care – high	Per hour	D	No	\$38.36
Respite care – low	Per hour	D	No	\$3.04
Respite care – medium	Per hour	D	No	\$4.68
Respite care – high	Per hour	D	No	\$35.28
Negotiated fee variation – home care	Per hour	D	No	\$2.44
Negotiated fee variation - personal care	Per hour	D	No	\$1.44
Meals on wheels - low and medium	Per meal	D	No	\$9.28
Meals on wheels – high	Per meal	D	No	\$11.42
Property maintenance – low	Per hour	D	No	\$12.24
Property maintenance – medium	Per hour	D	No	\$18.36
Property maintenance – high	Per hour	D	No	\$48.56
Property maintenance – mod construction	Per hour	D	No	\$23.44
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?	2018/2019 Adopted fee
Domestic assistance – low	Per hour	D	No	\$6.12
Domestic assistance – medium	Per hour	D	No	\$15.52
Domestic assistance – high	Per hour	D	No	\$34.28
Personal care – low	Per hour	D	No	\$4.56
Personal care – medium	Per hour	D	No	\$9.24
Personal care – high	Per hour	D	No	\$38.36
Flexible respite – low	Per hour	D	No	\$3.04
Flexible respite – medium	Per hour	D	No	\$4.68
Flexible respite – high	Per hour	D	No	\$35.28
Meals on wheels – low and medium	Per meal	D	No	\$9.28
Meals on wheels – high	Per meal	D	No	\$11.42
Meals – other	Per meal	D	No	\$9.28

Home support program	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Home maintenance – low	Per hour	D	No	\$12.24
Home maintenance – medium	Per hour	D	No	\$18.36
Home maintenance – high	Per hour	D	No	\$48.56
Home maintenance – mod construction	Per hour	D	No	\$23.44
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?	2018/2019 Adopted fee
Transport within town	Per trip	D	No	\$5.40
Transport under 20km to destination	Per trip	D	No	\$10.60
Transport 20-50km to destination	Per trip	D	No	\$21.30
Transport 50-100km to destination	Per trip	D	No	\$32.00
Transport 100-150km to destination	Per trip	D	No	\$42.65
Transport over 150km to destination	Per trip	D	No	\$53.25

3.5.4 Brokered services: linkages, post-acute care, aged care packages, carer support services, WorkCover

Services	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Home care	Per hour	D	Yes	\$49.28
Personal care	Per hour	D	Yes	\$49.28
Respite care	Per hour	D	Yes	\$49.28
Weekend personal / respite care	Per hour	D	Yes	\$98.12
Property maintenance	Per hour	D	Yes	\$64.02
Meals on wheels	Per meal	D	Yes	\$12.65
Travel	Per km	D	Yes	\$1.21
Annual home safety check	Per check	D	Yes	\$53.90

3.5.5 Capped account limits

Capped account limits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Client monthly account - single - 4 week account cycle	Per month	D	No	\$237.00
Client monthly account - single - 5 week account cycle	Per month	D	No	\$297.00
Client monthly account - single - 6 week account cycle	Per month	D	No	\$356.00

Capped account limits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Client monthly account - double - 4 week account cycle	Per month	D	No	\$423.00
Client monthly account - double - 5 week account cycle	Per month	D	No	\$529.00
Client monthly account - double - 6 week account cycle	Per month	D	No	\$635.00

3.5.6 Department of Veteran Affairs

Department of Veterans Affairs	Unit rate per client	M or D	Is GST applicable?	2018/2019 Adopted fee
Home care	Per hour	M	Yes	\$59.29
Personal care	Per hour	M	Yes	\$73.65
Personal care - weekend	Per hour	M	Yes	\$90.75
Respite care	Per hour	M	Yes	\$55.39
Respite care – weekend	Per hour	M	Yes	\$73.65
Emergency respite	Per hour	M	Yes	\$59.18
Emergency respite – weekend	Per hour	M	Yes	\$66.94
Property maintenance	Per hour	M	Yes	\$62.04
Co-payment – average of all fees	Per session	M	No	\$5.00

3.6 **Local laws**

3.6.1 Domestic Animals Act 1994

Domestic animals	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Registration fee - unsterilized animal	Per animal	D	No	\$118.00
Registration fee - unsterilized animal - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - reduced fee (refer criteria)	Per animal	D	No	\$28.00
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	\$118.00
Impounding of dog or cat	Per animal	D	No	\$72.00
Annual licence fee for Domestic Animal Business Registration	Per licence	D	No	\$145.00

3.6.2 Domestic Animals Act 1994 - reduced fee criteria

<i>Pro rata charge and refund available from 1 October to 9 April (50% of applicable registration fee)</i>
<i>Animal desexed</i>
<i>Animal over 10 years old</i>
<i>Farm working dog</i>
<i>Animal kept as part of a registered domestic animal business or applicable organisation</i>
<i>A dog that has undergone approved obedience training in accordance with Regulation 52 of the Domestic Animals Regulations</i>
<i>Dogs and cats registered with an 'applicable organisation' in accordance with the Domestic Animals Act 1994</i>

3.6.3 Impounding of Livestock Act 1994

Livestock	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Sheep or goat (per head, up to 10 head)	Impoundment	D	No	\$72.00
Sheep or goat (per head, more than 10)	Impoundment	D	No	\$1.30
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.30
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.30
Horse, cow or ram (per head)	Impoundment	D	No	\$72.00
Horse, cow or ram (per head)	Daily feeding	D	Yes	\$10.70
Other livestock (per head)	Impoundment	D	No	\$72.00
Other livestock (per head)	Daily feeding	D	Yes	\$10.70

With regard to the items below, please see the relevant Local Law or associated Act for fines and penalties

3.6.4 Environment Local Law 4 (Amendment No 3 2008) infringements

3.6.5 Street and Roads Local Law 2 (Amendment No 2 2010) infringements

3.6.6 Environment Protection Act 1970 penalties

3.6.7 Country Fire Authority Act 1958

3.6.8 Livestock Local Law 5

3.6.9 Domestic Animals Act 1994

3.6.10 Local Law No. 2, Part 4

Local laws permits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Division one – Advertising signs	Per sign	D	No	\$50.00
Division two – Trading from road	Per day	D	No	\$50.00
Division three – Display of goods	Per site	D	No	\$50.00

Local laws permits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Division four – Street furniture and outdoor eating	Per permit	D	No	\$26.00

3.6.11 Local laws permits

Local laws permits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
All other local laws permits	Per permit	D	No	\$26.00

3.6.12 Clearing fire hazard blocks

Fire hazard blocks	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Clearing of fire hazards – blocks	Per block	D	Yes	At cost plus \$76.50 admin fee plus GST

3.7 **Town Planning**3.7.1 Planning fees

Permits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Use only	Application	M	No	\$1,265.60
Single dwelling and ancillary to dwelling (based on value of development)				
Less than \$10,000	Application	M	No	\$192.00
\$10,001 to \$100,000	Application	M	No	\$604.40
\$100,001 to \$500,000	Application	M	No	\$1,237.10
\$500,001 to \$1,000,000	Application	M	No	\$1,336.70
\$1M > \$2M	Application	M	No	\$1,436.20
Other development (based on value of development)				
\$10,001 to \$100,000	Application	M	No	\$1,102.10
\$100,001 to \$1,000,000	Application	M	No	\$1,486.00
\$1M to \$5M	Application	M	No	\$3,277.70
\$5M to \$15M	Application	M	No	\$8,354.30
\$15M to \$50M	Application	M	No	\$24,636.20
\$50M to \$100M	Application	M	No	\$55,372.70
Subdivision				
To subdivide an existing building	Application	M	No	\$1,265.60
To subdivide land into 2 lots	Application	M	No	\$1,265.60
To subdivide land into <u>more than</u> 2 lots	Application	M	No	\$1,265.60 per 100 lots

Permits	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
To remove a restriction (within the meaning of the Subdivision Act 1988) over land	Application	M	No	\$1,265.60
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	M	No	\$1,265.60
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	M	No	\$1,265.60
Secondary Consent	Application	M	No	\$150.00
Extension of time to permit	Application	M	No	\$200.00
Certification of plan of subdivision	Application	M	No	\$167.80
Planning enquiry	Application	D	Yes	\$40.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$82.00

3.8 Swimming pools

3.8.1 Pool fees

Pool fees	Unit rate	M or D	Is GST applicable?	2018/2019 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	\$18.50
Two lifeguards in attendance	Per hour	D	Yes	\$55.50

3.9 Roads

3.9.1 Road reinstatement fees

Roads	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Minimum charge	Event	D	Yes	\$112.00
Sealed pavement (surface only)	Per m ²	D	Yes	\$138.00
Unsealed pavement	Per m ²	D	Yes	\$92.00
Trench off pavement	Per m ²	D	Yes	\$46.00
Footpath (100-200mm concrete)	Per m ²	D	Yes	\$148.00
Footpath (other sealed asphalt)	Per m ²	D	Yes	\$148.00

3.9.2 Application for consent to work within municipal road reserve

Roads	Unit rate	M or D	Is GST applicable?	2018/2019 Adopted fee
Fee structure determined pursuant to the Roads Management (Works and Infrastructure) 2015 Regulations. Current fee unit rate is available at www.vicroads.vic.gov.au	Application	M	Yes	See relevant legislative document

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	2018/2019 Draft
Minimum Fee	Min Charge	D	Yes	\$7.00	\$8.00
General waste (up to 4m ³)	Per m ³	D	Yes	\$28.00	\$29.00
Recyclable materials (up to 1m ³)	Per m ³	D	Yes	Nil	Nil
Recyclable materials (1m ³ to 4m ³)	Per m ³	D	Yes	\$5.00	\$6.00
Domestic green waste (up to 4m ³)	Per m ³	D	Yes	\$10.00	\$11.00
Refrigerators, freezers, and air conditioners	Each	D	Yes	\$15.00	\$16.00

Waste and Recyclables	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Televisions and computer monitors	Each	D	Yes	\$11.00	\$12.00
Uncontaminated bricks and concrete (up to 4m ³)	Per m ³	D	Yes	\$30.00	\$31.00
Mattress (single)	Each	D	Yes	\$10.00	\$11.00
Mattress (double or larger)	Each	D	Yes	\$15.00	\$16.00
Metals (up to 4m ³)	Per m ³		Yes	Nil	Nil
Cars (complete or close)	Each		Yes	\$25.00	\$26.00

- Loads over the quoted volumes will not be accepted at any Loddon waste site
- Commercial waste is no longer accepted at any Loddon waste site
- Council has the right to waive or reduce fees for approved community benefit events

3.11.2 Tyres

Tyres	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Car tyre	Each	D	Yes	\$10.00	\$11.00
Car tyre on rim	Each	D	Yes	\$27.00	\$28.00
4 wheel drive / light truck tyre	Each	D	Yes	\$14.00	\$15.00
Truck tyre	Each	D	Yes	\$32.00	\$33.00
Super single tyre	Each	D	Yes	\$52.00	\$53.00
Truck tyre on rim	Each	D	Yes	\$52.00	\$53.00
Small tractor tyre	Each	D	Yes	\$120.00	\$122.00
Large tractor tyre	Each	D	Yes	\$195.00	\$200.00

3.12 Miscellaneous

3.12.1 Rates

Rates	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Land information certificates	Application	M	No	\$25.90	\$25.90
Rates search	Application	D	Yes	\$50.00	\$51.00

3.12.2 Photocopying, faxing and printing

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Black and white - single sided	Per page	D	Yes	\$0.60	\$0.65
Black and white - double sided	Per page	D	Yes	\$0.90	\$1.00
Colour - single sided	Per page	D	Yes	\$1.00	\$1.00
Colour - double sided	Per page	D	Yes	\$1.35	\$1.40

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Fax – Send first page	First page	D	Yes	\$2.00	\$2.00
Fax – Send subsequent pages	Subsequent	D	Yes	\$1.00	\$1.00
Fax – Receive per page	Per page	D	Yes	\$0.50	\$0.50

3.12.3 Private works

Private works	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
For community groups	Per job	D	Yes	At cost	At cost
For private residents	Per job	D	Yes	At cost plus 30%	At cost plus 30%

3.12.4 Insurance

Insurance	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Casual hirer's public liability insurance	Per event	D	Yes	\$17.00	\$17.50
Stall holder's and performer's public liability	Per event	D	Yes	\$38.00	\$38.75

3.12.5 Freedom of information requests

Freedom of information	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Freedom of information requests	Per request	M	No	\$28.40	\$28.40
FOI search charge	Hourly	M	No	\$21.30	\$21.30
FOI supervision charge	Quarter hourly	M	No	\$5.30	\$5.30

3.12.6 Water charges

Water	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Water via standpipes (Inglewood, Tarnagulla, Mitiamo, Pyramid Hill and Wedderburn)	Per kilolitre	D	No	\$5.00	\$5.00
Emergency water supply point - Boort (non-potable water)	Per kilolitre	D	No	\$3.00	\$3.10
Water via Skinners Flat and Inglewood Reservoir pipelines	Per kilolitre	D	No	\$0.50	\$0.55
Truck wash facility use	Per minute	D	No	\$0.85	\$0.85

3.12.7 Senior citizens room hire

Room hire	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Community group session	Per session	D	Yes	\$15.95	\$16.30
Private / commercial session	Per session	D	Yes	\$67.43	\$68.80
Government session	Per session	D	Yes	\$39.82	\$40.60
Daily government rate	Per day	D	Yes	\$79.20	\$80.80
Weekly government rate	Per week	D	Yes	\$105.60	\$107.70
Monthly government rate	Per month	D	Yes	\$391.60	\$399.50

3.12.8 Other room hire

Room hire	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
Large meeting rooms in Wedderburn Office or Council Chambers in Serpentine					
Community group session	Per session	D	Yes	\$23.00	\$23.50
Private / government session	Per session	D	Yes	\$46.00	\$47.00
Daily government rate	Per day	D	Yes	\$92.00	\$94.00
Weekly government rate	Per week	D	Yes	\$150.00	\$153.00
Monthly government rate	Per month	D	Yes	\$400.00	\$408.00
Small meeting room in Wedderburn Office (sits up to 4 people)					
Community group session	Per session	D	Yes	\$12.00	\$12.25
Private / government session	Per session	D	Yes	\$23.00	\$23.50
Daily government rate	Per day	D	Yes	\$46.00	\$47.00
Weekly government rate	Per week	D	Yes	\$80.00	\$81.50
Monthly government rate	Per month	D	Yes	\$300.00	\$305.00

- Council has the right to waive or reduce fees for approved special community benefit bookings

3.12.9 Boat launching fees

Boat launching fees	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
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	\$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 month	D	Yes	\$50.00	\$50.00

Boat launching fees	Unit rate	M or D	Is GST applicable?	2017/18 Adopted fee	2018/2019 Draft
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	\$15.00
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	\$75.00	\$75.00
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	\$10.00	\$10.00

9.8 SERVICE DELIVERY REVIEW - STRATEGIC PROCUREMENT

File Number: 02/05
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Service Delivery Review Strategic Procurement

RECOMMENDATION

That Council:

1. adopts the recommended actions outlined in this report to the extent that they can be done within existing resources.
2. note that the timing and extent of implementation of the recommended actions will be subject to a business case to employ a dedicated procurement specialist being approved by the CEO.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

At the Council Forum on 5 December 2017, Councillors were informed of the objective of the service delivery review, the process for the review, and the opportunities for improvement identified by the review.

The proposed recommendations from the review included:

- the development of an improved Procurement Framework (e.g. strategy, policies, procedures, resources, technology)
- revision of existing procurement policies and financial procedures including clearer policy in relation to local spend
- the adoption of a contemporary chart of accounts to enable better identification of true cost of service and therefore better analyse ways to improve productivity, achieve efficiencies and reduce expenditure
- an accounting system and software package which captures and reports on forward commitments to reduce the risk of over committing or using workarounds to monitor budgets
- finalising the contract management framework and identifying a preferred contract management system (including a contract register) to enable better contract management and delivery of expectations
- training in procurement (including tender/quote evaluation, contract management, using vendor panels, identifying conflicts of interest, appropriate documentation, managing aggregate spend, secondary employment issues) to improve efficiency in procurement activities
- reviewing the code of conduct to reflect changes to conflict of interest and secondary employment

Longer term (beyond 2017/18) opportunities for improvement were also identified which include:

- centre-led procurement activities (including vendor panel support, tender support, spend analysis reporting) with a procurement specialist to support more efficient processes and increased value for money in high spend areas

- a shared service approach with other neighbouring municipalities to help reduce the cost of procurement activities and improve the opportunity for bulk purchases at reduced costs
- installing contract management software to support the contract management framework
- using an online portal for the tendering process to streamline and further automate processes
- developing vendor panels to enable easier and quicker management of seasonal and or emergency type works as well as large contracts.

Councillors discussed the recommendations and highlighted the importance of enhancing Council's approach to procuring from local providers and also using the MAV procurement program.

Staff advised that the review of the procurement policy will provide further guidance on these two issues. It was also noted that dedicated procurement staff would be able to assist project staff with specialist issues such as this.

BACKGROUND

In January 2016, Council endorsed the business case for additional resources to support service delivery reviews and the commencement of an organisation wide identification and prioritisation of all Council services.

By November 2016, two people were appointed to one full time position in a job share arrangement and commenced the development of a service delivery review framework and identification and prioritisation of all Council services.

By February 2017, a list of 107 services had been identified. Through a number of workshops, the Management Executive Group prioritised 18 services for review. It was agreed by the Management Executive Group to conduct a number of pilot reviews against the draft service delivery review framework prior to presenting the framework to Council for adoption.

By June 2017, the 2017-2021 Council Plan included a strategic indicator for the completion of a minimum of three service reviews per year.

Three pilot reviews commenced: Agribusiness, Strategic Procurement and Maternal and Child Health. Each review is at a different stage. Strategic Procurement is now presented to Council.

ISSUES/DISCUSSION

The objective of this service delivery review is to consider how Council's procurement functions can be improved to increase effectiveness and efficiency. Through a combination of desktop reviews of existing written materials (e.g. policies, procedures, audit reports) within the organisation, benchmarking across the sector, stakeholder interviews, and case studies, this service delivery review identified 17 recommendations. Many of the recommendations can be progressed within existing resources but will take a significant amount of time to complete. A number of recommendations relate to capital works already budgeted.

One recommendation (the appointment of a dedicated procurement specialist) is not currently budgeted and will significantly contribute to the delivery of cost savings for Council and faster implementation of many recommendations in the report. A recent report by Deloitte suggests that improvements to procurement activities can result in 5.4% savings (referenced in attached report).

Recommendations and expected implementation timeframes are set out below:

Recommended Actions	Timeframe with existing resources
1. Develop and implement new chart of accounts.	With implementation of new finance software

Recommended Actions	Timeframe with existing resources
2. Upgrade the current finance software (Attache) to enable electronic purchase orders and accounting for forward commitments.	June 2018
3. Purchase and implement new finance software to allow for increased efficiency and transparency.	Purchase – August 2018 Implementation – 2018-2020
4. Development of a Procurement Framework.	June 2018
5. Review and strengthen the Procurement Policy and Procedure.	June 2018
6. Engage a procurement specialist to support people, policies, procedures and systems.	By September 2018
7. Purchase a contract management system.	With new finance software
8. Establish an online tendering process.	By June 2018
9. Develop standard contractual documentation to suit a range of projects.	From December 2018
10. Establish vendor panels to improve organisational efficiency.	From December 2018
11. Finalise the contract management framework.	June 2018
12. Implement outstanding audit recommendations relating to procurement to reduce the risk to the organisation.	Through implementation of new finance software
13. Deliver training on procurement including tender evaluation, conflict of interest, signing documentation, the importance of filing all contract documentation on the organisations EDMS, contract management, signing and sealing of contracts, secondary employment.	From April 2018
14. Implement a centre led approach to managing procurement to minimise the risk to the organisation.	From September 2018
15. Review the Staff, Volunteer and Contractor Code of Conduct in relation to secondary employment/business and conflicts of interest.	By June 2018
16. Review the Corporate Credit Card Policy and Procedure to ensure it meets reasonable and practical standards and ensure staff are aware of the standards.	By June 2018
17. Participate in MAV LEAP program	From April 2018

COST/BENEFITS

The costs and benefits of implementing the recommendations are set out in the attached report and include projected savings of over \$200,000 over two years.

RISK ANALYSIS

The risk of implementing the recommendations is an increase in workload for staff. However, the addition of a procurement specialist to work closely with key stakeholders will help to ensure processes improve outcomes overall and don't unnecessarily increase the workload on staff.

CONSULTATION AND ENGAGEMENT

The service delivery review included consultation and engagement with a range of stakeholders including staff, councillors, contractors, benchmark councils, auditors, sector bodies and oversight agencies.

LODDON SHIRE COUNCIL

Service Delivery Review Strategic Procurement



DOCUMENT INFORMATION

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EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\Service Delivery Review\Loddon Service Review plans and documents\Reviews\Strategic Procurement\Strategic Procurement Report\Draft Report on Strategic Procurement Service Delivery Review 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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EXECUTIVE SUMMARY

The objective of this service delivery review is to consider how Council’s procurement functions can be improved to increase effectiveness and efficiency.

What is Procurement?

Procurement is the act of finding, acquiring, buying goods, services or works from an external source, often via a tendering or competitive bidding process. It focuses on creating efficiencies that build on procurement expertise, systems and processes that will save council significantly in time and dollars. Procurement includes open tenders, private tenders, contract management, creditors and financial management. It is also about achieving best value for money for the acquisition of goods and services.

“The Local Government Act 1989 requires councils to seek best value for their community and publicly tender contracts worth \$150,000 or more for goods and services and \$200,000 or more for capital works. Council must comply with the Act unless they have been granted an exemption by the Minister for Local Government or entered into a contract because of an emergency” (VAGO Report – Tendering in Local Government 2010).

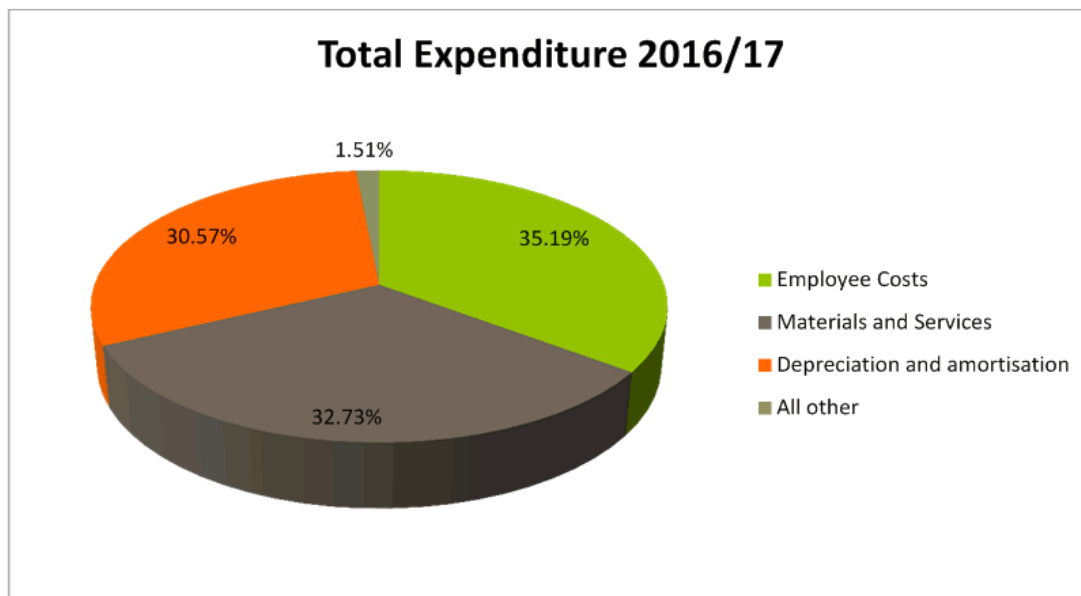


Figure 1: Procurement Cycle

Why review procurement?

Local Government spends more than \$7.2 billion annually on goods, services and works. Most expenditure is on roads, construction, waste management and plant (*VAGO Report Tendering and Contracting in Local Government*).

Loddon Shire Council spends over \$9 million on goods, services and works (or almost 33% of expenditure). In 2016/17 most expenditure was on building work, waste management, road works and plant.



Procurement is also a regular focus area in internal and external audits, indicating that it is a significant area of risk for councils. Increasingly, procurement practices in a number of councils have been reviewed by oversight agencies and resulted in significant reputational damage for those councils involved in reviews where gaps have been identified.

What are the short-term opportunities for improvement?

Through a combination of desktop reviews of existing written materials (e.g. policies, procedures, audit reports) within the organisation, benchmarking across the sector, stakeholder interviews, and case studies this service delivery review identified a number of opportunities for improvement including:

- the development of a Procurement Framework
- revision of existing procurement policies and financial procedures
- the adoption of a contemporary chart of accounts
- an accounting system and software which captures forward commitments
- finalising the contract management framework and identifying preferred contract management software (including a contract register)
- training in procurement (including tender/quote evaluation, signing and sealing documents, contract management, using vendor panels, identifying conflicts of interest, appropriate documentation, managing aggregate spend, secondary employment issues)
- reviewing the code of conduct to reflect changes to conflict of interest and secondary employment
- joining the MAV LEAP program

During stakeholder interviews one stakeholder said:

*“we need to be compliant
before we consider best practice.”*

By implementing the opportunities for improvement summarised above and detailed in this paper Council will be increasing its level of compliance and establishing a strong foundation for best practice.

What are the longer term opportunities for improvement?

As part of the stakeholder engagement, the 2010 Department of Planning and Community Development Capability Assessment tool was used to determine Council's appetite for the level of procurement capability desired at Loddon Shire Council (refer to Appendix 1).

Given the resourcing limits at Loddon Shire, it is unrealistic to aspire to 'best practice'. What is achievable is aspiring to 'best practice for Loddon Shire'. By using Loddon Shire Council's values and behaviours 'best practice procurement at Loddon Shire' would be demonstrated through:

- **leadership** - 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** - 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** - having justifiable reasons for decisions and actions, obtaining value to money, continuously improving, keeping proper records, and submitting to scrutiny
- **impartiality** - being fair by being fully informed, considering only relevant matters, and dispassionately assessing without fear, favour or bias
- **respect** - 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

Longer term Loddon Shire Council could consider:

- centre-led procurement activities (including vendor panel support, tender support, spend analysis reporting) with a procurement specialist
- a shared service approach with other neighbouring municipalities
- installing contract management software to support the contract management framework
- using an online portal for the tendering process
- vendor panels to enable easier and quicker management of seasonal and or emergency type works as well as large contracts.

Benefits of implementing improvement opportunities

Recent studies have indicated that improved procurement practices can result in savings of 5%¹. For Loddon Shire this could result in savings of \$450,000. This far exceeds the cost of employing a dedicated procurement officer.

What next?

It is recommended that the short term opportunities for improvement be implemented this financial year (2017/18) and that the longer term opportunities for improvement be considered in future financial years.

¹ <http://www.consultaustralia.com.au/docs/default-source/infrastructure/better-procurement/the-benefit-of-better-procurement-web.pdf>

1 PURPOSE

The purpose of this report is to provide a summary of the information gathered and analysed during the review of procurement within the Loddon Shire Council which has informed the recommendations in this report.

2 REVIEW OBJECTIVE

This service delivery review considered how Council’s procurement functions can be improved to increase effectiveness and efficiency.

Procurement is the act of finding, acquiring, buying goods, services or works from an external source, often via a tendering or competitive bidding process. It focuses on creating efficiencies that build on procurement expertise, systems and processes that will save council significantly in time and dollars. Procurement includes open tenders, private tenders, contract management, creditors and financial management. It is also about achieving best value for money for the acquisition of goods and services.

3 METHODOLOGY

This review was undertaken as a pilot for the draft Loddon Shire Council Service Delivery Review Framework. Key elements of the review included:

- Undertaking a desk top review of existing documentation such as policies, procedures, registers, audit reports, 2010 Capability Assessment
- Benchmarking exercise with Macedon Ranges Shire Council, Central Goldfields Shire Council, Gannawarra Shire Council and the City of Greater Bendigo
- Stakeholder engagement, including staff and contractors
- Case Studies

To assist with limiting the scope of the review to a manageable level given the resources and time available there were a number of questions the review sought to answer:

<p>Where could we be?</p>	<ul style="list-style-type: none"> • What does best practice strategic procurement in a local government context look like and how do we compare?
<p>Where are we now?</p>	<ul style="list-style-type: none"> • What are the expectations of key stakeholders and how does this compare to the current procurement function? • How effective are the procurement functions in meeting their intended outcomes? • What are the issues and opportunities?
<p>What could we do to improve?</p>	<ul style="list-style-type: none"> • How can Council reduce the risks and increase the efficiency of its procurement functions? • How can procurement process be streamlined and made more user-friendly (includes processes, software, structure and resourcing)? • What service delivery model best achieves Council’s objective for strategic procurement into the future?

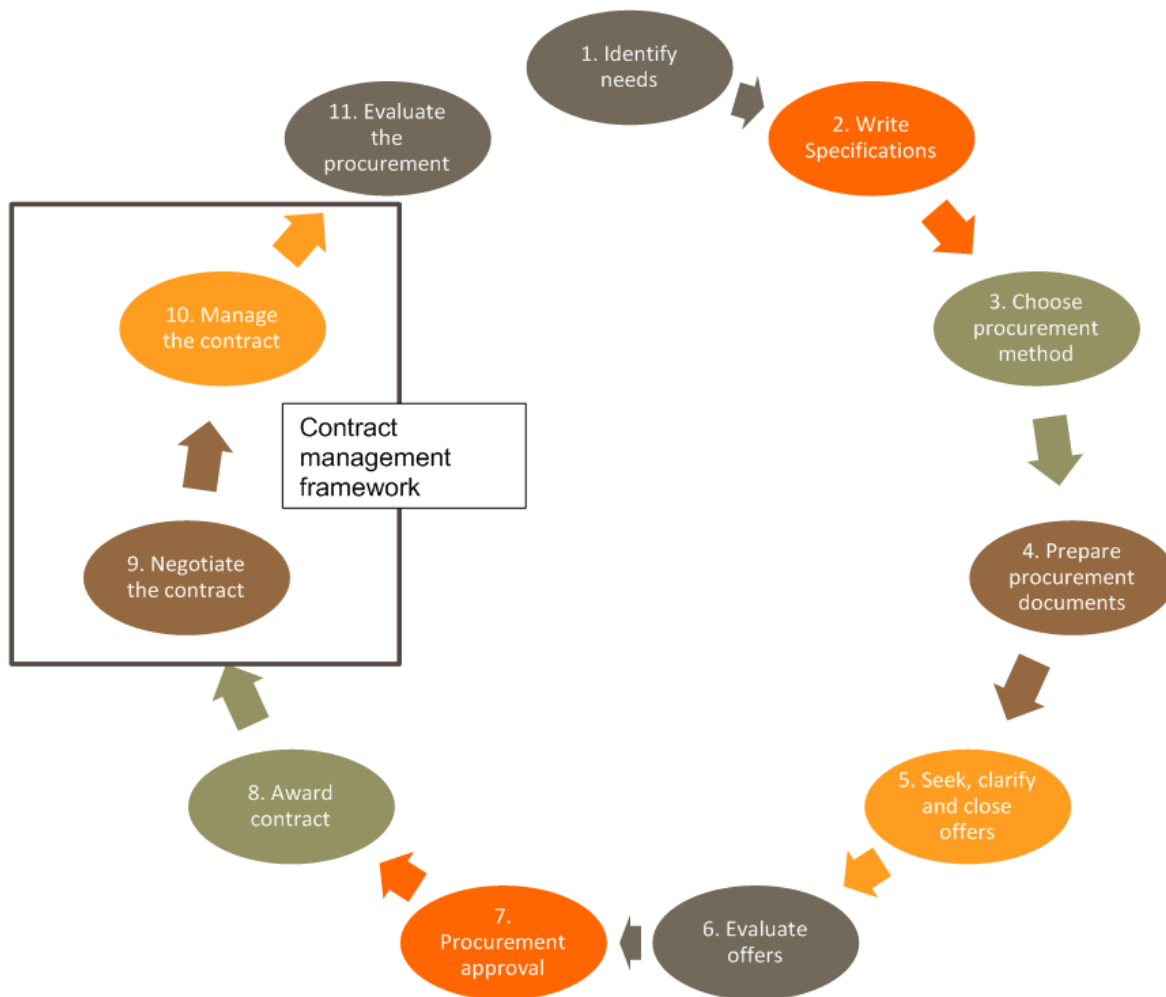
The scope of the review was also limited to recognise the contemporaneous work being undertaken in designing a contract management framework.

4 KEY QUESTIONS

4.1 What does best practice strategic procurement in a local government context look like and how do we compare?

4.1.1 What does a procurement process look like?

The procurement process is often thought about as simply a purchase order and paying an invoice. A more holistic view of the procurement process is set out below:



The scope of this review did not consider steps 9 and 10 in detail due to the contract management framework undertaking a review of this area of procurement. However, there are a number of recommendations which will be addressed through the completion and implementation of the contract management framework.

4.1.2 What might be included in a procurement framework?

After reviewing a number of procurement frameworks, potential key elements are set out below:



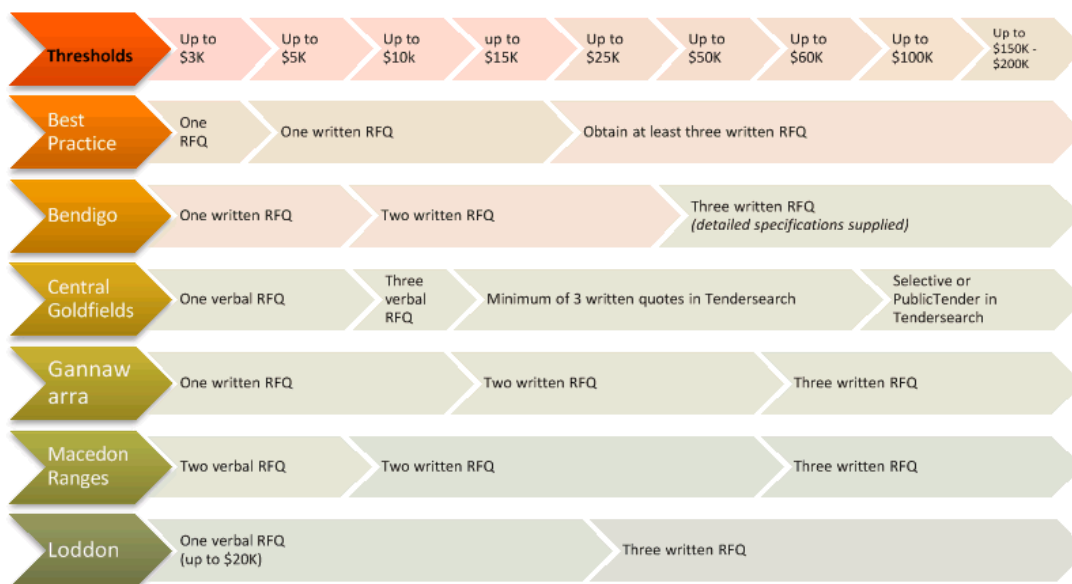
4.1.3 What do our peers do?

With the above two models in mind, benchmarking was undertaken against:

- City of Greater Bendigo
- Central Goldfields Shire
- Gannawarra Shire Council and
- Macedon Ranges Shire Council.

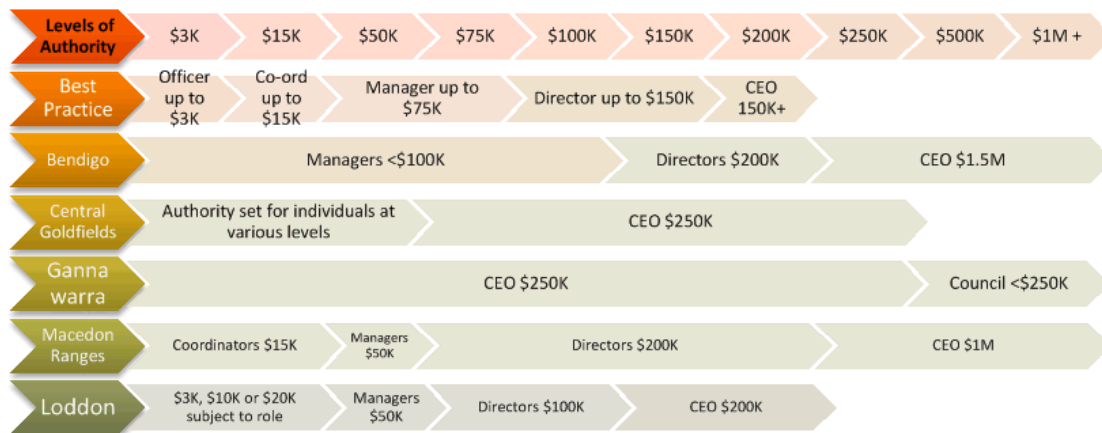
Key observations during the benchmarking are set out below:

- Thresholds
Loddon Shire is very generous in its thresholds with only one verbal quote up to \$20,000. Some staff actively seek more quotes to save money. Other Councils have much tighter thresholds aligned with MAV best practise guidelines. Loddon Shire is also out of sync with other municipalities and MAV best practise guidelines for expenditure between \$20,000 to \$150,000.



- Levels of Authority
Authorisation levels within Loddon Shire are mixed. CEOs in other municipalities have a greater level of authority. The City of Greater Bendigo CEO has up to \$1.5 million; Macedon Ranges CEO has \$1 million. Loddon has the level of authority in line with the legislated tender thresholds of \$150,000 for goods and services and \$200,000 for capital projects. Other Councils provide a report to the Council after awarding a contract.

The Local Government Best Practice Procurement Guidelines 2013 indicate a typical level of authority would be up to \$3000 by some officers; \$3,000 to \$15,000 for the team leader, \$15,000 to \$75,000 for the department manager and \$75,000 to \$149,999 for the Director. Authorisations also cover the approval of variations and set maximum values of variation as a percentage of the total value of the contract before the need for approval is escalated to a senior level.



- Tenders and contract management**
 Macedon Ranges Shire Council, the City of Greater Bendigo and the Central Goldfields all use an online portal for the management of tenders and electronic contract management software. Gannawarra only uses the portal to manage the tenders but manages their contract on a spreadsheet. Some councils were no longer using the Tender box, however Greater Bendigo and Gannawarra have retained theirs to enable contractors who are not so IT literate to tender. Because all of the four councils are using an online portal for the management of their tenders they all have a transparent approach to responding to questions. These four councils publicly display all contractors who tendered and the outcome of the tender.
- Contract document filing**
 Four of the Councils, being Greater Bendigo, Macedon Ranges, Central Goldfields and Gannawarra utilise their electronic records management system for the filing of their contract documentation. All retain a hard copy. Macedon Ranges have reduced the hard copy to the signed and sealed contract and the letter of offer outlining the documents which form part of the contract. All other documentation is stored electronically.

 Electronic contract documentation is on the horizon. Mildura Rural City Council has recently introduced electronic signing of documents.
- Contract types**
 The types of contracts are similar between all of the Councils with the exception of Greater Bendigo. There is a mixture of Australian Standards (AS) contracts and Maddocks documents used. The City of Greater Bendigo use a suite of contract documentation developed by Russell Kennedy with a minor hybrid variation to the annexure used in the tendering process, but use the final AS annexure in the original awarding of the contract. This way they only pay the royalties on the one annexure.
- Vendor panels**
 All of the benchmarked Councils utilise Vendor Panels in particular via the MAV or Procurement Australia for plant, fleet, energy, insurance etc. Some of the Councils use internal vendor panels successfully and report that it reduces workload in the longer term.

- Tender evaluation and conflict of interest
The evaluation process in other councils uses a formula based evaluation tool. Conflicts of interest are declared. Greater Bendigo goes a step further and has a procurement specialist chair the tender evaluation team and not participate in scoring. The Electronic Contract Management Service (ECMS) used by Goldfields and Macedon provides a function to enable this process.
- Organisation model for undertaking procurement
Three of the councils have a centralised approach (a single central group undertaking all procurement), while Gannawarra describe their approach as initially decentralised (dispersed procurement undertaken within individual departments) and then centralised at the end.
- Shared services
All municipalities have had some experience with shared services. Macedon Ranges, Greater Bendigo and Central Goldfields are open to having a shared procurement arrangement potentially across the region.
- Cumulative Expenditure or Aggregate Spending
The benchmarked councils have a range of responses from most being silent to Macedon Ranges Shire Council stating that cumulative expenditure is as per the public tendering threshold.

4.1.4 Summary of benchmarking

	Best Practice	Bendigo	Central Goldfields	Gannawarra	Macedon	Loddon
Procurement Policy	Available to the Public	Available on Council's web site	Available on Council's web site	Available on Council's web site	Available on Council's web site	Available on Council's web site
Authorisation levels	Available to the Public	Included in procurement procedure	Included in procurement procedure	Included in procurement procedure	Included in procurement procedure	In-house only in Advent Manager
Tender management	Portal	Portal	Portal	Portal	Portal	Manual
Contract management	Portal	Portal	Portal	Manual	Portal	Manual
Question responses	Portal	Portal	Portal	Portal	Portal	No system
Tenders on public display	Yes	Yes	Yes	Yes	Yes	Limited to council reports
Tender box	Not required but if used a failsafe system required to ensure transparency and accuracy for all tenderers.	Used	Not used	Used	Not used	Used
Portal	Yes	TenderSearch	TenderSearch	Tenderlink	TenderSearch	None
ECMS	Yes	Tech1	Nimblex	Spreadsheet	Nimblex	None
Vendor Panels	Yes	MAV, Procurement Australia and internal	MAV, Procurement Australia and internal	MAV, Procurement Australia and internal	MAV, Procurement Australia and internal	MAV and Procurement Australia
Evaluation process	Yes	Formula based evaluation used (ECMS)	Formula based evaluation used	Formula based evaluation used	Formula based evaluation used (ECMS)	Manual
Procurement approach	Centre led	Centre led	Centre led	Mixed	Centre led	Decentralised
Cumulative spend	Open to interpretation; the Act is silent; consider best value principles, accountability and transparency (VLGBPPG2 013)	Silent	Silent	Silent	As per the public tendering threshold requirements	Silent

4.2 What are the expectations of key stakeholders and how does this compare to the current procurement functions?

The review considered expectations of key stakeholders including:

1. Oversight agencies including the Independent Broad-based Anti-corruption Commission, the Victorian Ombudsman and the Victorian Auditor General's Office
2. Sector bodies such as MAV
3. Internal Auditors
4. Council (through policies and procedures)
5. Staff (through interviews)

An overview of these expectations is set out below.

4.2.1 Oversight agencies expectations

A series of Independent Broad-based Anti-corruption Commission (IBAC) reports and Victorian Ombudsman and Victorian Auditor General's Office (VAGO) reports were reviewed. Most reports involved Councils within Victoria. Two other reports were also studied: the IBAC reports into the Procurement Unit at the Dame Phyllis Frost Correctional Centre and also into the procurement issues at Bendigo Health.

A summary of the key issues identified in each report is set out below:

- **IBAC Operation Nepean – The Dame Phyllis Frost Correction Centre**
 - Failure to comply with conflict of interest policy
 - Failure to obtain three quotes
 - Additional quotes submitted after work performed and invoiced
 - Lack of purchase orders for amounts more than \$2,000
 - Splitting invoices to ensure they fell below thresholds that would otherwise require further quotes or be subject to a tender
 - Excessive variations
 - Failure to segregate duties and working contrary to the Procurement Policy
 - Unactioned complaints from staff who advised proper processes were not being followed
 - Culture of being a law unto themselves
 - Safety concerns where family members were employed but did not have the qualifications to perform the roles
 - Inadequate supervision of the employee at the centre of the investigation
 - Not having appropriate permits in place for works required
- **IBAC Operation Liverpool - An investigation in to Bendigo Health**
 - Use of contract materials for private purposes
 - Sale of assets without proper authorisation
 - Proceeds of sale of assets paid to personal account
 - Consistently failed to comply with procurement process, including failing to obtain the required number of quotes, and raising purchase orders after the invoice had been received
 - Agreeing to quotes that contained insufficient detail and subsequently involved significant variations
 - Prepared unauthorised RFQs and contractual terms that placed organisation at significant risk of liability should the integrity of the buildings fail
 - Charged personal expenses to projects associated with the new hospital
 - Directed subordinates to take leave from organisation to work on his personal renovation

- Breached probity by accessing documents related to the tender
- Exploited position for personal gain by receiving hospitality from contractors and arranging for work to be undertaken at his home as well as home of friends

- **Victorian Ombudsman – A report on misuse of Council resources**
 - misuse of council resources for personal gain
 - nepotism where family members benefited through either employment and or access to council resources,
 - bribery by getting the contractor to do works for a family member for no payment because “I give you a lot of work elsewhere” (quid pro quo) or paid in alternate means not aligned to council e.g. a slabs of beer and or cash in hand
 - pressure being applied to subordinate staff to undertake work for family member
 - use of a fuel card for private purposes.
 - *“It was evident from my investigations that longstanding employees who have not adopted new codes and policies as their cultural norm present a particular risk, exacerbated where outlying units remote from head office can operate as fiefdoms.”*
- Victorian Ombudsman June 2016

- **IBAC - A review of integrity frameworks in six Victorian councils**
 - insufficient focus on risk management
 - insufficient recognition of the importance of integrity and conflicts of interest
 - lack of controls around cash handling, quotations, tendering and aggregate spend
 - inadequate technology to assist with minimising misuse of resources
 - code of conduct inadequate in addressing use of council resources
 - leaders focussing on culture or controls rather than achieving a balance between the two
 - inadequate focus on promoting intolerance of misconduct and corruption
 - inadequate training on protected disclosures, fraud, corruption, secondary employment
 - inadequate culture of reporting fraud
 - inadequate oversight by audit committee of corruption risks
 - use of council equipment for personal gain
 - inappropriate use of secondary employment

- **Victorian Ombudsman’s investigations - City of Port Phillip**
 - inadequate identification and declaration of conflicts of interest
 - inadequate procedures for awarding tenders and managing cumulative spend
 - inappropriate use of secondary employment
 - poor record keeping
 - inappropriate responses by management to reports of alleged misconduct
 - failure to inform council or audit committee of non-compliance issues as the problem became apparent
 - issues that contributed to deficient procurement practices were:
 - inattentive culture with respect to procurement practices
 - decentralised procurement model
 - lack of resources
 - lack of technical expertise
 - lack of training
 - inadequate oversight
 - poor record keeping
 - inadequate resources allocated towards procurement
 - tender evaluation panel decision making was not recorded clearly
 - tender documentation may have deterred a number of contractors submitting

- lack of objectivity in evaluating submissions
- inadequate use of a probity plan
- reference checking of tenders was either non-compliant or unreliable
- City of Port Phillip to amend their Tender and Contract Management guidelines to include:
 - documenting the roles and responsibilities of all panel members, including any additional external members
 - provision of an opportunity during the tender process for tenderers to respond to any concerns the panel may have
 - clarification and strengthening of reporting and endorsement procedures
 - documentation and record keeping requirements
 - consideration of how to measure to past performance during the evaluation phase and how to conduct the assessment including whether additional 'current' references will be checked.
 - tender feedback procedures
- staff performance plans of Senior Executives did not sufficiently reflect the need for knowledge of and compliance with procurement procedures as a performance measure
- CEO to provide the Audit Committee with regular reports that reflect compliance/non-compliance with laws legislation and policies
- Audit Committee to conduct a review of procedures to ensure that instances of non-compliance with legislation or policies are identified and brought to its attention
- compliance of procurement processes with procurement legislation to be a standard item on the agenda of the Executive Team meetings
- Finance Unit to regularly report to the Executive Management Team and Audit Committee
- Maintain a register of tender and procurement non-compliance issues which is reported quarterly to the Audit Committee
- Develop a Conflict of Interest policy and institute regular conflict of interest training for all staff
-

4.2.2 Sector expectations

In addition to the above reports the Victorian Local Government Best Practice Procurement Guidelines 2013 (Procurement Guidelines)² was taken in to consideration as well as the recently released MAV Benchmarking To Enhance Council Procurement Outcomes: A snapshot of Local Government Procurement within Victoria – FY17 (the MAV Benchmarking Paper)³.

The Procurement Guidelines developed by the Victorian State Government are a comprehensive document to assist in the development of a robust strategic procurement model enabling the philosophy and model to be embedded into the governance arrangements for the councils.

It covers the principles, the legal framework, strategy and organisation, probity, accountability, the procurement cycle, planning, implementation, managing, performance management and reporting.

² <http://www.mav.asn.au/policy-services/procurement/Documents/Victorian%20Local%20Government%20Best%20Practice%20Procurement%20Guidelines%202013.pdf>

³ <http://www.consultaustralia.com.au/docs/default-source/infrastructure/better-procurement/dae---consult-australia-final-report-050215---96-pages.pdf>

Contained within this document is discussion regarding three organisational models for undertaking procurement:

1. Centralised - single central group undertaking all procurement
2. Decentralised- dispersed procurement undertaken within individual departments
3. Centre led - a blend of decentralised and centralised procurement models

The centralised model leverages council spending and drives standard policy, process and technology decisions as well as implementation from a central point. While offering greater leverage and operational efficiencies, centralised structures often result in higher incidences of unapproved spending and process circumvention. This model may have higher staffing costs and be less flexible and responsive to operational needs.

The decentralised model provides departments with autonomy and control over supply, process and technology, decision, as well as procurement execution. This structure improves satisfaction at the department level but fails to leverage council spending. It is usually costly to operate and leads to inconsistent supply cost and performance across the council. The Victorian Auditor General's Office found the lack of central oversight in five councils that were audited resulted in inadequate and inconsistent practice, including insufficient monitoring of both expenditure levels and adherence to probity standards, and an insufficient review of effectiveness. (*Tendering and Contracting in Local Government, Victoria Auditor General's Report February 2010, page 17*)

The centre-led approach allows procurement action to take place in the department whilst policy, strategy, technology, best practice and networking are led by a centralised unit. This model is seen as best practice

Currently the Loddon Shire is operating under a decentralised model.

The MAV Benchmarking Paper shares key sector performance figures, establishes benchmarks and highlights existing opportunities for creating the platform for greater procurement outcomes within Councils. The findings in the Paper are based upon data and feedback from Council's participating in the MAV LEAP Program, a program to improve procurement practices.

The key findings in the report include:

- Procurement Maturity - A targeted approach to procurement development has realised an increase in procurement maturity within the sector.
- Process Efficiency - There has been an increase in the efficiency of payment processing with a reduction in invoices and an increase in purchase card usage for transactions below \$1,000.
- High Spend Suppliers - The number of suppliers used by Councils with over \$150,000 spend during FY17 has grown slightly, increasing Council legislative compliance activity.
- Uncontracted Spend - More contract information is being captured through Council ERP systems providing better clarity on the usage of Council contracts.
- Local Spend - Council spend with local suppliers is slightly down on last year however there was an overall increase in local spend in Councils that have specific local supplier development targets.
- Regional Spend - Councils increased their spend with suppliers within their broader regions.

Opportunities for improvement identified the MAV Benchmarking Paper include:

- Procurement Maturity - The maturity of the sector would be greatly enhanced through a targeted approach from Councils in the People, Sustainability, Category Management and Results & Benefits dimensions.

- Process Efficiency - By establishing more consolidated invoicing arrangements with suppliers, increasing the use of purchase cards and targeting high transaction volume categories further process efficiencies can be achieved.
- High Spend Suppliers - Reviewing high spend suppliers provides an opportunity to investigate the alignment of this spend to specific category strategies or supplier engagement expectations within the categories.
- Uncontracted Spend - The clarity of contract spend will be enhanced by greater contract data being gathered through Council ERP systems. In particular, contracts within the Legal & Conveyancing category may be an opportunity to gain further value for money.
- Local Spend - The Plant & Vehicles and Temporary Labour categories generally offer an opportunity to increase the percentage of local suppliers used by Councils.
- Regional Spend - A review of out of region spend will highlight opportunities for Councils to increase their percentage of regional suppliers used and regional collaborative procurement programs provide a platform to gain further value for money through regional aggregation.

It is not unreasonable to expect that Loddon Shire Council can benefit from participation in the LEAP program.

4.2.3 Internal Auditors

A number of audits have been undertaken over the years and identify the same issues observed during this review some of which have still not been resolved.

The organisation has an internal audit program based on a risk approach. Areas that have been highlighted as a potential risk to Council have been prioritised in the program. A number of audit reports from the recent one to two years were reviewed, including:

- Review of contract management,
- Review of purchases and issues from council depot stores including purchases on credit cards and
- Review of accounts payable.

Whilst some recommendations have been actioned, a number of outstanding actions remain a risk identified by the auditors.

Based on the outstanding recommendations the following actions are suggested:

- 1. A new chart of accounts to empower managers to have more control and understanding of their budgets and to enable better reporting of the cost of a service.**
- 2. A new finance system is procured to increase efficiency, enable electronic purchase orders and enable capturing of forward commitments.**
- 3. A procurement specialist is appointed to support better procurement policies, procedures, practices and systems.**
- 4. A contract management system is purchased through a competitive process.**
- 5. A online tendering process is established and supported.**
- 6. Timely implementation of all outstanding audit recommendations to reduce the risk to the organisation.**

4.2.4 Council expectation

Procurement framework

Council is lacking a Procurement Framework, which would set the Council direction for managing this important governance feature of Council.

Procurement policy

A procurement policy is in place and reviewed annually. At the time of writing this report it was silent on a number of aspects of a contemporary procurement policy including vendor panels, aggregate/cumulative spend and the need to operate in a competitive environment. The policy has an accounts payable focus rather than a procurement focus. The current policy is silent on thresholds and the National Competition Policy. The evaluation criteria could be strengthened. The policy refers to staff and contractor code of conduct but does not mention the Councillor Code of Conduct. The Municipal Association of Victoria (MAV) has developed a template to guide councils however that document could also be enhanced. A number of Councils have excellent policies which could inform the development of a revised procurement policy.

Procurement Procedure

The procurement procedure references the Levels of Authority instrument of delegation which is located on Advent Manager. Attaching to the procedure as an appendix would help to inform staff of their obligations. Currently the thresholds are placed in the procedure, where other councils have these within the policy. This procedure was heavily focused on the accounts payable role and not inclusive of all aspects of procurement.

Contracts and purchase orders

Many finance processes do not capture contract numbers which creates inefficiencies and errors in payments and costing.

Building and Construction Industry Act implications

Key staff within the organisation were not familiar with the Building and Construction Industry Act. This Act has significant impact on the organisation when paying contractors. In the event that invoices reference this Act and are not forwarded to accounts payable in a timely manner they are automatically considered to be accepted after the payment date falls due. It does not apply to all contractors but is being used more frequently by companies in particular medium to larger business.

Council Credit Cards

The organisation has issued credit cards to certain staff across the organisation. There is currently a practise of the cards being used by others not the card holder. This practise is not recommended by the banks.

It is recommended that a discussion take place with the internal auditor to regarding acceptable and practical use of credit cards and that the policy and procedure be updated to reflect this discussion.

4.2.5 Staff expectations

The current expectations are many and varied. Some are very happy with the current system of manual purchase orders as it is simple and easy for the individual, but lacking an awareness of the implications this has for the organisation in managing their commitments. Some have expressed concern that the findings of the review will increase their work loads. Some have stated that they are too busy for any additional workload. Others have highlighted that some of the current practises are of concern; they know that they are wrong, but have not said anything about these publicly but shared their concerns for the purpose of this review.

The majority expressed frustration with difficulty in managing their budgets including not always being able to see the income, overheads and on-costs, making it difficult to manage grants in

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particular. Many expressed concerns that they have to undertake many manual extrapolations when responding to requests for additional information. They expressed frustration with not being able to see commitments in their financial reports and needing to toggle between two pieces of software when trying to review their budgets on a monthly basis.

Some staff said they only know what they know in as much as they have not seen other systems. Some staff members who have experienced other software are even more frustrated with the accounting system and the chart of accounts.

Most staff thought that procurement commenced with the manual purchase order and had limited knowledge about managing contracts or end-to-end procurement. Some staff members who have had the opportunity to see how other councils undertake their procurement and contracts management recognise that the current practices at Loddon Shire Council are dated at best, and inappropriate or non-compliant at worst.

The Capability Assessment tool (Appendix 1) developed by the Department of Planning and Community Development was completed by the former CEO and the Director of Corporate Services in 2010. Most items assessed at the time were thought to be sitting at Level 1 and/or Level 2. Contained within Appendix 1, items in **light orange** are the levels assessed by the CEO and Director Corporate Services in 2010. Some items were not evaluated by the CEO at the time.

During this review staff were asked to highlight what level the organisation was at on the Capability Assessment tool. Some staff declined to answer as they felt they had no knowledge of the current practice. Most answered that we are operating predominately at level one, with a few twos and some have indicated we are not doing any of the items identified. It appears there has been very little change since the 2010 assessment. The items in **grey** indicate where Loddon Shire Council would be in 2017 based upon the evidence collected during this review.

Some staff members are actively thinking about ways to improve on the current approach to procurement. These include:

- having a procurement specialist would improve systems and assist in managing large funded projects
- the split between the role of contract management and procurement would be best practice
- implementing an electronic purchase order system which would enable capacity to record commitments
- training
- standardise contract documentation to ensure correct usage
- standardise evaluation
- standardise advertisements
- do more joint tenders for economies of scale
- recognise the issue of aggregate spend
- development of vendor panels

4.3 How effective are the procurement functions in meeting their intended outcomes?

Having reviewed best practice, undertaken benchmarking against other councils and conducted a desktop review of existing internal documentation and reviewed sector reports by oversight agencies, some observations can be made about the effectiveness of the procurement function at Council.

4.3.1 General observations

Policies and procedures

The current policies and procedures do not articulate the whole picture of procurement and have a strong focus on accounts payable. This could be a contributing factor to the lack of awareness or understanding of procurement. Some procedures are purely how to manuals for the user of the software.

Chart of accounts

Currently the organisation operates on a chart of accounts which is challenging for staff members to understand and manage their budgets. An inconsistent approach across the organisation has some departments where the revenue is aligned to their expenditure in their budgets, and other departments have the income located within the Financial Services Department budget and reports. This has been a long standing issue and results in staff keeping separate spreadsheets in an attempt to manage their budgets. It is understood that the current chart of accounts was implemented in 1998.

A move to a contemporary chart of accounts with income and expenditure aligned within departments or capex accounts would be beneficial. A chart of accounts which allocates all on-costs and overheads across departments would be more reflective of the true cost of service provision or works and would assist the organisation during grant applications and acquittals. Alternatively, on-costs and overheads could be set at an agreed percentage to enable easier applications for grants and determinations of the costs of delivering a service. The current practice is a manual extrapolation of finances for grant applications and acquittals. A contemporary chart of accounts would also enable the organisation to manage commitments better.

Purchase orders

The current practice of manually creating and managing purchase orders is a major issue for the organisation. This provides a significant risk as there is a diminished capacity to be aware of the commitments let alone manage them. The accounts payable officer can only pay invoices and often the manual purchase order is missing or the invoice is missing. Variations to contracts are being handled manually.

An electronic purchase order system with controls to reflect levels of authority and thresholds would be a significant step into contemporary practice.

Specifications and contracts development

Employees are not aware of the correct documentation to be used in the development of specification and contractual documentation. There is little understanding of the use of the Australian Standards contracts. Whilst the organisation has entered in to an agreement with the MAV on the use of the Australian Standards there are a variety of hybrid documents being used.

Contract formalities

Signing, sealing and dating contracts practises vary and clearer direction is required. The documents contained or aligned with the contract needs to be identified within the contracts. The contracts sighted did not list the relevant associated documentation. Whilst a contract has taken place through the offer, acceptance and consideration combined with on many occasions

a Council report, the current status of the documentation is often incomplete, and potentially exposing the organisation when it comes to managing variations and defects.

Filing/registering of documentation

The quality and integrity of the filing of documentation is inconsistent. The K drive is used the most, but often within the contract subfolder. The amount of data filed on InfoVision, the corporate Electronic Records Management System (ERMS) is minimal. There is clearly more contract management and associated documentation and information filed on the K drive. The majority of the documentation found on either the ERMS or the K drive was not signed. On occasions some were signed electronically but not put in to a PDF format resulting in the potential for the signature to be lifted.

Evaluation process

As identified by previous audits, the evaluation process is lacking. Various and inconsistent methods are being used from no formal evaluation in some instances of RFQs to a variety of approaches in the public tenders. The evaluation criteria is not aligned with the criteria as currently articulated in the Procurement Policy and a variety of versions have been used. The current practice is subjective in nature. The criteria matrix sighted does not have a formula base to support the officers making their recommendations. Past audit reports indicated that three people as a minimum should be evaluating tenders. This is not occurring consistently. There is no qualitative recording to validate the rationale of the scoring. Conflict of interest is poorly managed during this phase of the process, and on occasions there was evidence of a lack of objectivity.

Staff knowledge and skills

Overall the majority of staff lack a thorough understanding of what procurement actually means. For most it was the lodging of the purchase orders manually. There is limited to no understanding of the notion of the purchaser/provider split and the independence of procurement as a governance arrangement.

Manual purchase orders

The Loddon Shire Council does not have in place an electronic purchase ordering system. Many staff have been given a purchase order book which has purchase orders in triplicate. The respective staff member completes the purchase order which is then provided to the accounts payable officer. As this is very much a manual task it is reliant on the staff providing to the accounts payable officer the invoice. In the event that purchase orders and invoices need to be checked off there is currently a system whereby staff go to the central manual filing system (bookshelves in the finance department) to retrieve the relevant documentation and leave the file open until the documentation is returned. This can result in paper audit trails being compromised.

This process also results in forward commitments not being shown in the finance system. This contributes to staff using workarounds to manage their budget.

4.3.2 Case Studies

A series of case studies were randomly selected and undertaken to gain an understanding of the effectiveness of current procurement function. Good practice and opportunities for improvement are summarised below:

- **Case Study 1: awarding a contract**

Good Practice	Opportunities for improvement
Detailed specifications provided	Incomplete/inaccurate contract documentation
Signed and sealed and dated instrument of agreement sighted	Sighted tender addenda with 4 addendums
	Finance not advised of retention monies clause
	Evaluation process not clear
	Inconsistent approach to tenderers pricing opportunities
	Conflict of interest declaration incomplete
	Inadequate OHS compliance
	Lack of signed documentation on K drive and EDMS
	Excessive variations

Recommendation (Case Study 1):

- 1. Provide training to all contract and project managers, and administrative staff in managing projects, contracts and procurement.**
- 2. Implement a centre led approach in managing procurement to minimise risk to the organisation.**
- 3. Provide training on the importance of filing all signed contract documentation on the organisations EDMS.**
- 4. Provide training on the signing and sealing of contracts.**
- 5. Develop systems to ensure retention monies are able to be actively managed.**
- 6. Provide professional development be provided to ensure all staff understands the significance of conflict of interest and probity.**

Case Study 2 – contract management

Good Practice	Opportunities for improvement
Pretender documentation was systematic	Unable to access copy of signed advertisement
Sighted request for tender document with closing date	No evidence of tender box registration document
Usual conditions listed in annexure	Evaluation criteria inconsistent with procurement policy
	Bank guarantee requested but not evident
	Questions asked by tenderers not transparently answered
	Undated evaluation score sheet
	Tender panel not stated
	No evidence of conflict of interest declaration
	No contract located in safe
	Contract signed by employee on a date before they started
	Contract documents incomplete
	Awarded contract price different to purchase order and with insufficient detail to explain difference
	Excessive variations
	Inappropriate use of secondary employment
	Contracted pricing, progress certificates and variations did not match project costs

Recommendation (Case Study 2):

- 1. Provide training on contract, project and procurement management to all contract and project managers.**
- 2. Implement a centre led approach in managing procurement to minimise the risk to the organisation.**
- 3. Provide training on the importance of filing all signed contract documentation on the organisations EDMS.**
- 4. Provide training on the signing and sealing of contracts.**
- 5. Amend the Code of Conduct regarding secondary employment and inform staff of the implications of inappropriate use of secondary employment.**
- 6. Inform staff they are not to undertake work as a subcontractor on a project when not listed as a subcontractor.**
- 7. Provide training and develop better systems for managing bank guarantees and retention monies**

Case Study 3 – tendering

Good Practice	Opportunities for improvement
Staff member raises concerns about procurement practice	Written legal advice not received before responding to procurement issue
Staff member seeks legal advice about procurement issues	Inadequate guidance for staff regarding Council's expectations on aggregate spend
	Inadequate understanding of contract splitting

Recommendations (Case Study 3):**1. Update the procurement policy to address aggregate spend issues**

Two other case studies were undertaken with similar opportunities for improvement identified to Case Study 1 and 2.

4.4 What are the issues and opportunities?

Whilst the preceding sections identify a number of opportunities for improvement, most of the issues identified can be addressed through updates in policies and procedures, training and development, upgraded/new software and additional staff resourcing.

#	Issues	Opportunities
1	Chart of Accounts unwieldy whereby most managers are still struggling to understand them in spite of training. Many are still using spreadsheets in an attempt to manage their budgets and capital works projects.	<ul style="list-style-type: none"> • Implementation of a contemporary chart of accounts • Empower the Executive and Managers in the development of the chart of accounts with guidance from a specialist in this field. • Provision of training in financial reporting for all finance staff, Executive, Managers, Project managers and Contract Managers and co-ordinators.
2	Lack of contemporary budget and financial management software	<ul style="list-style-type: none"> • Implement contemporary financial management and budgeting software. • Provision of training for all finance staff, Executive, Managers, Project managers and contract managers and co-ordinators in the use of the new software
3	Staff struggling to understand their budgets	<ul style="list-style-type: none"> • Budgeting and monthly reporting of income and expenditure to be provided at the department level
4	Difficulty in managing commitments for both income and expenditure	<ul style="list-style-type: none"> • Implement a contemporary financial management and budgeting software which captures and reports forward commitments • Include an electronic purchase order and accounts payable system with delegated levels of authority embedded

#	Issues	Opportunities
5	Lack of transparency in tendering	<ul style="list-style-type: none"> • Development of a Procurement Framework as a statement to the public and potential contractors/suppliers • Review the current policy to meet national competition requirements including highlighting the thresholds for procurement • Training to increase awareness of compliance requirements as a minimum standard • Implement contracts management software • Implement an online portal for the managing of the tendering process • Public displaying on notice board and the Council web page to advise of the online portal and tender box for each contract • Develop a more objective evaluation system with scoring formula based around the criteria contained within the Procurement Policy • Establish a Project Control Group (PCG) that oversees the project leading up to procurement and contract management. • Ensure conflict of interest is declared and signed and dated by the evaluation panel prior to commencement of the evaluation. • Clear documentation of the evaluation process including the various stages, the shortlisting process and subsequent meetings and variations to contract pricing. • Strict management of the contract register • Stricter management of the number of people on the tender evaluation panel • Stricter management of the number of people opening the tender box.
6	Policies and procedures don't reflect contemporary procurement practices	<ul style="list-style-type: none"> • Review policies in line with contemporary procurement practices
7	Transparency of thresholds of procurement. This information is not available to the public as it is in Advent Manager and an internal procedure	<ul style="list-style-type: none"> • Include in the Procurement Policy and locate on the web for the public and potential tenders.
8	Levels of accountability not clearly available to staff	<ul style="list-style-type: none"> • Embed the levels of accountability within the procurement procedure and upgraded/new software

#	Issues	Opportunities
9	Lack of understanding of purchaser and provider split resulting in a conflict between the project manager, the contract manager and the procurement process.	<ul style="list-style-type: none"> • Provision of training for staff on this approach to ensure the integrity of procurement is maintained at all times. • Separation of procurement from contract and project management to ensure integrity and probity.
10	Non-conforming specifications	<ul style="list-style-type: none"> • Develop skill set for staff to be able to develop specification's for some projects • Engage contractors to develop design and building specifications • Develop skill set for staff to be able to read and interpret specifications to ensure that all relevant items are included.
11	Lack of or understanding for the need for a quantity surveyor	<ul style="list-style-type: none"> • Develop an awareness of the importance of a quantity surveyor report at the various stages of a design and construct project. • Ensure specifications request a quantity surveyor report at the concept design phase and at the completed documentation for detailed specification stage.
12	Non-conforming contract submissions	<ul style="list-style-type: none"> • Strengthen the polices on non-conforming tenders • Provide education in the management of non-conforming tenders
13	Lack of tender software to publicly manage the tendering process.	<ul style="list-style-type: none"> • Establish online portal linked to contract management software (ECMS) and to EDMS.
14	Lack of Contract Management software	<ul style="list-style-type: none"> • Procures an electronic contract management system (ECMS) which is aligned to the online tendering portal and the EDMS.
15	The Contract Register is not managed and controlled adequately.	<ul style="list-style-type: none"> • Ensure a single point of access and truth for the recording of the contracts
16	Lack of probity	<ul style="list-style-type: none"> • Engage a procurement specialist, or • Enter into a shared arrangement with other local governments for an independent procurement entity to manage the procurement process thus ensuring probity.

#	Issues	Opportunities
17	A lack of awareness regarding aggregate and or cumulative spending and reluctance of staff to develop vendor panels either internally or externally due to the work required to establish.	<ul style="list-style-type: none"> • A contemporary financial systems be procured which has the capacity to monitor financial spends across all departments with report writing capabilities to assess suppliers and products as required. • Implement vendor panels with external agencies • Implement vendor panels within the organisation (to be established procurement specialist) • Utilise vendor panels for temporary and or casual recruitment, purchase of quarry type products, fleet, telecommunications, IT hardware, utilities, fuel and any other major service required by the organisation.
18	Mixed and various approaches to evaluation of tenders/RFQs.	<ul style="list-style-type: none"> • Develop a standardised evaluation template with formula base to assist in an objective marking • Ensure all templates indicate which stage of the evaluation process e.g. Stage 1, Stage 2 • Ensure all evaluation forms are dated and named and signed by the evaluating team • Ensure a minimum of 3 people be on the evaluation panel • Ensure completion of conflict of interest declaration • Ensure when conflict is evident the panellist is removed from the process.
19	Inadequate procedure for opening of tender box manually	<ul style="list-style-type: none"> • Establish and implement a procedure for opening tender box • Work towards an online tendering system e.g. Tender Search or Tenderlink which will provide transparency in the electronic opening of the tenders at the specified time • Ensure that a list of all tenderers is on display after opening of the tender box-excluding prices.
20	Inadequate advertising of tenders on web and in newspapers and the inability to locate these documents on the K drive or Info Vision.	<ul style="list-style-type: none"> • Register advertising documentation in EDMS

#	Issues	Opportunities
21	Incomplete registering of documentation	<ul style="list-style-type: none"> The procurement of a contemporary electronic document management system Provide education on registering documentation Ensure final hard copy of the contract is filed in the safe Develop specific suite of documents for use by contract managers which meet Australian Standards requirements and obligations.
22	Evidence of non-conforming tenders getting the contract	<ul style="list-style-type: none"> Standardised evaluation criteria in line with the Procurement Policy are used. That in the event where OH&S systems are non-conforming that this be an automatic failure as part of the evaluation process.
23	Lack of conflict of interest declaration or poor attempts at declaration.	<ul style="list-style-type: none"> Ensure conflicts of interest are declared prior to the evaluation process. Establish a standard form which is signed and dated by all panellists Ensure that a panellist removes themselves from the process if there is a conflict of interest
24	Evidence of Reports to Council with one stating that it was commercial in confidence and another not indicating that, but both final public reports excluded the report.	<ul style="list-style-type: none"> Provide guidance on the protocol for reports to council for the awarding of contracts Provide guidance on commercial in confidence
25	Signing and sealing of Contracts inconsistent	<ul style="list-style-type: none"> Ensure the procurement policy covers the signing and sealing of contracts. Ensure contracts are dated when signing.
26	Lack of understanding on a multiple of procurement issues including legal requirements	<ul style="list-style-type: none"> Provide training on purchaser /provider split; the difference between project management, contract management and procurement; methods of procurement; thresholds; levels of accountability; specification writing; use of procurement related software; tender evaluations; tender box opening; conflict of interest; council reports for tenders; contracts for different purposes
27	Lack of understanding of secondary employment issues	<ul style="list-style-type: none"> Include a statement in the staff, volunteer and contractor code of conduct that secondary employment/business has to be approved by the CEO
28	Inconsistent management of bank guarantees and/or retention monies	<ul style="list-style-type: none"> Develop a consistent approach in utilising either bank guarantees and or retention monies.
29	No Conflict of Interest Procedure	<ul style="list-style-type: none"> Develop Conflict of Interest Procedures

#	Issues	Opportunities
30	Inability to source documented referee checks on the K drive	<ul style="list-style-type: none">• Develop as part of the Tender and Contract Guidelines the need for referee checks and the procedure in obtaining same and the recording of documentation.
31	Lack of Tender and Contract Management guideline for staff	<ul style="list-style-type: none">• Develop Tendering and Contract Management Guideline

4.5 How can Council reduce the risks and increase the efficiency of its procurement functions?

A range of options are available to Council in addressing the risks and increasing efficiency. The Capability Assessment tool in Appendix 1 represents the full spectrum of responses. The challenge is to determine which approach is 'best practice for Loddon'. Using the headings from the tool, the following ideas would help to reduce the risk and increase efficiency:

- Leadership and influence
 - Appoint a procurement specialist
 - Procurement specialist involved in all capital expenditure
 - Involve procurement specialist early (identify need stage)
 - Develop a culture which values a procurement specialist
 - Procurement specialist assists with identifying opportunities to improve procurement
 - Procurement specialist contributes to long term financial plan and budget development
- Procurement strategy and organisation
 - Procurement strategy developed and updated annually
 - Procurement supports rest of organisation in co-ordinating expenditure
 - Clear role statement for procurement function aligned to business objectives
 - Regular review of procurement structure and design
- Process and governance
 - Use of procurement acquisition plan
 - Analysis of expenditure by segments and values and review of supplier performance
 - Policies and procedures online and include document control consistent with ISO9000
 - Self-auditing helps to improve procurement process
 - Risk assessment for all key areas of expenditure
- People and skills
 - Professional procurement staff who engage well with staff and deliver results
 - Qualified procurement staff
 - Resource planning, career development and continued professional development for procurement staff
 - Procurement staff experience and competent in each area of expenditure
- Supplier management
 - Supplier information shared among councils and state government
 - Mechanisms in place for suppliers to know how to be selected by Council
 - Regular communication with existing and potential suppliers in addition to website and tender portal
 - Size of supply base optimised and new suppliers subject to controlled process
 - Key performance measures in place and managed for key supply arrangements
- Use of technology
 - Financial and performance data helps identify value for money opportunities
 - Use of software that enable procurement processes, improve productivity, lower costs and improve compliance
 - Automated purchase order and invoice matching and payment
 - Intranet provides wide range of tools and guidance
 - Internet used to assist suppliers
- Sourcing and collaboration
 - Spend analytics application used to monitor trends and identify opportunities
 - Use of procurement planning document to deliver benefits to Council
 - Analytical tools, templates and guidance available on intranet and used to make procurement decisions
 - Working with other councils and using LGV's standard suite of RFQ/RFT and contract templates
 - Stakeholders work with procurement specialist to achieve better outcomes
 - Continuously looking for new areas for joint initiatives with other councils

4.6 How can procurement processes at Loddon Shire Council be streamlined and made more user-friendly (includes processes, software, structure and resourcing)?

Based upon the observations set out in this report the following actions are recommended:

Recommended Actions	Timeframe with existing resources
1. Develop and implement new chart of accounts.	With implementation of new finance software
2. Upgrade the current finance software (Attache) to enable electronic purchase orders and accounting for forward commitments.	June 2018
3. Purchase and implement a new finance software to allow for increased efficiency and transparency.	Purchase – August 2018 Implementation – 2018-2020
4. Development of a Procurement Framework.	June 2018
5. Review and strengthen the Procurement Policy and Procedure.	June 2018
6. Engage a procurement specialist to support people, policies, procedures and systems.	By September 2018
7. Purchase a contract management system.	With new finance software
8. Establish an online tendering process.	By June 2018
9. Develop standard contractual documentation to suit a range of projects.	From December 2018
10. Establish vendor panels to improve organisational efficiency.	From December 2018
11. Finalise the contract management framework.	June 2018
12. Implement outstanding audit recommendations relating to procurement to reduce the risk to the organisation.	Through implementation of new finance software
13. Deliver training on procurement including tender evaluation, conflict of interest, signing documentation, the importance of filing all contract documentation on the organisations EDMS, contract management, signing and sealing of contracts, secondary employment.	From April 2018
14. Implement a centre led approach to managing procurement to minimise the risk to the organisation.	From September 2018
15. Review the Staff, Volunteer and Contractor Code of Conduct in relation to secondary employment/business and conflicts of interest.	By June 2018
16. Review the Corporate Credit Card Policy and Procedure to ensure it meets reasonable and practical standards and ensure staff are aware of the standards.	By June 2018
17. Participate in MAV LEAP program	From April 2018



4.7 What service delivery model best achieves Council's objective for strategic procurement into the future?

In the longer term, a centre led procurement model in a regional shared services arrangement with other local councils would be the best approach. This model would enable shared resources and systems creating efficiencies and effectiveness.

Currently discussions are taking place between Macedon Ranges Shire Council, the City of Greater Bendigo, Central Goldfields and Loddon Shire Council who have submitted an application for funding to secure the software which would enable this model to be implemented.

In the shorter term, it would be prudent to engage a procurement specialist to assist with the implementation of identified improvement opportunities.

4.8 What are the benefits of implementing improvements?

By implementing the actions outlined in 4.6 the following benefits could be realised:

- increased efficiency in procurement processes
- greater transparency of transactions
- improved governance of the procurement process
- reduced opportunity for fraud and corruption
- increased savings of around 5% of spend⁴
- better contract management to ensure receipt of ordered goods
- improved audit outcomes
- reduced risk of compliance issues
- reduced risk of reputational damage resulting from investigation

⁴ <http://www.consultaustralia.com.au/docs/default-source/infrastructure/better-procurement/dae---consult-australia-final-report-050215---96-pages.pdf>

5 COSTING AND FUNDING OF ACTIONS

Note: numbers after each action refer to the number of recommended action in 4.6 above.

Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source
Implement revised Chart of Accounts (1)	\$0	In kind	\$0	LGV funding
Upgrade Attache (2)	\$8000	\$0	\$8000	IT Reserve
Implementation of a new financial software (3)	\$230,000	\$0	\$230,000	IT Reserve
Annual license for finance system (3)	\$22,500	\$0	\$22,500	Operational
Develop Procurement Framework (4)	\$0	\$0	\$0	Operational (existing or new resource)
Review Procurement Policy and Procedure (5)	\$0	\$0	\$0	Operational (existing or new resource)
Temporary full time procurement specialist to develop policies procedures and systems and process. (6)	\$42,712	\$0	\$42,712	Operational - Assume 6mths at Band 6A with on costs at \$85,423
Ongoing procurement specialist within the centre led regional procurement model and subject to the arrangement. (6)	\$42,712	\$0	\$42,712	Operational - Assume part time at Band 6A with on costs at \$85423
Purchase of software for the contract management system (7)	\$22,500	\$0	\$22,500	IT Reserve
Annual licence for contract management system (7)	\$12,000	\$0	\$12,000	Operational
Establish online portal for the management of the tendering process (8)	\$5,000	\$0	\$5,000	IT Reserve
Annual licence for online portal (8)	\$3,000	\$0	\$3,000	Operational
Develop standard contract documents (9)	\$0	\$0	\$0	Operational (existing and new resource)
Establish vendor panels (10)	\$0	\$0	\$0	Operational (new resource)
Finalise contract management framework (11)	\$0	\$0	\$0	Operational (existing resource)
Finalise outstanding audit recommendations relating to procurement (12)	\$0	\$0	\$0	Operational (existing and new resource)
Training estimate (13)	\$40,000	\$0	\$40,000	Operational (existing and new resource)
Develop centre led approach in year 1 (14)	-\$225,000	\$0	-\$225,000	Estimated savings 2.5%
Implement centre led approach in year 2 (14)	-\$450,000	\$0	-\$450,000	Estimated savings 5%

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Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source
Review Code of Conduct (15)	\$0	\$0	\$0	Operational (existing resource)
Review Corporate Credit Card Policy and Procedure (16)	\$0	\$0	\$0	Operational (existing resource)
Join MAV LEAP program (17)	\$9000	\$0	\$9000	Operational
Participate in MAV LEAP program (17)	\$9000	\$0	\$9000	Operational
Total over 2 years	-\$228,576	\$0.00	-\$228,576	Estimated saving

APPENDIX 1: CAPABILITY ASSESSMENT REPORT STAFF FEEDBACK

(Developed by the Department of Planning and Community Development 2010)

Items in **pink** are the identified levels by the CEO in 2010 as to where the organisation was positioned. Some items were not evaluated by the CEO at the time. The items in **grey** are where evidence would suggest that organisation is situated in 2017.

5.1 Leadership and Influence

Assessment	Level 1	Level 2	Level 3	Level 4
1.1 Who is Responsible for Councils Procurement activity?	Procurement is carried out by a number of people across council with no one person being accountable for the procurement activity.	Several departments have their own separate Procurement activity (i.e. Shared Services/IT/Engineering etc.)	Some level of co-ordination of the Procurement activity is taking place through a steering group or similar and is being managed by a person at Executive Level	Council has appointed a professional Procurement Manager to the Executive, who reports directly to the CEO and is responsible for all of Councils expenditure.
1.2 What Level of involvement does Procurement have across all areas of expenditure?	Procurement is primarily involved with managing the purchase of common use terms such as stationery/office equipment etc. and is not involved with other areas of spend such as Municipal Infrastructure or IT.	Procurement is responsible for a large part of council's operational expenditure. However, there are still a number of occasions where decisions on major areas of capital expenditure do not involve procurement	There is wide spread recognition of the need for professional procurement input into all of Council's expenditure. There are only a few projects that do not involve Procurement in the selection, appointment and management of suppliers or contractors.	Procurement is involved with all capital operational expenditure and has been structured to provide support for specialist areas of spend such as Engineering/IT.

Assessment	Level 1	Level 2	Level 3	Level 4
1.3 How early is Procurement involved in new projects?	Procurement is only involved when a project reaches a stage where there is a need to issue a Request for Quotation or tender	Some stakeholders are starting to involve Procurement at the early stages of planning for a new project or major area of expenditure	Council has adopted a Strategic Procurement process and Procurement is now involved early enough to work collaboratively with Stakeholders to examine alternative sourcing options.	All key areas of expenditure are now subjected to a robust analysis of the business requirement using functional teams. This has resulted in a number of projects delivering significant improvements in value for money
1.4 What is the general perception of the procurement function?	Procurement is widely perceived as an administrative/clerical support function	In some departments procurement is seen as helpful and have put some good supply agreements in place- in other departments Procurement is seen as less flexible, with processes that add workload rather than value	Procurement is widely acknowledged to be adding good value and is increasingly seen as an enabling business function by stakeholders.	Stakeholders highly value the role that Procurement plays and it is widely recognised as an essential business support.
1.5 How much confidence is there in the Procurement function?	They are perceived as doing a good job managing quote, tenders and purchase order processing tasks	Whilst it is necessary to involve Procurement to comply with Policy, most Operational/Department managers still believe that only they have the technical and detailed knowledge necessary to engage and manage a supplier or contractor.	Most Operational/Department managers recognise the importance of good procurement and that Council's Procurement function has the commercial skills necessary for engaging and managing suppliers/contractors.	Across council there is a high level of confidence in the Procurement functions ability to add value to any project through creative and thoughtful input.

Assessment	Level 1	Level 2	Level 3	Level 4
1.6 What Level of involvement does Procurement have in Council strategy and budget setting?	Procurement is not involved with either council strategy development budget setting and departmental business plans	Procurement is rarely involved in the development of council's business strategies at either department or council level although they sometimes assist with a departments budget setting	Procurement is frequently consulted on new projects or council business strategy where it involves suppliers/contractors, and is always involved with each department's budget.	Procurement is always involved in the early stages of any new department or council business strategy or project and is proactively helping departments to identify opportunities to improve management of their expenditure.
1.7 What does Procurement contribute to Council Business performance	There are no performance measures or targets to indicate the contribution being made by procurement	A basic measurement system has been established to record Procurement cost savings but the results are often open to interpretation and treated with some scepticism by other managers	Realistic targets have been set and a simple mechanism is in place to capture Procurements contribution (e.g. Cost Saving and Cost Avoidance). Results are signed off by managers or internal audit to ensure credibility	The capture and reporting of contributions being made by Procurement is well established and the results are used to provide the Basis for setting future council budget

5.2 Procurement Strategy and Organisation

Assessment	Level 1	Level 2	Level 3	Level 4
2.1 Does Council have a procurement Strategy and how well is it aligned to Council's goals?	There is no coherent Procurement Strategy	Different departments have developed their own Procurement Strategies. These are largely un-coordinated and not aligned to achieving Councils Stated goals and objectives	Whilst procurement have developed a single procurement Strategy for Council. It has not been widely communicated and therefor receives mixed support from the Executive and Departmental Heads.	Council's Procurement Strategy is updated annually and is approved by the Executive Management team and by Councillors to ensure alignment with council's stated goals and objects. All Stakeholders have a shared view or how procurement should be managed and implemented.
2.2 What level of cross business engagement and coordination of expenditure takes place	Each department manages its own expenditure with little or no coordination	Opportunities for sharing and coordinating the procurement activity have been identified. However, some departments are anxious not to relinquish control.	Procurement is well coordinated across departments and Procurement staff are in regular dialogue with stakeholders to proactively support them.	A cross-department steering group has been established to ensure that Procurement understands and meets department needs and has early visibility on all significant future Opex and capex expenditure

Assessment	Level 1	Level 2	Level 3	Level 4
2.3 Is there a role statement for the Procurement Function	There is no role statement for the procurement function	A role statement exists and has been endorsed by the Executive Tea. However Procurements role has not been well communicated	The role statement clearly describes how Procurement will operate across Council and has been endorsed by the Executive and communicated to all stakeholders.	The role statement is fully aligned to the business and accepted by all stakeholders. It provides Procurement with the remit to influence all areas of Council expenditure.
2.4 How is Procurement organised and structured?	There is no clearly defined Procurement structure. Procurement is managed by many different people and largely uncoordinated.	Whilst there is a clearly defined Procurement organisation, its influence is limited to only certain areas of expenditure and there are several departments without any dedicated procurement resources	The Procurement organisation has been through a number of changes and has evolved into its present structure (either centralised, or decentralised or centre based approach). However the current structure is not effective in meeting the needs of all stakeholders.	The current Procurement organisation and structure is a result of a detailed review. It has been designed to best meet the needs of council and is under regular review.

5.3 Process and Governance

Assessment	Level 1	Level 2	Level 3	Level 4
3.1 What processes are used to manage expenditure?	There is no structured procurement process awareness of analytical tools and techniques to validate sourcing decisions	A basis procurement process has been introduced to help validate sourcing decisions and this is supported by analysis and use of common reporting templates	For key areas of expenditure the procurement process has been followed, with decisions supported by the use of analytical tools and techniques and documented through the use of standard templates	Do all critical areas of expenditure there is evidence of a Procurement Acquisition Plan or similar, that has been developed using cross-functional teams and demonstrates a clear understanding of the business need, the supply market and how suppliers should be engaged and managed
3.2 How are low value/high volume spends managed	All expenditure is managed in the same way. There has been no attempt to differentiate the ways different types of expenditure that might be managed	As a large part of councils expenditure involves low Dollar expenditure on common use items, efforts have been made to try to consolidate expenditure through preferred supplier arrangements, However, a large part of Procurements resource is spent managing these small transactions	The purchase of a number of low value/high volume common use items (e.g. Stationery/couriers) is now being managed more efficiently with many orders being able to be processed electronically with payment being made through the use of a Procurement card.	All expenditure is analysed using segmentation techniques and all low value/high volume transactions are being managed using efficient and low cost methods. Procurement staff's time has moved to managing supplier performance rather than checking or processing transactions.

Assessment	Level 1	Level 2	Level 3	Level 4
3.3 Is there a Procurement Policy and Procedures Document?	A procurement policy exists but it is not easy to read and many sections and references require updating	The Procurement Policy is well structured, easy to use and widely distributed. The Policy has been signed off by the Executive Management Team.	The Procurement Policy is supported by a Procedure document that provides guidance and advice (particularly relating to section 189) and is available on the Council's intranet. Users have been trained in how to use the documents including simple and effective check list to ensure compliance.	The Procurement Policy and Procedures comprise of a comprehensive suite of tiered on-line documents with document control consistent with ISO9000 quality management. The Procurement Policy has been upgraded to embed the principles of Sustainability Procurement and is available to suppliers/contractors and others via the council's website.
3.4 How Does Council ensure compliance?	Council's procurement activity is occasionally subject to an internal audit although these generally only take place after a problem has occurred.	Periodic audits are made to assess compliance with Section 186 and other aspects of council's Procurement Policy. Audit recommendations are often difficult to implement as they fail to recognise the role of Procurement.	Auditors have a clear understanding of the procurement process and are able to make constructive recommendations and to identify ways in which compliance can be improved.	The procurement process has been developed to include a level of self-audit and internal audits are now seen as a way of improving the procurement process and not just as a compliance measure.

Assessment	Level 1	Level 2	Level 3	Level 4
3.5 What level of Risk Management takes place?	Risk management is not considered as part of the procurement process	Whilst Council has developed a Risk Management Policy, it does not specifically address procurement issues. Risk Analysis is not routinely completed as part of any procurement activity.	The Council has a well-defined Risk management Policy that address the supply side risks and a risk assessment is considered to be an essential part of the procurement process	For All key areas of expenditure, a detailed risk assessment (including the suppliers supply chain will have been completed by the project team prior to the engagement of a supplier

5.4 People and Skills

Assessment	Level 1	Level 2	Level 3	Level 4
4.1 What level of Procurement skills exist?	Many staff manage Procurement have more than one role and have limited Procurement skills and experience.	There will be a mix of experience within the Procurement team. Those with more experience will have received some formal Procurement training and may have a tertiary qualification.	The Procurement team will have a number of professionally trained and a qualified Member of the Chartered Institute of Procurement and Supply (MCIPS) staff led by a highly experienced procurement professional. The team will have strong teamwork and networking skills.	The Procurement team will be highly regarded by internal stakeholders for their procurement skills and professional approach. Their professionalism is evident by their ability to engage with staff at all levels and deliver results.
4.2 What Procurement training has been provided?	No formal Procurement training has been provided other than in the use of the Procurement systems/software to process requisitions, place orders and reconcile payments	Procurement Staff will have received a basic level of Procurement training but there is no framework in place to assess current levels of competency and to provide specific training to bridge any gaps.	A process for assessing levels of Procurement competency has been established along with a structured training program that has been designed to bridge and identify skill gaps.	The need for developing a competent and professional resource is well understood with all senior procurement staff having a degree and MCIPS. Programs are in place to continuously develop the team and attract new talent.

Assessment	Level 1	Level 2	Level 3	Level 4
4.3 What level of resources planning and career development takes place?	There is no understanding of how to size the number of Procurement resources needed with an over reliance on temporary labour to meet workload demand	The need for more specialist procurement skills is not well understood and no plans are in place for developing new resources. It is likely that Council continues to be reliant on temporary labour to manage parts of the procurement process	A strategy is in place to develop Procurement resources with the appropriate specialist skills. Inductions programs ensure new recruits are able to quickly assimilate into the workplace and are supported. The need for temporary labour is reduced.	Resource planning, career development and continued professional development are now part of a comprehensive Procurement Strategy. Procurement function seen as important springboard for career advancement and attracting new talent.
4.4 How are existing Procurement resources utilised?	The Procurement staff's workload and allocation of duties have not been reviewed in terms of best fit with either an individual's skill set or the categories of expenditure to be managed	The Procurement roles are largely determined by the needs of each department rather than the whole of Council. There is likely to be a duplication of activities and an uneven sharing of workload across Council departments.	The Overall Procurement resource required by Council has been mapped out against analysis of the Council's business requirement. Procurement staff have clear areas of responsibility with milestones and targets being regularly reviewed.	Procurement resources have been developed to have the appropriate level of experience/competency to manage each area of expenditure.

5.5 Supplier Management

Assessment	Level 1	Level 2	Level 3	Level 4
5.1 What level of information exists on Suppliers?	Information on suppliers is not formally captured or shared. Any information that does exist is anecdotal and not supported by documentation	Factual information on suppliers and supply markets is starting to be collected and shared	Systems are in place that enable stakeholders to easily find information on existing and potential suppliers	Council is proactively working with Councils, State Government Departments to share supply market intelligence and benefit from being able to efficiently access suppliers that are best able to meet Council's needs.
5.2 How are Suppliers selected?	Any supplier can be used as long as the process followed complies with Section 186	Procurement is starting to identify more efficient ways to engage suppliers. This includes the use of panels and pre-approved suppliers as well as short form RFT/RFQ/Contract documents that more appropriately reflect the level of expenditure and risk	A rigorous approach has been established to evaluate and select the best suppliers based on value and risk. This has resulted in a high level of compliance to preferred supplier arrangements.	The opportunity for suppliers to work with Council has become easier and mechanisms have been put in place to support and develop businesses.

Assessment	Level 1	Level 2	Level 3	Level 4
5.3 What level of communication takes place between Council and the supply market	Suppliers have limited awareness of a Council's future requirements other than through RQ/RT's issued in local newspapers	Suppliers and contractors can obtain information on Council's current and future requirements by accessing the Council's website or on line tender portal.	The Council's website has a procurement section which contains comprehensive information about council's future requirements as well as guidance on how to do business with Council. Suppliers can also receive automatic notification of Council tenders via e-tendering providers.	In addition to its website and tender portal, Council also regularly holds briefing sessions for existing and potential suppliers and is proactive in developing the local supplier community.
5.4 What planning and or strategy are done to manage the number of suppliers used?	There is no overall control or review of the number of suppliers being used by Council and the number of active suppliers continues to grow.	Finance and Procurement are aware of the need to manage the number of supplier being used and are starting to analyse spend to review the number of suppliers used in each category.	Tools and Techniques are routinely being used by Procurement to develop the procurement strategies required for each category of spend.	The size of the supply base required to support Council's operations has been optimised and the introduction of new suppliers is subject to a controlled process.

Assessment	Level 1	Level 2	Level 3	Level 4
5.5 How are suppliers managed after a contract has been awarded?	The level of supplier management varies greatly and there is no mechanism in place to prevent the use of suppliers who are known to have performed poorly	Most of Procurement's focus is on resolving issues around time/cost/quality. There is no process in place to strategically monitor supplier performance.	Supplier performance measures have started to be introduced as part of the tendering process and supported by internal training. Suppliers are aware of the performance data being captured and the need to achieve agreed performance levels	Key performance measures have been established for all key supply arrangements and there is evidence to show that proactive performance management has led to a reduction in disputes, improved levels of service and Value for Money.

5.6 Use of Technology

Assessment	Level 1	Level 2	Level 3	Level 4
6.1 What Level of IT capability exists within the Procurement team?	IT skills within the Procurement community are limited to basic word processing/spread sheets and emails. Training on more advanced analytical tools has not been provided.	Procurement staff are reasonably competent in the use of the normal business software and understands how to manage and manipulate data using pivot tables etc. and provide meaningful analysis.	Procurement staff have received advanced training on data analysis and are able to extract data and run reports with Council’s financial system	There is evidence to show that Procurement staff have been able to identify Value for Money opportunities as a result of their ability to extract and analyse complex sets of financial and performance data.
6.2 How is Council using Procurement technology as a business enabler?	The use of technology has been limited to mainstream business applications such as finance, document management rates etc.	Council financial system includes application that manage procurement transactions, warehouse and inventory management but has yet to extend the systems functionality to include contract management/spend analytics/e-tenders etc.	Council’s financial system includes applications that allow large scale data extraction/manipulation. Procurement has access to detailed category spend data and comprehensive contract management information.	Procurement has been able to secure investment in new software applications that enable procurement processes (e.g. e-sourcing, e-tendering, spend analytics etc.) and there is evidence to show that this improving productivity, lowering total cost and improving compliance.

Assessment	Level 1	Level 2	Level 3	Level 4
6.3 How are Councils Procure to Pay (P2P) process being managed	There are several different P2P processes being used (e.g. automated and manual) with a high level of manual effort. A large number of invoices are received without matching Purchase orders. Council has a poor record of on time payment to suppliers.	Council has recognised the importance of managing the P2P process from both a performance and cost perspective. The P2P processes have been mapped and transaction cost identified	Council is actively working to improve its P2P process and reduce the amount of manual effort required. Purchase orders and invoices are being issued/received electronically and are performance is reported regularly.	P2P processes have been automated as fast as practical with all transactions managed through the council's ERP system. All invoices received have a council Purchase Order and on time payment to suppliers is a key council objective.
6.4 What is being made of the Council's intranet?	Council's Intranet is basic and has limited procurement information	The Council's intranet is widely used as a source of information and has a procurement portal. Procurement content is mainly limited to basic procurement information such as Council's Procurement Policy.	Procurement is using the Council's intranet to proactively share information across the Procurement community and encourage use of the site as a repository for all key procurement information tools and templates.	The Council's Procurement Intranet portal is seen as a key communications platform for both the Procurement community and its Key stakeholders. The site provides access to a wide range of useful tools and guidance including market intelligence and links to the e-Hub.

Assessment	Level 1	Level 2	Level 3	Level 4
6.5 What use is being made of the internet and new web technologies?	Whilst access to the internet is permitted, its use is largely limited to searching for suppliers.	Whilst the Internet is increasingly being used by Procurement to access information, the main software applications used by Procurement are through the Council's financial system	The internet is the primary source of information for the Procurement community and is being used to routinely access sites supporting the Procurement process	Web 2.0 technologies are being used to facilitate greater interactive collaboration with other councils/suppliers and to make use of web based applications (e.g. spend analytics, e-learning etc.)

5.7 Sourcing and Collaboration

Assessment	Level 1	Level 2	Level 3	Level 4
7.1 What level of spend information is available and being used?	There is no real understanding of the total external spend. The Council’s financial system is likely to have limited functionality to capture information on suppliers and the types of purchases being made.	Procurement has developed a high level spend map from the Council’s financial system and completed an analysis of top ranking spends based on general ledger codes and suppliers	United Nations Standard Products and Services Code® (UNSPSC®), UNSPSC Coding has been introduced to categorise the spend and the council’s financial system has been configured to provide routine reports on spend by category/supplier/ cost centre etc.	A comprehensive spend analytics application is being used to track all Opex and Capex expenditure and is used to monitor trends and identify opportunities. Data allows tracking of compliance with pre-approved supplier or panel arrangements.
7.2 What documented Procurement strategies are in place?	There are no Procurement strategies in place	There are some projects where analysis and collaboration is starting and is being used to understand the supply market and develop a Procurement strategy	The Strategic Procurement processes is being applied for key areas of expenditure with tools and techniques being used to analyse information and document decisions	Council has mandated the use of a procurement Planning document (or similar) to develop appropriate Procurement Strategies for all key areas of expenditure and it has been successful in delivering significant benefits.

Assessment	Level 1	Level 2	Level 3	Level 4
7.3 What awareness and use is being made of Procurement analytical tools and techniques?	The use of analytical tools is limited to general business techniques such as SWOT analysis, brainstorming etc.	The need for a rigorous approach to Procurement decisions is recognised and the Procurement Team are trained in the use of a variety of strategic procurement analytical tools and techniques.	Procurement facilitating cross functional teams using analytical tools such as a supply positioning, supply chain mapping etc.	A suite of analytical tools, templates and guidance is available from the council's intranet site and these are consistently being applied to support all key procurement decisions.
7.4 To what extent are standard RFQ/RFT and other contract templates/documentation being used?	Council does not have a suite of approved standard tender or contract templates <i>(Whilst the attempt has been made to have a standardised suite of documents the reality is these are not be kept true to the original and as a result documents are a hybrid of earlier documents this putting the organisation at risk)</i>	Council has developed a number of standard templates for tenders and contracts although these are generic.	Council has developed a suite of standard RFQ and RFT and Contract templates based on value and risk which can be easily accessed and responded to by suppliers.	Council has worked collaboratively with other councils and adopted LGVs standard suit of RFQ/RFT and contract templates.

Assessment	Level 1	Level 2	Level 3	Level 4
7.5 What level of internal collaboration/team work takes place?	Collaboration between internal stakeholders and Procurement is limited to the quotation of tender process	Procurement is not involved early enough on projects to enable them to add value impacting cost and performance	Council has actively promoted the importance of team work and has provided basic training in both teamwork and project management. The training creates open and constructive internal relationships.	Stakeholders are familiar with the role of Procurement as a facilitator of the procurement process and work closely with Procurement to develop new concepts and approaches to achieve better outcomes.
7.6 What level of participation takes place in cross council initiatives	Procurement do not actively collaborate with other council's or organisations	Some Procurement staff have established links with their counterparts in other councils and opportunities for collaboration.	Links between Procurement staff in other councils are well established and collaborative opportunities deliver results.	Council's collaboration with other councils is well established. Procurement is continuously seeking to identify new areas for joint initiatives.

5.8 Sustainability

Assessment	Level 1	Level 2	Level 3	Level 4
8.1 What level of spend has a CEO buy focus?	There is no real understanding of the total ECO Buy external spend. The Council's financial system is likely to have limited functionality to capture information on suppliers and the types of purchases being made.	Procurement has developed a high level spend map from the Council's financial system and completed an analysis of top ranking spends based on general ledger codes and suppliers	United Nations Standard Products and Services Code® (UNSPSC®), UNSPSC Coding has been introduced to categorise the spend and the council's financial system has been configured to provide routine reports on spend by category/supplier/ cost centre/ECO Buy etc.	A comprehensive spend analytics application is being used to track all ECO Buy Opex and Capex expenditure and is used to monitor trends and identify opportunities. Data allows tracking of compliance with pre-approved supplier or panel arrangements.
8.2 What documented ECO Buy Procurement strategies are in place?	There are no ECO Buy Procurement strategies in place	There are some projects where analysis and collaboration is starting and is being used to understand the ECO Buy supply market and develop a Procurement strategy	The Strategic Procurement processes is being applied for key areas of ECO Buy expenditure with tools and techniques being used to analyse information and document decisions	Council has mandated the use of a procurement Planning document (or similar) to develop appropriate Procurement Strategies for all key areas of expenditure including ECO Buy and it has been successful in delivering significant benefits.

9.9 PETITION TO LODDON SHIRE FOR THE APPOINTMENT OF AN OFFICER FOR ENVIRONMENTAL SUSTAINABILITY

File Number: 17/03/007

Author: Steven Phillips, Director Operations

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: 1. Petition for the appointment by Loddon Shire Council of an officer for environmental sustainability

RECOMMENDATION

That Council:

1. provide a response to the Wedderburn Conservation Management Network informing them of Council's current efforts to address environmental and sustainability issues within Loddon Shire.
2. noting the information contained in this report, consider allowing an exception to the salary cap to allow for the appointment of a dedicated Environmental Sustainability officer as part of the 2018 – 2019 budget preparations.

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

A petition that conforms to the requirements of section 32 of Council's Local Law No.1, Process of Municipal Government was tabled at the February 2017 Ordinary Council meeting. The petition requests that Council appoint a dedicated officer for environmental sustainability.

BACKGROUND

The petition was initiated by the Wedderburn Conservation Management Network and is supported by the following committees:

- Loddon Plains Landcare Network Committee
- Friends of Kooyoora
- Mt Korong Eco-watch Association Inc.

Council's Environmental Sustainability Strategy 2013 – 2018 Action Plan in section 6 waste, under item WA5 identifies as a recommended action as follows: "*Investigate opportunity to employ an environmental sustainability officer within Council to champion waste management, vegetation management and environmental issues as identified within the Environmental Sustainability Strategy.*" This action was given a priority of Medium, with no budget of funding source identified.

ISSUES/DISCUSSION

Council undertook an organisational restructure in 2016 and at that time consideration was given to creating a dedicated environmental sustainability officer position. As part of the restructuring process the required available funds to appoint a dedicated environmental officer were not able to be identified.

The Environmental Sustainability Strategy under the heading "budget Implications" identifies the financial implications associated with relevant actions in the Action Plan. It states:

“The action plan as seen attached within Appendix 1 identifies those projects, programs or initiatives identified for delivery over the life of this strategy. A number of the items contained within the action plan nominate a financial allocation to support the relevant activity which has potential implications for Council’s budget.

The majority of items associated with a financial resource requirement have however been identified on the assumption of securing external funding either through competitive grants or non-competitive state government allocations. A summary of each project nominally requiring a financial contribution/allocation is provided below along with a short statement regarding the potential funding strategy.”

In regard to action W5 of the Action Plan, the following is stated as identified in the petition:

“W5 – Investigate Full Time Sustainability Resource: Consideration will be given to the preparation of a business case to support the engagement of an internal staff resource with Loddon Shire to implement various actions identified within the Environmental Sustainability plan as well as undertake sustainability or environmental operations across the various areas of Council business. It is envisaged that funding for such a position would require either an increase in the operational salaries budget of Council or alternately securing of external funding. At this point in time no external grants have been identified for funding this position.”

Whilst it is understood that a formal business case has not been prepared, consideration was given to creating a dedicated environmental sustainability officer position as part of the organisation restructure as referenced above.

The functions of waste management, vegetation management and environmental issues currently sit with a number of Council employees, not one dedicated officer. An example of this is the Assistant Manager Works. This role has responsibilities for waste management, roadside pest plant & animal management along with other areas of responsibilities such as the Townscape Services team, plant procurement, contract management, waterway management and capital works. Other Council employees also have functions that support environmental sustainability such as the local laws planning compliance officer who is responsible for compliance matters relating to native vegetation removal. Council also takes advantage of available grant funding to support sustainability projects such as reducing energy consumption and these projects are delivered by various officers in Council depending on the nature of the project.

No external funding has been identified to date to fund a dedicated environmental sustainability officer. In the event that such funding was identified, Council would need to consider entering into an employment arrangement in the knowledge that funding from other sources is usually time limited. It is therefore likely that ultimately there will be an expectation that Council funds such a position from its own recurrent financial resources. Council employed a Landcare Coordinator between October 2002 and June 2009 funded through a State Government funded program. This position ended when the funding was discontinued, creating disappointment in the community.

Council has a salary cap in place limiting expenditure on staff positions which limits the opportunities to increase the number of employees. The Management Executive Group is currently considering a number of proposals for new staff positions as part of the preliminary budget deliberations and is cognizant of the constraints imposed by Council’s salary cap.

In the event of Council being supportive of recommendation 2 above, approaches will be made to nearby Councils to ascertain if there is interest in sharing an environmental sustainability officer position.

COST/BENEFITS

The cost of a dedicated environmental sustainability officer is approximately \$80k. Any increase in salary expenditure would impact on Council’s salary cap unless a reduction in service elsewhere is identified, freeing up the required funds.

A dedicated environmental sustainability officer responsible for waste management, vegetation management and environmental issues would provide a single point of contact for the community

and increase Council's focus and provide a greater level of service than is currently provided for in these areas.

RISK ANALYSIS

A risk to Council in appointing a dedicated environmental sustainability officer is breaching the set salary cap. The alternative would require a reduction in service in another area to cover the cost of such an officer. No suitable reduction in service has been identified to date. The risk in relying on external funding is that the position ends when the funding ends leaving a gap in community expectations.

Having a dedicated environmental sustainability officer would assist Council in achieving recommended actions in the Environmental Sustainability Strategy 2013 – 2018 and other Council plans such as the yet to be adopted draft Roadside Management Plan.

By not having a single dedicated officer championing environmental and sustainability issues, Council runs the risk of not meeting community expectations, as well as these matters being given a lesser focus by officers with other competing priorities.

CONSULTATION AND ENGAGEMENT

There has been no direct consultation or engagement with the Wedderburn Conservation Management Network in the preparation of this report.

The Director Community Wellbeing and the Chief Executive officer have been consulted as part of preparing this report.

Loddon Shire Council
41 High St Wedderburn
3518 Victoria

14.02.2018

From:	
To:	
Subject:	
RECD	05 MAR 2018
Refer to:	
Council	<input type="checkbox"/>
Disposal -	<input type="checkbox"/> Permanent <input type="checkbox"/> Other

Dear Loddon Shire Council,

Please find enclosed a petition for the appointment by Loddon Shire of an Officer for Environmental Sustainability.

Although this petition was initiated by Wedderburn Conservation Management Network, it is also supported by Loddon Plains Landcare Network Committee, Friends of Kooyoorra and Mt Korong Eco-Watch Association Inc.

In setting out the petition we have observed the guidelines contained in Loddon Shire's 'Guide for Petitioners', and we trust you will find our petition acceptable.

Please note that a total 76 signatures are found on pages 1,2,4,5 and 10. Simone and Chris Mason of Charlton accidentally signed twice.

Yours sincerely,



Kate Lee (on behalf of Wedderburn Conservation Management Network)
PO Box 94, Inglewood 3517
Ph 0423 857110
Email: katiecarrotlee@gmail.com

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PETITION TO LODDON SHIRE FOR THE APPOINTMENT OF AN OFFICER FOR ENVIRONMENTAL SUSTAINABILITY

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Some Victorian Councils such as Baw Baw, Indigo and Moyne enlist the expertise of an Environmental Advisory Committee made up of representatives from relevant Community Groups. Regular meetings of such representatives with an Environmental Sustainability Officer would ensure Loddon Shire stays abreast with current local environmental concerns and initiatives.

This petition was initiated by Wedderburn Conservation Management Network and has the support of the Committees of Loddon Plains Landcare Network, Friends of Kooyoora and Mt Korong Eco-Watch.

The petitioners therefore request Loddon Shire Council to honour its intentions as expressed in *LODDON SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY STRATEGY 2013-2018* by appointing an Officer for Environmental Sustainability.

NAME (Please print name)	SIGNATURE	ADDRESS (Please write full address)
Tandy Nelson		Chapel St Wedderburn
SECRETARY WCMN		
MICHAEL MOORE Secretary Friends of Kooyoora		29 Wakefield St Wedderburn. 3518
JEROEN VAN VEEN		PO BOX 203 WEDDERBURN 3518
JOHN (ANDY) HAY		46 HUNTER TANDARRA R070 KAMAROOKA 3570
Jean McCLYMONT		21 SWALES LA BRIDGEMAN 3516
BARRIE TAYLOR		351 Josephine Drive Wedderburn
James NELSSON LPLN Facilitator		46 Chapel St Wedderburn
JANET RICHARDSON WOLCH		BUCKLEBURN YULE
Simone Mason		6/10-14 High St Charlton
CHRIS MASON		6/10-14 HIGH ST CHARLTON.
JASON WISHART		-5 VERDON ST INGLEWOOD.
IAN FRASER		P.O. BOX 39 INGLEWOOD
James Booth		Lot 3 Wedderburn - Serpentine Rd Glenalbyn
Freya Mathews		459 Wedderburn - Deep Rd. Wedderburn.
Joy		
David G. Stewart		27 STANDISH WEDDERBURN RD
MAUREEN MOORE		29 Wakefield Street Wedderburn 3518
KATE LEE		719 Wedderburn - Serp Rd Glenalbyn 3517
ALFRED BELLI		1224 TIMMS LAKE RD SYLVATERRE

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NAME (Please print name)	SIGNATURE	ADDRESS (Please write full address)
M. MAY	<i>M. May</i>	29 Nixon St Inglewood
L. STAFFE	<i>L. Staffe</i>	35 BROOKED ST Inglewood
ROBERTA FOSTER	<i>R. Foster</i>	3 SERPENTINE RD BADGELOW ON
SIM IRWING	<i>S. Irwing</i>	691 Inglewood Powell Rd Rn
HELEN SUEZLE	<i>H. Suezle</i>	9 Creeth St, LONG GULLY 355
ROSSY SUEZLE	<i>R. Suezle</i>	" " " "
CHRIS MASON	<i>C. Mason</i>	10/10-14 WIGBY ST CHARLTON
Silvina Mason	<i>S. Mason</i>	" " " "

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NAME (Please print name)	SIGNATURE	ADDRESS (Please write full address)
JANET RICHARDSON	<i>[Signature]</i>	1307 BORUNG CHARLTON RD BUCKRA BAY VUE 3525
BETH CRUICK	<i>[Signature]</i>	143 BURTON ROAD BUCKRABAWYULE 3525
Colleen Bondiffe	<i>[Signature]</i>	REN 120 INGLEWOOD 3571 VIC 3571
Jim Hudson	<i>[Signature]</i>	23 WARD ST GOLDEN SQUARE 3555
KETH MURPHY	<i>[Signature]</i>	429 KAMAROOKA ST KAMAROOKA
Howard Wastell	<i>[Signature]</i>	Po Box 437 Bendigo 3552
Glenice Ficken	<i>[Signature]</i>	RSD 416 Fairley Rd FAIRLEY 3579
MANCORN FARLEY	M. Farley	371 FENTON WANE KERANG 3579
William (Bill) Boyd	W. Boyd	5 MITHAMO KIRANG ROAD MOLONG VIC 3575
Nick Marlow	N. Marlow	502 OTTOCK RD MOLONG 3575
GORDON PICKEN	<i>[Signature]</i>	35 VERDON ST INGLEWOOD
LIS MILLER	<i>[Signature]</i>	27 BROOK ST INGLEWOOD 3571
GREG BEAR	<i>[Signature]</i>	300 BEARS RD LODDON VALE 3575
JENNIFER SPENCE	<i>[Signature]</i>	889 TUNGARUKA RD TERRICK TERRICK 3575
LLOYD NAYLOR	<i>[Signature]</i>	63 VICTORIA ST PYRAMID HILL TERRICKS RIDGE WANDERER
Jeanette Naylor	<i>[Signature]</i>	63 Victoria St Pyramid Hill 3
CARL O'DONOGHUE	<i>[Signature]</i>	40 DUNNS RD KAMAROOKA NTH
Carmel Hay	<i>[Signature]</i>	161 Hunter/Tandara Rd Kamaroc
Anne Murphy	C. B. M	429 Kamarooka St Kamarooka 3570
SUE BENNETT	<i>[Signature]</i>	125 SMITHS RD YARRAWALLA 3575

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NAME (Please print name)	SIGNATURE	ADDRESS (Please write full address)
Karen Rothacker		88 Mysia East Rd Mysia.
Chris Rothacker		88 MYZIA EAST RD MYZIA
Garnet Hany		161 HUNTER Tandana Rd Kamarook
SANDY SPROULL		35 KAMAROOKA STONE RD KAMAROOKA
KEITH MURPHY		429 KAMAROOKA STONE RD. KAMAROOKA
Anne Murphy	C.B.M	429 Kamarooka Stone Kamarooka
VAN SPROULL		35 KAMAROOKA STONE ROAD, KAMAROOKA
John Childs		11 Wills Street Lockington 3563
IAN PENNY		SAHSBURY WEST
Roxanne Sargent		111 Hwy 07 BRIDGEWATER
Heather Apploby		Inglewood
Jeremiah Rose		719 Wedderburn - Sargents rd Glenalbyn.

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NAME (Please print name)	SIGNATURE	ADDRESS (Please write full address)
Laurie Maxted	<i>L Maxted</i>	Boort
Jo Maxted	<i>Jo Maxted</i>	Boort
S Maxted	<i>S Maxted</i>	Durham Ox
Don Rothacker	<i>D.A. Rothacker</i>	7 Victoria St Boort
Shane Verley	<i>Shane Verley</i>	503 Kerang Rd Boort
Jacqui Verley	<i>Jacqui Verley</i>	503 Kerang Rd Boort
Murray Brown	<i>M. Brown</i>	3483 Boort - W. Enderman Rd Boort
ALISTER McDUGAL	<i>Alister McDugal</i>	25 KING STREET Boort VIC 3537
IONY COOPER	<i>Iony Cooper</i>	15 Jubilee St Boort 3537
John Nelson	<i>John Nelson</i>	Box 95 Boort 3537
GILLIAN TWEDDLE	<i>Gillian Tweddle</i>	18 HANSTRONG, Boort, 3537
SHAYNE MORRIS	<i>Shayne Morris</i>	8 GORDON ST Boort
IAN ALLISON	<i>Ian Allison</i>	39 BARCLAY ST Boort
K. BIRT	<i>K. Birt</i>	21 BARCLAY ST Boort
A. Bramley	<i>A. Bramley</i>	20 JUBILEE ST Boort
K RITCHIE	<i>K Ritchie</i>	15 GORDON ST Boort
Sally Maxted	<i>Sally Maxted</i>	25 Whytecross Rd Durham Ox
Wayne Maxted	<i>Wayne Maxted</i>	DURHAM OX

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Many residents of Loddon Shire work in a voluntary capacity to promote the health and biodiversity of our flora, fauna and vulnerable ecosystems. Visitors to our area and a growing number of new residents come here to enjoy these natural assets. Likewise, Shire-wide participation of farmers in the Landcare movement shows a long-term commitment to sustainable land management.

Some Victorian Councils such as Baw Baw, Indigo and Moyne enlist the expertise of an Environmental Advisory Committee made up of representatives from relevant Community Groups. Regular meetings of such representatives with an Environmental Sustainability Officer would ensure Loddon Shire stays abreast with current local environmental concerns and initiatives.

This petition was initiated by Wedderburn Conservation Management Network and has the support of the Committees of Loddon Plains Landcare Network, Friends of Kooyoora and Mt Korong Eco-Watch.

The petitioners therefore request Loddon Shire Council to honour its intentions as expressed in LODDON SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY STRATEGY 2013-2018 by appointing an Officer for Environmental Sustainability.

Table with 3 columns: NAME (Please print name), SIGNATURE, ADDRESS (Please write full address). The table contains 15 empty rows for providing details.

PETITION TO LODDON SHIRE FOR THE APPOINTMENT OF AN OFFICER FOR ENVIRONMENTAL SUSTAINABILITY

We, the undersigned, petition Loddon Shire to appoint an Officer for Environmental Sustainability. We refer you to commitments undertaken by the Shire in its document LODDON SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY STRATEGY 2013-2018:

W5 - "Investigate Full Time Sustainability Resource: Consideration will be given to the preparation of a business case to support the engagement of an internal staff resource with Loddon Shire to implement various actions identified within the Environmental Sustainability plan as well as undertake sustainability or environmental operations across the various areas of Council business. It is envisaged that funding for such a position would require either an increase in the operational salaries budget of Council or alternately securing of external funding. At this point in time no external grants have been identified for funding this position."- page 7

A survey of Victorian Local Governments shows that not having an Officer for Environmental Sustainability (or equivalent) is the exception rather than the rule. Whether the position is full or part time, a portfolio given to an existing council officer or an officer shared with an adjoining Shire (such as Buloke Shire), it is essential to have a person on council available for local community groups and concerned citizens to consult with as the need arises. At present no such office exists. This does not reflect community concern within the Shire for the health of the natural environment nor the growing interest in sustainable farming practices.

Many residents of Loddon Shire work in a voluntary capacity to promote the health and biodiversity of our flora, fauna and vulnerable ecosystems. Visitors to our area and a growing number of new residents come here to enjoy these natural assets. Likewise, Shire-wide participation of farmers in the Landcare movement shows a long-term commitment to sustainable land management.

Some Victorian Councils such as Baw Baw, Indigo and Moyne enlist the expertise of an Environmental Advisory Committee made up of representatives from relevant Community Groups. Regular meetings of such representatives with an Environmental Sustainability Officer would ensure Loddon Shire stays abreast with current local environmental concerns and initiatives.

This petition was initiated by Wedderburn Conservation Management Network and has the support of the Committees of Loddon Plains Landcare Network, Friends of Kooyoora and Mt Korong Eco-Watch.

The petitioners therefore request Loddon Shire Council to honour its intentions as expressed in LODDON SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY STRATEGY 2013-2018 by appointing an Officer for Environmental Sustainability.

Table with 3 columns: NAME (Please print name), SIGNATURE, ADDRESS (Please write full address). The table contains 18 empty rows for signatures.

9.10 2018 MAV STATE COUNCIL

File Number: 02/04/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council:

1. endorse a Motion to the Municipal Association of Victoria State Council Meeting on 18 May 2018, seeking continuation of the funding assistance by the State Government to Local Government for the collection of the Fire Services Property Levy, and
2. seek support from the Murray River Group of Councils for the Motion.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

At the Council Forum on 13 March 2018, Council briefly discussed this matter.

BACKGROUND

The Municipal Association of Victoria is holding a State Council Meeting on Friday 18 May 2018. By email dated 9 March the MAV Chief Executive Officer sought motions from councils no later than 20 April 2018. As this is the last Council meeting before 20 April 2018, this is the last and only opportunity to seek Council's endorsement of any proposed motion.

Council is also a member of the Murray River Group of Councils (MRGC). At a recent meeting of the MRGC, members agreed to work towards State Council resolutions on common issues (either from the Group or from a lead council supported by other members).

ISSUES/DISCUSSION

Since 2013/14, Council has been collecting the Fire Services Property Levy on behalf of the State Government. Council has received some funding assistance each financial year to assist with offsetting the administrative costs associated with this task as set out below:

Year	Amount
2013/14	\$51,558
2014/15	\$38,134
2015/16	\$39,261
2016/17	\$40,421
2017/18	\$41,615

The State Government has made no commitment to extend the funding assistance beyond this financial year but expects Council to continue to collect the Fire Services Property Levy on behalf of the State Government, effectively shifting the cost to Council.

Without an extension of the funding assistance, Council will be providing an administrative service for the State Government without payment. Other councils will be in a similar position.

By raising this potential Motion with the Murray River Group of Councils, Council is likely to gain additional support for the Motion, increasing the likelihood that the Motion would be adopted at the MAV State Council Meeting. MAV would then be able to advocate to the State Government for the extension of funding assistance for the administration of the Fire Services Property Levy.

At this stage, no representatives of Council will be attending the MAV State Council Meeting due to attendance at the Rural Councils Victoria meeting scheduled the same day. Members of the Murray River Group of Councils will be approached to see if they support the motion and establish whether they would be willing to speak to the motion at the MAV State Council Meeting.

COST/BENEFITS

There is no direct cost involved in preparing the Motion and consulting with the Murray River Group of Councils, other than staff time.

RISK ANALYSIS

There is little risk associated with the preparation and lodging of the Motion and consulting with the Murray River Group of Councils.

CONSULTATION AND ENGAGEMENT

Councillors and some staff have been engaged in the development of the Notice of Motion. It is also proposed to consult with the members councils of the Murray River Group of Councils.

10 INFORMATION REPORTS

Nil

11 COMPLIANCE REPORTS**11.1 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS- BOORT TOURISM DEVELOPMENT**

File Number: 02/01/008
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Boort Tourism 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 Boort Tourism Development Committee of Management on 28 March 2017 and for the Boort Development Committee of Management on 26 September 2017.

Boort Business and Tourism Council Committee of Management and Boort Development Committee of Management recently merged to create Boort Tourism Development Committee of Management.

Council also revoked an instrument of delegation to the Boort Business and Tourism Council at the Council meeting on 24 October 2017. Council approved a change of name of Boort Development Section 86 Committee of Management to Boort Tourism Development at the Council meeting on 12 December 2017. Boort Tourism is currently operating under the instrument of delegation previously held by Boort Development Committee of Management while a new delegation or management agreement is being prepared.

BACKGROUND

Current Section 86 committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the committee. The committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous committee members will continue to hold office.

Clause 3.3 Membership of the committee outlines Council's preferred composition of the committee specific to each delegation, and states that Council seeks to provide broad representation to the committees.

For community based committees, at least 6 community representatives are preferred.

For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

ISSUES/DISCUSSION

Boort Tourism Development is a community based committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Position
Barry Barnes	President
Kerri Bedford	Secretary
Alistair McDougal	Treasurer
Barry Kennedy	Committee Member
Cindy Brown	Committee Member
Dot Beattie	Committee Member
Jida Gulpilil	Committee Member
John Nelson	Committee Member
Kelly Hird	Committee Member
Margaret Nelson	Committee Member
Marilyn Lanyon	Committee Member
Michelle Ashton	Committee Member
Paul Haw	Committee Member
Rob Ashton	Committee Member
Sharlene Stringer	Committee Member
Steve Lanyon	Committee Member
Suzi Kirkham	Committee Member

The Council representative for this committee is Cr Neil Beattie

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special committee and may at any time remove a member from a special committee".

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

11.2 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-INGLEWOOD TOWN HALL HUB

File Number: 02/01/023
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Inglewood Town Hall Hub Section 86 committee of management, effective immediately

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Inglewood Town Hall Hub Committee of Management on 23 May 2017. The position of president has been filled by committee member Enzo Scafati.

BACKGROUND

Current Section 86 committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the committee. The committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous committee members will continue to hold office.

Clause 3.3 Membership of the committee outlines Council's preferred composition of the committee specific to each delegation, and states that Council seeks to provide broad representation to the committees.

For community based committees, at least 6 community representatives are preferred.

For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

ISSUES/DISCUSSION

Inglewood Town Hall Hub is a community based committee with preferred representation requiring at least 6 community representatives. The following is a list of nominated representatives for the committee:

Name	Organisation/Position
Enzo Scafati	President
Brian Rodwell	Vice President
Jean McClymont	Secretary
Pauline Wellman	Treasurer
Frank Stoel	Committee member

A vacancy exists for a representative of the Inglewood Community Neighbourhood House (ICNH).

The committee is currently going through a review of its governance arrangements with the assistance of Director Wendy Gladman and is seeking endorsement of the above committee while the governance arrangements are finalised and a representative of the ICNH is nominated.

The Council representative for this committee is Cr Colleen Condliffe.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special committee and may at any time remove a member from a special committee".

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

12 GENERAL BUSINESS

13 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 89(2) of the Local Government Act 1989:

13.1 Review of confidential actions

This matter is considered to be confidential under Section 89(2) - (h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Any other matter which the Council or special committee considers would prejudice the Council or any person.

Closing of Meeting to the Public

RECOMMENDATION

That the meeting be closed to the public.

NEXT MEETING

The next Ordinary Meeting of Council will be held on 24 April 2018 at Serpentine commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2018

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