



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

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

# **AGENDA**

**Ordinary Council Meeting**

**26 February 2019**

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**1 OPENING PRAYER**

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

**2 ACKNOWLEDGEMENT OF COUNTRY**

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

**3 APOLOGIES**

**4 DECLARATIONS OF CONFLICT OF INTEREST**

**5 PREVIOUS MINUTES****5.1 CONFIRMATION OF MINUTES**

**File Number:** 02/01/001

**Author:** Lynne Habner, Manager Executive and Commercial Services

**Authoriser:** Phil Pinyon, Chief Executive Officer

**Attachments:** Nil

**RECOMMENDATION**

That Council confirm:

1. The minutes of the Council Briefing of 22 January 2019
2. The minutes of the Ordinary Council Meeting of 22 January 2019
3. The minutes of the Council Forum of 12 February 2019

**REPORT**

Seeking approval of the unconfirmed minutes of the previous meetings.

**6 REVIEW OF ACTION SHEET**

**6.1 REVIEW OF ACTIONS**

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

**RECOMMENDATION**

That Council receive and note the action sheet.

**REPORT**

Refer attachment.

<p>Outstanding</p> <p><b>Action Sheets Report</b></p>	<p><b>Division:</b></p> <p><b>Committee:</b></p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Thursday, 14 February 2019 11:29:28 AM</b></p>
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**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.



<p>Outstanding</p> <p><b>Action Sheets Report</b></p>	<p><b>Division:</b> <b>Committee:</b> <b>Officer:</b></p>	<p><b>Date From:</b> <b>Date To:</b></p> <p><b>Printed: Thursday, 14 February 2019 11:29:28 AM</b></p>
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**14/11/2017:** Work has commenced and is continuing in developing this process.

**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.

**03/05/2018:** Recruitment of the Assets and Buildings Coordinator is in progress and the action will be progressed as a priority following the adoption of 2018-2019 Annual Infrastructure Program.

**04/06/2018:** Assets and Buildings Coordinator recruitment process is now complete and expected to start on 10 July 2018. This action will be addressed as a priority.

**09/07/2018:** Assets and Buildings Coordinator recruitment process is now complete and with the officer commencing on 10 July 2018. This action will be addressed as a priority.

**03/08/2018:** A workshop session has been scheduled for 13 August 2018 to engage Loddon Leaders and MEG in the process. The session will lay the foundation towards the development of the procedure.

**14/09/2018:** The planned workshop session took place on Monday 13 August 2018. The information and ideas from this session have been collated for consideration. Preparation on a documented procedure has commenced.

**09/10/2018:** The collated list drafted after discussions with the Loddon Leaders is now being rationalised and categorised towards formulation of the procedure.

**15/11/2018:** A draft procedure has been prepared by the Assets and Buildings Coordinator and is being reviewed by the Manager Technical Services. Upon completion, the draft will be forwarded to the Policy Review Group and subsequently to MEG and Council for adoption. It is expected to be presented to the Council Forum in March 2019 for discussion.

**03/12/2018:** The draft has been reviewed and is being finalised for the Policy Review Group to consider. It is expected to be presented to the Council Forum in March 2019 for discussion.

**07/01/2019:** Draft of Project Prioritisation and Identification procedure has been forwarded to Policy Review Group to consider. Once received back, it will then be forwarded to MEG for review.

**11/02/2019:** Draft Project Prioritisation and Identification procedure has been forwarded to Director Operations for review and MEG's consideration.

<p>Outstanding</p> <p><b>Action Sheets Report</b></p>	<p><b>Division:</b></p> <p><b>Committee:</b></p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Thursday, 14 February 2019 11:29:28 AM</b></p>
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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, 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

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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.

**03/05/2018:** Recruitment of the Assets and Buildings Coordinator is in progress and the action will be progressed as a priority.

**04/06/2018:** An update on progress of BAMP is being presented at the June 2018 Council forum.

**09/07/2018:** An update on the progress of BAMP was presented at the June 2018 Council forum. With the finalisation of recruitment of Assets and Buildings Coordinator, this action will be progressed as a priority.

**03/08/2018:** Newly recruited Assets and Buildings Coordinator has already started working on the draft BAMP and has engaged with the consultant to explore a number of different financial modellings. The project has been tasked to the Assets and Buildings Coordinator as a top priority.

**14/09/2018:** A draft of the BAMP has been completed and is now going through the editing process before presentation to Council.

**09/10/2018:** A draft of the BAMP has been circulated to the Loddon Leaders for review, with responses to be received by 2 November 2018.

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**15/11/2018:** Comments received from the review by Loddon Leaders' is being collated. Once necessary changes are made, it will be forwarded to the Policy Review Group and then MEG for endorsement. It is expected to be presented to Council in February 2019.

**03/12/2018:** Comments received from the review by Loddon Leaders' are being collated. A paper is expected to be presented at the January or February 2019 Council Forum for preliminary discussion with the Council.

**07/01/2019:** The draft BAMP has been forwarded to the Policy Review Group for review and will then be provided to MEG for endorsement before being provided to Council. It is anticipated that it will be presented to Council at the March Forum.

**11/02/2019:** The draft BAMP has been forwarded to Director Operations for review and MEG's consideration for endorsement.

Meeting	Officer/Director	Section	Subject
Council 25/09/2018	Habner, Lynne Pinyon, Phil	Decision Reports	Bridgewater Ski Club request
<b>RESOLUTION 2018/141</b>			
Moved: Cr Colleen Condliffe			
Seconded: Cr Neil Beattie			
<ol style="list-style-type: none"> <li>1. That Council request that the CEO develop a formal arrangement for the Bridgewater Ski Club to use the existing camp kitchen at the Bridgewater Caravan Park as a judging facility to assist in hosting water ski events, addressing the following:                             <ol style="list-style-type: none"> <li>(a) the arrangement will incur payment by the Ski Club to be determined as reasonable compensation for the use of the existing camp kitchen within the caravan park, on an ad hoc or permanent basis, as the case may be</li> <li>(b) the terms of the arrangement will not restrict the viability of a future lease of the caravan park</li> <li>(c) that a new camp kitchen be built for the caravan park to the same or higher standard as the existing one, on a cost-neutral basis for Council and that it be completed by 30 September 2020</li> <li>(d) that until a new camp kitchen is built, the arrangement is not for exclusive use by the Ski Club, enabling caravan park patrons to have reasonable access to the existing camp kitchen</li> <li>(e) that appropriate conditions be included with the arrangement that the Ski Club is accountable for ensuring that the caravan park managers/lessees and patrons are not disadvantaged by the presence of the Ski Club, its members or its associated events</li> <li>(f) that the arrangement may be reviewed by either party with appropriate notice given.</li> </ol> </li> <li>2. That Council undertakes to the Bridgewater Ski Club to use its best endeavours to have appropriate arrangements for the use of the existing camp kitchen as a judging facility in place in order for the Club to host the Disabled World Titles in 2021 at Bridgewater.</li> <li>3. That Council authorise the CEO to sign and seal any documentation required to put the arrangement in place.</li> </ol>			

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**CARRIED**

*2/10/2018 2:24:34 PM - Lynne Habner*  
 Council's lawyer has been requested to prepare draft documents to put arrangements in place, for consideration and discussion with the Ski Club. DELWP has also been requested to advise what permission needs to be obtained for the arrangements involving Crown land.

*14/11/2018 2:40:41 PM - Lynne Habner*  
 Draft documentation for agreement has been reviewed by staff and returned for further legal drafting. Awaiting second draft, which will be sent to the ski club for consideration.

*30/11/2018 11:19:45 AM - Lynne Habner*  
 Revised draft agreements expected from lawyer next week, then they will be sent to Ski Club for consideration.

*13/12/2018 10:44:00 AM - Lynne Habner*  
 Draft Licence and MOU has been sent to Bridgewater Ski Club for consideration. The club is expected to provide a response to Council staff by early January.

*13/02/2019 9:09:44 AM - Lynne Habner*  
 Comments received from Ski Club on draft agreements 11 February 2019 - some small amendments will now be sent to lawyers for redrafting. Ski club has undertaken to design and build new camp kitchen subject to Council agreement.

Meeting	Officer/Director	Section	Subject
Council 11/12/2018	Morrison, Sharon Morrison, Sharon	Decision Reports	Management Agreement for 191-121 Godfrey Street Boort (known as Boort Resource and Information Centre)
<b>RESOLUTION 2018/226</b>			
Moved: Cr Gavan Holt			
Seconded: Cr Geoff Curnow			
That Council:			
<ol style="list-style-type: none"> <li>1. Not endorse BRIC Inc.'s management agreement counter offer.</li> <li>2. Agrees to offer the standard management agreement to BRIC Inc.</li> <li>3. Authorises the CEO to counter sign the management agreement if returned within three months.</li> <li>4. In the event that the standard management agreement is not signed by BRIC Inc within three months, consider the matter further with a view to putting in place alternative management arrangements.</li> </ol>			
			<b>CARRIED</b>

<p>Outstanding</p> <p><a href="#">Action Sheets Report</a></p>	<p><b>Division:</b></p> <p><b>Committee:</b></p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Thursday, 14 February 2019 11:29:28 AM</b></p>
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7/01/2019 4:25:39 PM - Sharon Morrison  
 A standard management agreement has been forwarded to BRIC for their endorsement by 17 March 2019.  
 11/02/2019 12:34:13 PM - Sharon Morrison  
 Awaiting a response to the management agreement from BRIC. Response is due by 17 March 2019.

**Actions completed since last meeting**

Meeting	Officer/Director	Section	Subject
Council 28/08/2018	Sporn, Peter Phillips, Steven	Decision Reports	Provision of Regional Asbestos and Hazardous Materials Audit Services
<p><b>RESOLUTION 2018/117</b></p> <p>Moved: Cr Colleen Condliffe                      Seconded: Cr Gavan Holt</p> <p>That Council</p> <ol style="list-style-type: none"> <li>1. resolve to appoint City of Greater Bendigo as lead agent for Contract No CT000386 – Regional Asbestos &amp; Hazardous Materials Audit Services on behalf of Loddon Shire Council</li> <li>2. resolve to award the contract to Safety Systems Pty Ltd.</li> <li>3. authorise the Chief Executive Officer to affix the common seal of the Council to related contract documentation.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p>17/09/2018 8:35:29 AM - Peter Sporn                      Contract documents being drawn up for signing. Due 1 October 2018                      11/10/2018 4:17:24 PM - Christine Coombes                      Awaiting Contract documents from lead Council.                      15/11/2018 4:28:38 PM - Christine Coombes                      Contracts awaiting signing by the awarded Contractors.                      8/01/2019 2:37:30 PM - Peter Sporn                      Document not received by Contractor. New documents issued 19 December and sent express post.                      29/01/2019 3:23:39 PM - Peter Sporn                      Document received, Formal Instrument of Agreement signed by Council &amp; placed on Infovision.                      Item closed                      11/02/2019 2:01:38 PM - Peter Sporn</p>			

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Action completed by: Coombes, Christine  
Complete

Meeting	Officer/Director	Section	Subject
Council 11/12/2018	Morrison, Sharon Morrison, Sharon	Decision Reports	Donaldson Park Water Bill
<b>RESOLUTION 2018/227</b>			
Moved: Cr Colleen Condliffe Seconded: Cr Geoff Curnow			
That Council request Coliban Water to investigate the accuracy of the water bill invoiced to Council for Donaldson Park as outlined in this report and that on receipt of a response from Coliban Water the matter be again referred to Council for further consideration.			
<b>CARRIED</b>			
<i>7/01/2019 4:27:42 PM - Sharon Morrison</i>			
A letter was sent to Coliban Water on 17 December 2018 regarding the issue. A letter has been received from Coliban Water dated 24 December 2018.			
<i>10/01/2019 9:23:12 AM - Christine Coombes</i>			
Coliban Water have investigated the accuracy of the water bill as requested by Council. A further report is listed for the January Council meeting.			
<i>5/02/2019 10:27:48 AM - Sharon Morrison</i>			
Action completed by: Morrison, Sharon			
Follow up report was provided to the January 2019 Council meeting.			

Meeting	Officer/Director	Section	Subject
Council 22/01/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Committee of Management Crown Allotment 14A Section D Bridgewater (Bridgewater Foreshore)
<b>RESOLUTION 2019/5</b>			
Moved: Cr Colleen Condliffe Seconded: Cr Gavan Holt			
That advice be provided to the Department of Environment, Land, Water and Planning that Council are willing to accept the management of the frontage at Bridgewater shown in bright green on the attached map and described as Crown Allotment 14A, Section D and Crown Allotment 2010, Township of Bridgewater and the area shown outlined in blue on the attached map.			

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**CARRIED**

5/02/2019 10:28:21 AM - Sharon Morrison  
 Action completed by: Morrison, Sharon  
 DELWP have been advised of Council's agreement to being the Committee of Management for the land.

Meeting	Officer/Director	Section	Subject
Council 22/01/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 30 November 2018
<b>RESOLUTION 2019/6</b>			
Moved: Cr Colleen Condliffe Seconded: Cr Gavan Holt That Council			
<ol style="list-style-type: none"> <li>1. receives and notes the Finance Report for the period ending 30 November 2018</li> <li>2. approves budget revisions included in the report for internal reporting purposes only</li> <li>3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2018/19 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 2018/19.</li> </ol>			
<b>CARRIED</b>			
29/01/2019 8:31:38 AM - Deanne Caserta Action completed by: Caserta, Deanne No further action required - complete			

Meeting	Officer/Director	Section	Subject
Council 22/01/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 31 December 2018
<b>RESOLUTION 2019/7</b>			



<p>Outstanding</p> <p><b>Action Sheets Report</b></p>	<p><b>Division:</b></p> <p><b>Committee:</b></p> <p><b>Officer:</b></p>	<p><b>Date From:</b></p> <p><b>Date To:</b></p> <p><b>Printed: Thursday, 14 February 2019 11:29:28 AM</b></p>
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Moved: Cr Colleen Condliffe  
 Seconded: Cr Gavan Holt

That Council

1. receives and notes the Finance Report for the period ending 31 December 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 2018/19 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 2018/19.

**CARRIED**

*29/01/2019 8:31:30 AM - Deanne Caserta*  
 Action completed by: Caserta, Deanne  
 No further action required - complete

Meeting	Officer/Director	Section	Subject
Council 22/01/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Donaldson Park Water Bill

**RESOLUTION 2019/8**

Moved: Cr Neil Beattie  
 Seconded: Cr Colleen Condliffe

That Council meets the cost of \$3,060 as a one-off ex-gratia contribution towards the Coliban Water invoice due to the unusual circumstances pertaining to the matter.

**CARRIED**

*5/02/2019 10:29:01 AM - Sharon Morrison*  
 Action completed by: Morrison, Sharon  
 Committee has been advised of Council's resolution and invoice has been adjusted accordingly.

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Thursday, 14 February 2019 11:29:28 AM

Meeting	Officer/Director	Section	Subject
Council 22/01/2019	Pinyon, Phil Pinyon, Phil	Decision Reports	MAV Strategic Plan
<b>RESOLUTION 2019/9</b>			
Moved: Cr Geoff Curnow			
Seconded: Cr Gavan Holt			
That the issues outlined in this report, together with any others endorsed by Council, be raised at the MAV Strategic Planning Session in February.			
<b>CARRIED</b>			
25/01/2019 4:51:26 PM - Phil Pinyon			
Complete. The matters identified in the report will be presented to the MAV Forum in February.			

**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 REVIEW OF RISK MANAGEMENT FRAMEWORK AND POLICY**

**File Number:** 18/01/001  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. Risk Management Framework version 2  
2. Risk Management Policy version 5

**RECOMMENDATION**

That Council adopts the:

1. Risk Management Framework version 2 and
2. Risk Management Policy version 5.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Version 1 of the Risk Management Framework (Framework) and version 4 of the Risk Management Policy (Policy) was presented to the Audit Committee on 26 May 2015.

**BACKGROUND**

It is a requirement of the Local Government Performance Reporting Framework that Council have Risk Policy (item 7 on the Governance and Management Checklist (GMC)) and a Risk Management Framework (item 13 of the GMC).

**ISSUES/DISCUSSION**

Since the adoption of the previous Framework and Policy, the International Standard ISO31000, upon which the Framework and Policy are based, has been updated in 2018. Minor changes have been made to both documents to reflect the updated principles, framework and process.

Culture has also become a key area of impact. It is proposed to add consequence criteria to the matrix to reflect the impact of risks.

**COST/BENEFITS**

There is no cost associated with the endorsement of these documents. The benefit of endorsing the documents is compliance with legislation and a framework in which Council can identify and manage risks.

**RISK ANALYSIS**

By adopting the Framework and Policy, Council is providing a framework within which officers can identify and manage risks.

**CONSULTATION AND ENGAGEMENT**

The draft documents have been discussed at the Audit Committee, executive level and the risk committee.



# LODDON SHIRE COUNCIL

## RISK MANAGEMENT FRAMEWORK



## DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Organisational Development
INTERNAL COMMITTEE ENDORSEMENT:	Risk Management Committee
APPROVED BY:	Council
DATE ADOPTED:	<a href="#">Click here to enter date of approval</a>
VERSION NUMBER:	2
REVIEW DATE:	<a href="#">Click here to enter a date.</a>
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Risk Management Policy Occupational Health and Safety Policy
RELATED LEGISLATION:	Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2007 AS/NZS ISO 31000 Risk Management – Principles and Guidelines
EVIDENCE OF APPROVAL:	

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Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIV\Strategic documents\Current\STR Risk Management Framework v1.docx

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

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



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## 1 PURPOSE

Risk management is the coordinated activities to direct and control an organisation with regard to risk – where risk<sup>1</sup> is defined as the effect of uncertainty on objectives.

This Risk Management Framework sets out Loddon Shire Council's risk management structures and processes for managing risk. This will ensure that risk management functions will be maintained, managed and governed on an ongoing basis and will assist Council in achieving effective organisation wide or enterprise risk management.

The framework:

- applies to all Councillors, Council staff, volunteers and contractors
- establishes the guidelines for Council to implement effective risk management
- outlines the various roles and responsibilities required to manage risk in the Council
- outlines the governance requirements to ensure the framework, procedures, and tools remain compliant with best practice at all times.

## 2 BUDGET IMPLICATIONS

There are no direct costs associated with this document. Internal resources are required to ensure that risk management is undertaken effectively, and effort is continuous.

## 3 RISK ANALYSIS

The development of this framework will ensure that Council's management of risk is documented and communicated to all stakeholders.

## 4 ISO 31000: INTERNATIONAL RISK MANAGEMENT GUIDELINES AND PRINCIPLES

### 4.1 Background

Council's Risk Management Framework includes the Risk Management Policy which outlines Council's commitment to risk management, and this framework which documents the roles and responsibilities of risk management in the organisation, opportunities for identification of risks, and the reporting structure.

The policy and framework are aligned to the International Risk Management Guidelines and Principles (ISO 31000:2018). ISO 31000 documents the principles, framework, and processes for achieving best practice in risk management, as detailed in Figure 1.

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<sup>1</sup> Notes from the International Risk Management Principles and Guidelines  
Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

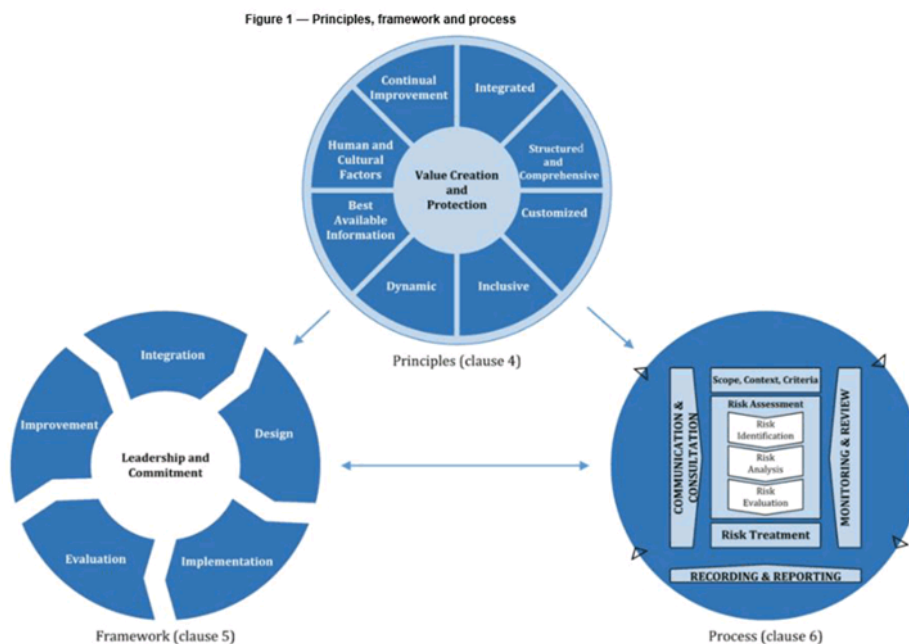


Figure 1: ISO 31000 architecture – principles, framework, and process

**4.2 ISO 31000 Framework**

**4.2.1 Mandate and commitment**

Council’s commitment to risk management is confirmed by Council’s approval of the Risk Management Policy and this framework.

Under the newly legislated Local Government Performance Reporting Framework, Council is also responsible for identifying its strategic risks, and is required to report half-yearly on the progress of minimising or eliminating those risks.

Council is ultimately responsible for risk management, and discharges the day to day responsibility for risk to the staff. Risk management is fully supported and endorsed by Council’s Management Executive Group (MEG), which has an integral leadership role in the organisation.

Council’s Manager Organisational Development manages risk and occupational health and safety for the Council.

**4.2.2 Implementing risk management**

The Risk Management Committee has the responsibility to promote a culture of Risk Management throughout the Council by:

- actively progressing the treatment of risks identified in Risk Register
- embedding a risk management culture across the organisation
- providing strategic advice on continual improvement of the management of risk.

**4.2.3 Monitoring and review of the framework**

The Audit Committee will:

- monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems to ensure the Risk Management Framework is aligned with ISO 31000

- facilitate reviews of all or any parts of Council's Risk Management Framework in order to validate the extent of compliance with this policy on an "as deemed necessary" basis.

#### 4.2.4 Continual improvement of the framework

Progressive adjustment of Council's risk management practices is to be undertaken, including the documentation and recording of those practices, to achieve full alignment with this policy.

### 4.3 Risk Assessment Criteria

Council's risk appetite is documented in the Risk Management Policy's Risk Assessment Criteria.

The Risk Assessment Criteria, and Actions Plans attaching to the criteria, have been developed to guide evaluation of the significance of a risk and what needs to be done following that evaluation.

Council's Risk Management Policy will be reviewed regularly to ensure that the risk assessment criteria remains relevant to Council's risk appetite.

### 4.4 Governance

The risk management program will be:

- applied in a holistic and consistent approach throughout Council, and will consist of organisational wide plans and reporting frameworks
- updated to reflect any new services, material outsourcing arrangements, major projects and system changes
- managed by the Risk Management Committee, and monitored by the MEG.

All risk management documentation will be controlled, periodically reviewed, updated and authorised through Council's approval system.

## 5 ROLES AND RESPONSIBILITIES

Risk management is an integral part of an organisation's governance structure, and exists to ensure that the organisation achieves its objectives. It is therefore, aligned to performance management.

Every member of the organisation has a responsibility to manage risk.

### 5.1 Council

Although risk management is a day to day responsibility of the staff, as the most senior authority, risk management is the ultimate responsibility of the Council.

The reporting structure ensures that Council is provided with regular reports on risk management via the Audit Committee report which is presented to Council following each quarterly Audit Committee meeting.

Under the Local Government Performance Reporting Framework, ~~introduced for the sector and reported for the first time in 2014-2015,~~ Council has the responsibility of producing six-monthly reports on strategic risks to Council's operations, their likelihood and consequence of occurring, and risk minimisation strategies.

## 5.2 Audit Committee

The Audit Committee is an independent advisory committee to Council. The Audit Committee Charter outlines the committee's responsibilities, of which risk management is one. Risk management factors in different sections of the Charter, including:

### 5.2.1 Section 4 Objectives of the committee:

- Effective management of financial and other risks and the protection of Council assets

### 5.2.2 Section 5.5 Duties and responsibilities:

- To review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses...internal controls over significant areas of risk, including non-financial management control systems.
- Critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management...Review management's response to, and actions taken as a result of the issued raised.
- Monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.

A summary of every Audit Committee meeting is provided to the Council. There is a Risk Management Report on every agenda, and that report is provided as an attachment to the Council report.

This provides Council with the opportunity to discuss and identify the risks that could prohibit Council from achieving its objectives.

## 5.3 Risk Management Committee

In accordance with Council's Risk Management Policy, the Risk Management Committee comprises management representatives to reflect the scope of the organisation's activities and promote a culture of risk management throughout the Council by:

- actively progressing the treatment of risks identified in Council's Risk Register
- embedding a risk management culture across the organisation
- providing strategic advice on continual improvement of the management of risk.

## 5.4 Management Executive Group

To confirm Council's commitment to risk management, the Management Executive Group (MEG), comprising the Chief Executive Officer and three directors, are members of the Risk Management Committee.

This ensures that senior officers of Council:

- are aware of new and emerging risks
- are present when discussions around how current risks are being managed
- can provide support to other members of the Risk Management Committee around resolving risk issues
- can discuss opportunities for funding risk management initiatives required to mitigate risks should budget amount be required.

The MEG meets on a weekly basis to discuss matters that relate to the effective and efficient operation of the Council.

## 5.5 Managers

As well as having risk management responsibilities in their own right, managers have the added responsibility of ensuring that their staff are aware of their risk management responsibilities and act in a safe and responsible manner.

Council's Risk Management Committee meetings have a standard agenda item in which the Chair of the meeting (rotating chair) outlines a specific risk in their area. This provides the opportunity for the manager to articulate his/her strategy in minimising or eliminating the risk and for others in the group to offer their advice.

This also ensures that the risk is documented in Council's Risk Register.

## 5.6 Manager Organisational Development

The coordination of risk management for Council lies with the Manager Organisational Development. Risk management tasks assigned to this role include:

- in consultation with Council's Risk Management Committee, administer the risk management function for Council
- coordinate Risk Management Committee meetings and ensure actions arising on Council's risk register are addressed to minimise or eliminate risks
- provide advice to management on relevant matters which expose Council to risk
- identify and implement processes required and approved by Council and its insurer to reduce risk exposure
- facilitate the update to Council's Business Continuity Plan and Disaster Recovery Plan
- provide a risk management report to Audit Committee.

## 5.7 Staff, contractors and volunteers

### 5.7.1 Staff

The induction process for staff articulates Council's commitment to provide a safe environment for staff, the community, and travelling public. To support this commitment, every Position Description developed for Council staff includes a standard risk management clause which states:

"An employee, while at work, shall:

- ensure any issues identified as a risk to the public, contractors or members of staff are reported in accordance with Council's incident reporting procedure
- adhere to and assist in the continuous improvement of Council's risk management system."

### 5.7.2 Contractors

Council will not engage contractors unless they have been verified through a process that includes providing certificates of currency for insurances, and depending on the level of risk associated with their activities, evidence of safety systems.

This commitment is documented in Council's Engagement of Contractors Policy which states:

"Council will not engage any contractors to perform work who have not been verified as complying with the minimum standards. [These minimum standards are outlined in the Compliant Contractor Guidelines.](#)

Council has introduced a hierarchy that reflects the risk associated with various types of contracting activities and assigned minimum standards for those activities. [The Compliant Contractor Guidelines outline the hierarchy.](#)"

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This provides some certainty that contractors being engaged by Council have the same level of commitment to a safe working environment, particularly as many of Council's contractors work in the open around community and the travelling public.

### 5.7.3 Volunteers

Council engages volunteers for the delivery of a range of services to the community. Meals on Wheels deliveries and at the Visitor Information Centre (VIC) in Wedderburn.

~~Every volunteer is inducted at the VIC by reference to the Loddon Visitor Information Centre Guidelines, which outline a number of aspects to volunteering, including the requirement to operate in a safe manner.~~

~~There is a similar process for volunteers undertaking the Meals on Wheels service, who are inducted by Council's Community Services department staff. Social Support Coordinator. Volunteers are provided with a Code of Conduct which outlines their obligations to the organisation.~~

## 5.8 Section 86 committees of management

Section 86 committees of management are committees created under Section 86 of the Local Government Act 1989. They exist to undertake functions, duties or powers on behalf of Council.

Section 86 committees are provided with an Instrument of Delegation which documents their functions, duties, or powers that they undertake on behalf of Council. Committees are advised that they must operate within their delegation to be afforded public liability protection by Council.

For those committees undertaking any functions or hiring of facilities, the delegation clearly states their responsibility to ensure third parties have the appropriate public liability insurances.

Council officers are available to meet with committees on request to provide information and support, and committees have access to a number of information sheets developed by Council to guide them in their operations and to encourage good governance. These are publicly available on Council's website.

Development of these information sheets is ongoing as topics are raised by committees, and their existence and availability to committees assists them in operating within delegation, and effectively minimising risks to Council.

## 6 IDENTIFYING AND RECORDING RISKS

### 6.1 Identifying risks

Council has a number of processes and methods for identifying risks, which include:

#### 6.1.1 Communication and awareness

- advice by staff to direct reports or Manager Organisational Development, which result in an incident report
- advice by community members to Council of a potential or actual risk, which may result in an incident report.

#### 6.1.2 Meeting structure

- tool box meetings for outdoor staff
- maternal and child health staff meetings
- pre-school staff meetings
- community care staff in-service meetings

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- Occupational Health and Safety Committee meetings
- Risk Management Committee meetings
- Loddon Leaders meetings
- Audit Committee meetings.

#### 6.1.3 Audits

- internal audit program, which is a risk based program focussing on new or emerging risks, identified on an annual basis, with scope to change priorities if needed
- insurance audits
- WorkSafe safety audits
- external (financial) audits.

### 6.2 Recording risks

Council ~~subscribes to Advent Manager~~uses, a software program (the system) developed specifically for:

- recording incidents
- recording risks into the risk register, and developing corrective actions to minimise or eliminate those risks
- managing compliance obligations.

#### 6.2.1 Incidents

Every incident report submitted to Council is documented on the system, and referred to the responsible manager for action if appropriate. The officer is notified by email when the incident is recorded.

The incident remains open until the responsible manager undertakes the appropriate action and assesses the incident as complete.

Some incidents become risks on Council's risk register if there is a chance of them reoccurring.

#### 6.2.2 Risks

All risks identified through the various avenues are documented on the system, at which time they are assigned to a responsible officer, with a risk level based on likelihood and consequence criteria set out in Council's Risk Management Policy.

Where appropriate Corrective Action Requests (CAR) are developed to address the risk, and minimise its impact or eliminate it altogether. All CARs remain open until the action associated has been implemented and assessed as complete.

After the CAR has been implemented, the risk is reassessed to ensure that the system accurately reflects the new risk level.



## 7 REPORTING STRUCTURE

Council's reporting structure has been integrated to ensure that all risk and related matters are reported to the Council, the authority ultimately responsible for risk management in the organisation.



The diagram above shows the integration, with the outer layers reporting to the inner layers, with Council being the most inner layer, and highest reporting authority.

## 8 COSTING AND FUNDING OF ACTIONS

This framework does not create any direct costs for Council in its own right. However, minimising or eliminating risks can incur costs, and the requirement for budget allocations to achieve this will be assessed on an ongoing basis.

## 9 REVIEW

The Manager Organisational Development will review this framework in conjunction with the Risk Management Policy no later than 3 years after adoption of this current version.



## RISK MANAGEMENT POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Organisational Development
INTERNAL COMMITTEE ENDORSEMENT:	Risk Management Committee
APPROVED BY:	Council
DATE ADOPTED:	<a href="#">Click here to enter date of approval</a>
VERSION NUMBER:	5
REVIEW DATE:	<a href="#">Click here to enter a date.</a>
DATE RESCINDED:	<a href="#">Click here to enter a date.</a>
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Risk Management Framework Occupational Health and Safety Policy
RELATED LEGISLATION:	Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2007 AS/NZS ISO 31000 Risk Management – Principles and Guidelines
EVIDENCE OF APPROVAL:	

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Signed by Chief Executive Officer

FILE LOCATION: Document1

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



## RISK MANAGEMENT POLICY

### 1 PURPOSE

Risk management is the coordinated activities to direct and control an organisation with regard to risk – where risk<sup>1</sup> is defined as the effect of uncertainty on objectives.

This policy provides a statement of Council's commitment to risk management.

### 2 SCOPE

This policy applies to Councillors, Council staff, volunteers, and contractors operating for and on behalf of Council.

### 3 POLICY

Loddon Shire Council is committed to proactive risk management and will support this by implementing a risk management framework to be applied to all activities undertaken by the organisation:

- which documents the roles and responsibilities of risk management in the organisation, opportunities for identification of risks and the reporting structure
- and is aligned to the International Risk Management Guidelines and Principles (ISO 31000), which documents the principles, framework, and processes for achieving best practice in risk management.

Council will review this policy regularly to ensure that the risk assessment criteria contained in the policy reflects the current internal and external environment such as organisational objective, laws, standards, guidelines and policies. (Refer Attachments B and C).

### 4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Risk Management	Risk Management is the coordinated activities to direct and control an organisation with regard to risk – where risk is defined as <i>the effect of uncertainty on objectives</i> .

#### <sup>1</sup> Notes from the International Risk Management Principles and Guidelines

Note 1: An effect is a deviation from the expected — positive and/or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product and process).

Note 3: Risk is often characterised by reference to potential events and consequences, or a combination of these.

Note 4: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence.

Note 5: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.



## RISK MANAGEMENT POLICY

### 5 HUMAN RIGHTS STATEMENT

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

### 6 REVIEW

The Manager Organisational Development will review this policy for any necessary amendments no later than 3 years after adoption of this current version.

### 7 ATTACHMENTS

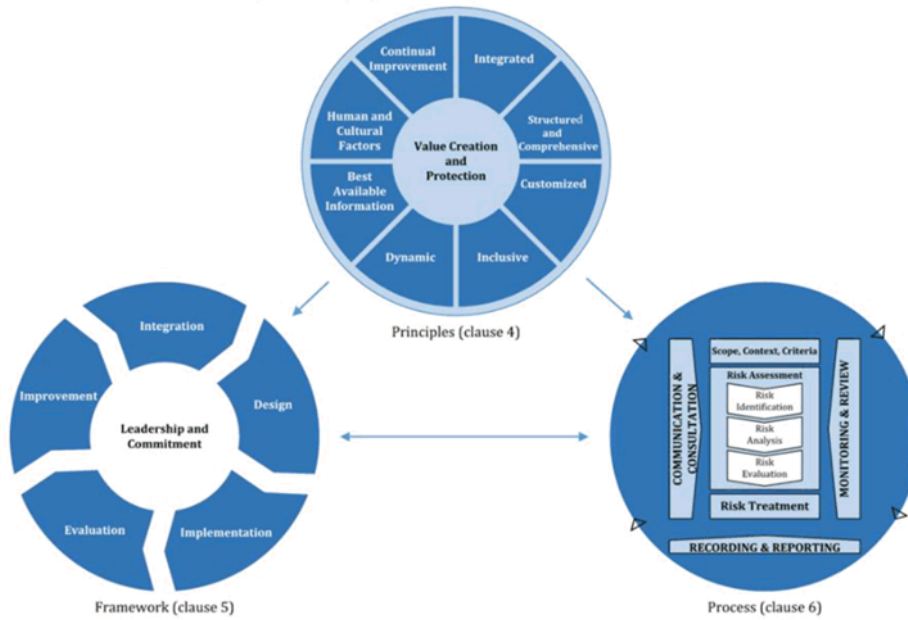
- 7.1 Attachment A – “Risk Management Framework – ISO 31000”
- 7.2 Attachment B – Risk Assessment Criteria
- 7.3 Attachment C – Action plans



# RISK MANAGEMENT POLICY

## 7.4 Attachment A – “Risk Management Framework - ISO 31000:2018”

Figure 1 — Principles, framework and process





# RISK MANAGEMENT POLICY

## 7.5 Attachment B – Risk Assessment Criteria

### 7.5.1 Consequence criteria

Consequence criteria				
1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 – Catastrophic
<b>Financial impact</b>				
Cost is less than \$100K	Cost is greater than \$100K and less than \$250K	Cost is greater than \$250K and less than \$500K	Cost is greater than \$500K and less than \$1 million	Cost is greater than \$1 million
<b>People impact (Occupational health and safety of employees, volunteers, clients, public)</b>				
First aid or minor medical treatment, full recovery	Significant medical treatment, lost injury time less than two weeks	Short term disability to one or more persons	Extensive injury or impairment to one or more persons	Fatality and/or severe irreversible injury to one or more persons
<b>Reputation impact</b>				
Results in local gossip; Complaint to employee	Results in regional gossip; Complaint to management	Results in regional media coverage; Senior manager departs	Results in state media coverage; CEO departs	Results in national media coverage; CEO departs and Councillors are removed
<b>Service impact</b>				
Minimal disruption to one service	Service disruption in one area for a few weeks	Single service ceases to be delivered for a few months; Multiple services cease to be delivered for several weeks	Multiple services disrupted for several months	Multiple services cease to be delivered for many months
<b>Legal and compliance impact</b>				
Minor legal issues; Minor breach of regulations	Minor litigation, fines, or legal costs; Breach of regulations	Litigation and legal costs up to \$500K; Breach of regulation results in investigation by authority and possible moderate fine	Significant litigation involving many weeks of management time and/or legal costs up to \$1 million; Major breach of regulation with punitive fine	Major litigation costing \$1 million or more; Investigation by regulatory body resulting in long-term interruption of operations
<b>Management impact</b>				
Requires some management attention for a few days	Requires some management attention for several days or a few weeks	Requires senior management time over several weeks	Requires considerable senior management time over several weeks; Loss of many managers	Suspension of management activities for many months; Loss of many senior managers
<b>Culture impact</b>				
<u>Minimal impact on culture of organisation</u>	<u>Negative impact on multiple staff mostly in one department</u>	<u>Negative impact on multiple staff mostly in one directorate</u>	<u>Negative impact on multiple staff in multiple directorates</u>	<u>Whole of organisation negatively impacted by change</u>



# RISK MANAGEMENT POLICY

7.5.2 Likelihood criteria

Likelihood Criteria				
A – Almost Certain	B – Likely	C – Possible	D – Unlikely	E – Rare
Consequence could occur within days or weeks	Consequence could occur within weeks to months	Consequence could occur within months to years	Consequence could occur within years to decades	Consequence is considered a 100-year event
Consequence is expected to occur in most circumstances	Consequence will probably occur in most circumstances	Consequence may occur but there is a distinct possibility that it won't occur	Consequence may occur but is not anticipated	Consequence would only occur in exceptional circumstances
There is a greater than 90% chance of it occurring within the next year	There is a greater than 50% chance of it occurring within the next year	There is a greater than 20% chance of it occurring within the next year	There is a greater than 5% chance of it occurring within the next year	Consequence is exceptionally unlikely event in the very long term

7.5.3 Risk matrix

		Consequence criteria				
		1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 – Catastrophic
		Overall Rating				
Likelihood Criteria	A	Medium (11)	High (16)	High (20)	Very High (23)	Very High (25)
	B	Medium (7)	Medium (12)	High (17)	High (21)	Very High (24)
	C	Low (4)	Medium (8)	Medium (13)	High (18)	High (22)
	D	Low (2)	Low (5)	Medium (9)	Medium (14)	High (19)
	E	Low (1)	Low (3)	Low (6)	Medium (10)	Medium (15)




# RISK MANAGEMENT POLICY

## 7.6 Attachment C – Action plans

Once the level of risk has been determined the following table may be of use in determining when to act to intervene and institute the control measures.

Risk level	Action	Details
<b>Very high</b>	Act immediately to mitigate the risk. Eliminate, substitute, or implement engineering control measures.	Remove the hazard at the source. An identified very high risk does not allow scope for the use of administrative controls, even in the short term.
<b>High</b>	Act immediately to mitigate the risk. Eliminate, substitute, or implement engineering control measures.	An achievable timeframe must be established to ensure that elimination, substitution or engineering controls are implemented.
	If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.	Note: Risk, and not cost, must be the primary consideration in determining the timeframe.
<b>Medium</b>	Take reasonable steps to mitigate the risk. Until elimination, substitution, or engineering controls can be implemented, institute administrative or personal protective equipment controls. These “lower level” controls must not be considered permanent solutions.	Interim measures until permanent solutions can be implemented: <ul style="list-style-type: none"> <li>• develop administrative controls to limit the use or access</li> <li>• provide supervision and specific training related to the issue of concern.</li> </ul>
<b>Low</b>	Take reasonable steps to mitigate and monitor the risk. Institute permanent controls in the long term. Permanent controls may be administrative in nature if the hazard has low frequency, rare likelihood and insignificant consequence.	

Hierarchy of control	Action	Details
<b>Most effective</b>	Elimination	Eliminate the hazard.
	Substitution	Provide an alternative that is capable of performing the same task and is safer to use.
	Engineering controls	Provide or construct a physical barrier or guard.
	Administrative controls	<ul style="list-style-type: none"> <li>• Develop policies, procedures, practices, and guidelines, in consultation with employees, to mitigate the risk.</li> <li>• Provide training, instruction, and supervision about the hazard.</li> </ul>
<b>Least effective</b>	Personal protective equipment	Personal equipment designed to protect the individual from the hazard.



**9.2 CLOSURE OF UNUSED GOVERNMENT ROAD, LEAGHUR**

**File Number:** 14/01/002  
**Author:** Steven Phillips, Director Operations  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council

1. Pursuant to Schedule 10, Clause 3 (a) and (b) of the Local Government Act 1989, discontinue and close the section of unused government road reserve north of Crown Allotment 2051 and 2052, Parish of Leaghur and transfer the land to the Crown.
2. Publish a notice of the closure in the Government Gazette.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This issue has not been discussed at any previous Council meeting.

**BACKGROUND**

Council has received a request from the Department of Environment, Land, Water and Planning (DELWP) to discontinue a road reserve. It is understood that the adjoining land owner is seeking to acquire the land and incorporate it into their framing operation. The road reserve proposed to be discontinued and closed is a section north of Crown Allotment 2051 and 2052, Parish of Leaghur between Loddon River Road and Loddon River as shown in the map below. The road reserve provides access to the Loddon River Water Frontage via an unformed track. However the track does not provide primary access to any individual parcel of land. There are alternate accesses to the Loddon River Frontage north and south of the said road reserve. An aerial photo showing the location is provided in Figure 1.

The road reserve does not have a gazetted road on the land and is not listed in Council's Register of public roads and is not managed or maintained by Council. The adjacent properties on both sides of the road reserve are owned by the same owner. It is envisaged that the road reserve and existing track will not be required in future as a primary access to any individual parcel of land.

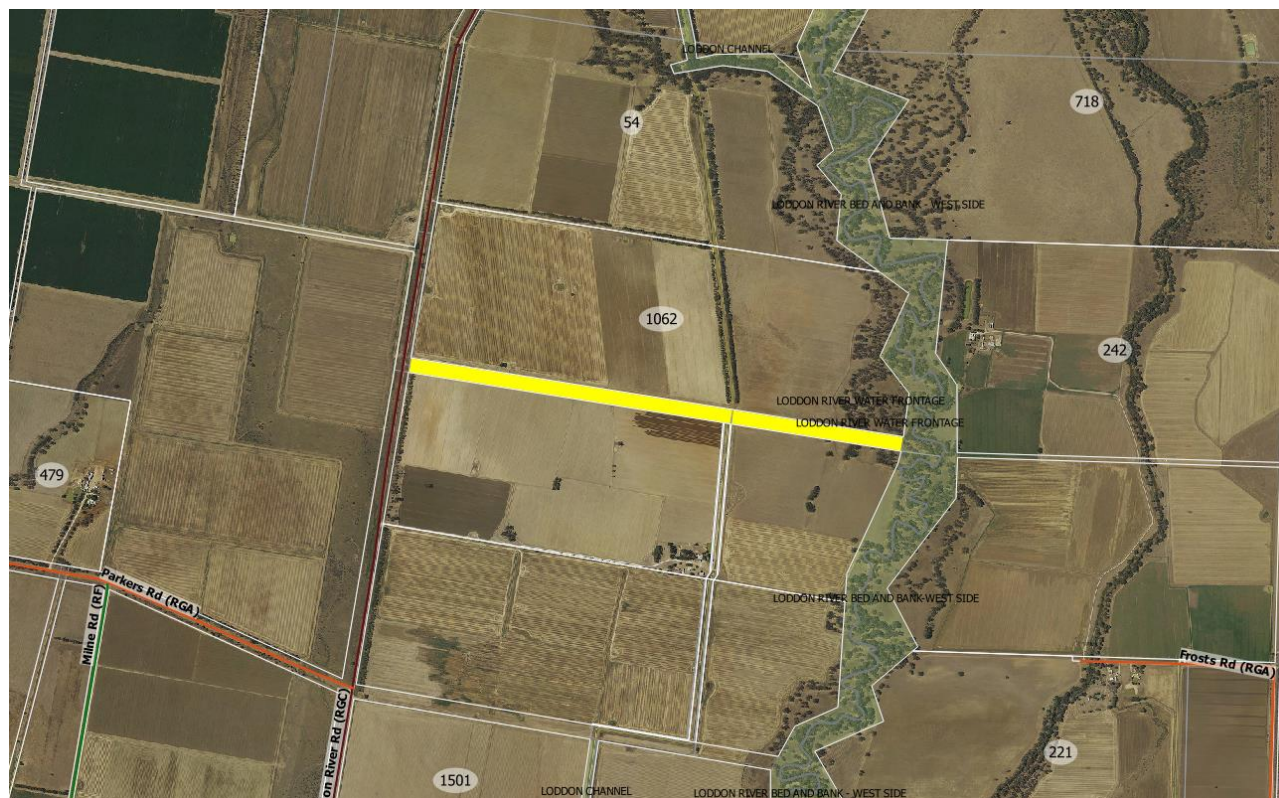
DELWP is seeking that Council under Schedule 10, Clause 3 (a) and (b) of the Local Government Act 1989 agree to discontinue the unused road reserve. As the land is Crown Land, Council does not have the power to sell or lease the land. The alternatives should Council wish to retain the road reserve is as follows:

1. Refuse DELWP's request and included the road reserve in Council's Register of Public Roads. Requiring Council to manage and maintain the road reserve.

Or

2. Responded to DELWP that Council wishes the site to be retained as road reserve for potential future use and agree to the adjoining land holder leasing the site.

Figure 1



### **COST/BENEFITS**

The only associated cost to the proposed closure is the staff time in preparing this report and finalising the associated documents. The benefit of the proposed closure is the reduced liability on Council for the road reserve.

### **RISK ANALYSIS**

One of the risks identified in the proposed closure is the restriction of access to the Loddon River Frontage for public. There are other accesses to the frontage north and south of the road reserve in the area. These alternate accesses make the likelihood of the risk unlikely and the consequence is insignificant. As per Council's risk matrix, the risk is deemed low.

### **CONSULTATION AND ENGAGEMENT**

The DELWP has advised Council officers that the adjacent land owner contacted DELWP to purchase the road reserve as the owner owns adjacent properties on both sides of the reserve. The Goulburn Murray Water (GMW) channel that flows through the road reserve has been transferred to the landholder by GMW for the landholder's private use. There are no other stakeholders likely to be impacted by the closure.

**9.3 FINANCE REPORT FOR THE PERIOD ENDING 31 JANUARY 2019**

**File Number:** 08/06/001  
**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. Finance Report for the period ending 31 January 2019

**RECOMMENDATION**

That Council

1. receives and notes the Finance Report for the period ending 31 January 2019
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 2018/19 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 2018/19.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

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

**BACKGROUND**

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

The information is in the format provided in the adopted 2018/19 Budget, and includes operating results, capital expenditure and funding sources.

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

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

- supplementary valuation corrections.

## ISSUES/DISCUSSION

**Budgeted Surplus** - Council's budgeted cash surplus has decreased from \$2.12M to \$2.07M due to a decrease in expected grant income and a decrease in expected operating expenditure.

**Income Statement (revenue)** - Council's year to date (YTD) operating revenue is at 85% of YTD budget. Revenue brought to account for January was \$4.21M (\$597K last month). Capital grants are behind YTD budget with interest currently ahead of YTD budget.

**Income Statement (expenditure)** - Council's operating expenditure is at 94% of YTD budget. Payments for this month totalled just over \$3.76M, compared to \$3.24M last month. Labour is slightly behind budget at 95% (94% last month) and is expected to remain below budget and the 4% mandated cap for the remainder of the year. Materials and services are currently behind YTD budget.

**Capital Works** - The revised budget for capital works is \$20.65M and is 20% complete in financial terms for the current financial year (17% last month). Asset types with major variations (10% or \$10K) include furniture and equipment, land and buildings, recreation leisure and community facilities, footpaths along with parks, open space and streetscapes with many projects underway or still to commence. Officers are currently reviewing 2018/19 budgets versus actuals to determine whether further revisions need to be made to accurately reflect projects not proceeding or savings within projects already delivered.

**Balance Sheet** - Council has a cash total of \$14.4M with \$1.2M in general accounts. Debtors are \$8.74M which is a decrease of \$1.33M in the month primarily due to the receipt of outstanding rates. Sundry debtors total \$736K with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$129K.

There were 64 supplementary valuations updated during January. The total rateable CIV at the end of January remains at \$2.16B.

## 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 2018/19.

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 by virtue of a sale.

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

# LODDON SHIRE COUNCIL

## FINANCE REPORT FOR PERIOD ENDING 31 JANUARY 2019



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## INTRODUCTION

During January 2019 work has commenced on the 2019/20 Budget. Working papers have gone out to responsible officers for review and comment, and calculations for salaries and wages for component is also underway.

## 1 CASH SURPLUS POSITION

### 1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has decreased from \$2,119,906 to \$2,060,822.

These revisions are summarised below:

Item	December Finance Report	January Finance Report	Change \$
Operating revenue	\$47,361,573	\$47,377,400	\$15,827
Operating expenditure	(\$51,754,455)	(\$51,829,366)	(\$74,911)
Transfers from reserves	\$16,650,961	\$16,650,961	\$0
Transfers to reserves	(\$3,134,146)	(\$3,134,146)	\$0
Other funding decisions	\$885,324	\$885,324	\$0
Capital expenditure	(\$20,651,471)	(\$20,651,471)	\$0
Other non cash adjustments	\$9,200,989	\$9,200,989	\$0
Accumulated surplus carried forward	\$3,561,131	\$3,561,131	\$0
<b>Closing surplus (deficit) as reported in Appendix 2</b>	<b>\$2,119,906</b>	<b>\$2,060,822</b>	<b>(\$59,084)</b>

Major changes are highlighted below:

### 1.2 Operating revenue

Operating revenue has increased by \$16K.

The main variation to budget relates to Weeds and Pest program of \$75K with an increase to both expenditure and income. There was also some minor revisions within the Home and Community Care funding ledgers.

### 1.3 Operating expenditure

Operating expenditure has increased by \$75K.

The main variation to budget relates to weed and pest program which has been extended.

## 2 STANDARD INCOME STATEMENT

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

### 2.1 Operating revenue

Total revenue brought to account for the month of January was \$4.21M.

Revenue YTD is at 85% compared to YTD budget or \$4.1M behind.

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2.1.1 Capital grants

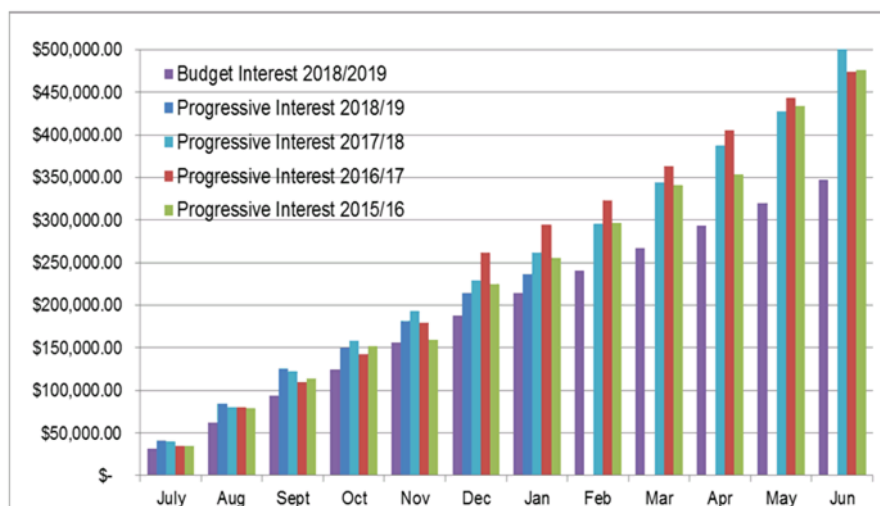
Capital grants are currently \$4.39M behind budget.

The main variation relates to flood restoration work reimbursements of \$3.52M. Claims have been forwarded, and some have been approved by VicRoads with payment of those expected by the end of February. Roads to Recovery income of \$610K is also behind YTD budget with a claim yet to be submitted.

2.1.2 Interest income

The total investment interest received and accrued to date is \$236K, and rates interest amounts to \$15K. Year to date represents 61% of the year revised budget amount of \$375K (\$347K for investments only).

Progressive interest from investments for the years 2015/16 to 2018/19 are:



Approximately \$4K of interest was not brought to account in January, due to early closing of accounts but will be included in February data.

The appendices of this report include a table that shows all investments for the 2018/19 financial year to date.

All investments are term deposits and are currently with Australian Unity Bank, Bendigo and Adelaide Bank, Members Equity Bank, and National Australia Bank

Due to the short term nature of the term deposits, those deposits which have not reached maturity are included as cash in the Balance Sheet. Interest realised, and interest accrued on non-matured deposits, are shown separately in Appendix 4.

2.2 **Operating expenditure**

Total operating expenditure for January was \$3.76M.

Expenditure YTD is at 94% compared to YTD budget or \$1.66M behind.



2.2.1 Materials and services

Materials and services are behind YTD budget by \$1.17M or 20%.

The main variations behind budget are:

- weed and pest program of \$86K with works progressing slower than expected
- plant operating costs of \$187K due to lower running and maintenance costs for the first half of the year
- urban drainage strategy of \$87K with commencement slower than expected
- transfer stations and tips of \$99K with some invoices not yet received for works completed
- volunteer strategy of \$74K with the commencement slower than expected
- rural access programs of \$44K with works progressing slower than expected
- public facilities and park maintenance of \$79K with savings expected
- economic development strategy of \$40K with commencement slower than expected
- local road maintenance of \$54K with works progressing as expected.

2.2.2 Payments

During the month the following payments were made:

Creditor payments - cheque	\$17,586.54
Creditor payments - electronic funds transfer	\$3,263,339.92
Payroll (2 pays)	<u>\$595,536.89</u>
<b>TOTAL</b>	<b><u>\$3,876,463.35</u></b>

**2.3 Operating surplus**

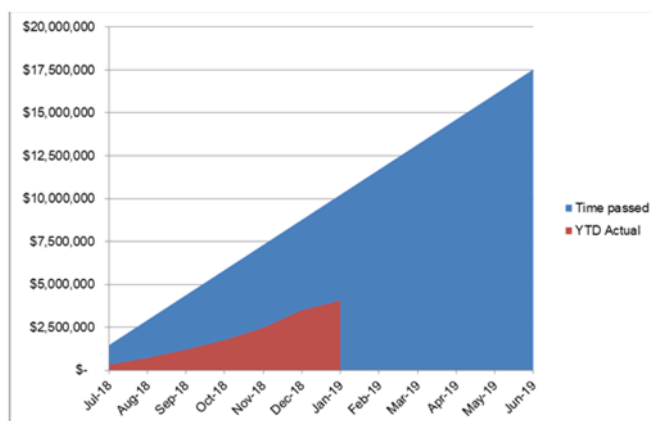
The operating surplus to date is \$4.40M.

**2.4 Capital expenditure**

Total capital works expenditure for January was \$561K.

The total revised budget for the 2018/19 capital works program is \$20.65M.

The total capital works expenditure is 20% complete in financial terms.



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

#### 2.4.1 Furniture and office equipment

Furniture and office equipment is behind YTD budget by \$421K or 92%.

The main variations to budget are:

- the IT Strategy implementation of \$376K; this project has commenced and will be on-going through the full financial year
- the server replacement of \$28K is behind due to timing of the budget, the project is still to be completed
- PC replacement of \$18K is behind due to timing of the budget, with more purchases to come.

#### 2.4.2 Land and buildings

Land and buildings are behind YTD budget of \$392K or 52%.

Main variation to budget is for flood mitigation works at Boort with works progressing slower than expected.

#### 2.4.3 Roadworks

Roadworks are behind YTD budget by \$446K or 28%.

The main variations to budget are:

- Echuca Serpentine Road of \$104K where the works have commenced, although the progress is slower than expected
- Newbridge Road project of \$127K where works are progressing
- Billings Road of \$92K with works to be carried out later in the year
- local road reseals of \$79K behind budget due to timing, with works expected to commence in March.

#### 2.4.4 Urban and road drainage

Urban and road drainage are behind YTD budget by \$135K or 42%.

The main variation to budget is the Chapel Street Serpentine project, where works have not yet commenced.

#### 2.4.5 Recreation leisure and community facilities

Recreation leisure and community facilities are behind YTD budget by \$43K or 30%.

The main variation to budget is Inglewood Town Hall landscaping with works yet to commence.

#### 2.4.6 Parks, open space and streetscapes

Parks, open space and streetscapes are behind YTD budget by \$643K or 62%.

The main variations to budget are:

- Wedderburn streetscape of \$200K; the project is almost complete with expected savings
- Inglewood pool upgrade of \$95K, with the project currently underway but progressing slower than originally expected

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- Laanecoorie boat ramp of \$90K, with the project yet to commence
- Bridgewater foreshore of \$188K, with the project currently underway but slower than expected.

2.4.7 Footpaths

Footpaths are behind YTD budget by \$374K or 42%.

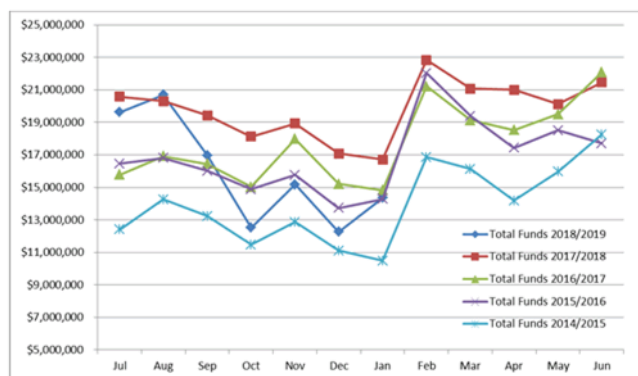
The main variation to budget relates to the Woodstock Road at Newbridge project. It has commenced but is progressing slower than expected.

**3 STANDARD BALANCE SHEET**

**3.1 Cash**

At the end of the month, Council's overall cash total was \$14.4M which includes a balance of \$1.2M 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 Flood works funds recovery

\$11.1M has been expended on flood repair works this year to date. The Victorian Treasury Department has refunded \$6.0M, with other claims still going through the due process with VicRoads and Treasury.

3.2.2 Debtors

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

Category of debtor	Jan 2018	June 2018	Nov 2018	Dec 2018	Jan 2019
Rates	\$ 6,834,902	\$ 258,208	\$ 8,555,345	\$ 8,104,829	\$ 7,243,024
Fire Services Property Levy	\$ 765,964	\$ 49,038	\$ 900,733	\$ 849,326	\$ 764,241
<i>Total Rates &amp; Fire Services Property Levy</i>	<i>\$ 7,600,866</i>	<i>\$ 307,246</i>	<i>\$ 9,456,078</i>	<i>\$ 8,954,156</i>	<i>\$ 8,007,265</i>
Sundry debtors	\$ 673,224	\$ 568,813	\$ 705,093	\$ 1,044,368	\$ 736,221
Community loans/advances	\$ 5,800	\$ 5,572	\$ 3,600	\$ 3,600	\$ 3,600
Long term loans/advances	\$ 80,000	\$ 78,570	\$ 80,000	\$ 80,000	\$ -
Employee superannuation	\$ 7,812	\$ -	\$ 2,922	\$ -	\$ 8,125
Magistrates court fines	\$ 100,703	\$ 100,319	\$ 100,319	\$ 100,319	\$ 100,319
LESS provision for doubtful debts	\$ (92,370)	\$ (112,950)	\$ (112,950)	\$ (112,950)	\$ (112,950)
<b>Total</b>	<b>\$ 8,376,035</b>	<b>\$ 947,569</b>	<b>\$ 10,235,061</b>	<b>\$ 10,069,493</b>	<b>\$ 8,742,581</b>

## 3.2.3 Rates debtors

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

	Jan 2018 (2/2/2018)	June 2018 (4/07/2018)	Nov 2018 (3/11/2018)	Dec 2018 (3/1/2019)	Jan 2019 (1/2/2019)
2006/07	\$ 252	\$ 265	\$ 276	\$ 277	\$ 279
2007/08	\$ 397	\$ 417	\$ 435	\$ 436	\$ 440
2008/09	\$ 415	\$ 435	\$ 454	\$ 455	\$ 459
2009/10	\$ 1,641	\$ 1,699	\$ 1,750	\$ 1,752	\$ 1,760
2010/11	\$ 3,071	\$ 3,119	\$ 3,209	\$ 3,214	\$ 3,224
2011/12	\$ 5,972	\$ 5,335	\$ 5,517	\$ 5,528	\$ 5,045
2012/13	\$ 6,845	\$ 6,242	\$ 5,936	\$ 5,948	\$ 5,019
2013/14	\$ 8,479	\$ 6,997	\$ 6,121	\$ 6,030	\$ 4,959
2013/14 Fire Services Property Levy	\$ 1,987	\$ 1,763	\$ 1,655	\$ 1,658	\$ 1,382
2014/15	\$ 19,112	\$ 17,986	\$ 15,819	\$ 14,508	\$ 10,700
2014/15 Fire Services Property Levy	\$ 4,199	\$ 3,125	\$ 2,773	\$ 2,535	\$ 2,289
2015/16	\$ 31,739	\$ 30,147	\$ 26,698	\$ 22,850	\$ 21,700
2015/16 Fire Services Property Levy	\$ 5,453	\$ 4,839	\$ 4,348	\$ 3,978	\$ 3,787
2016/17	\$ 92,295	\$ 66,601	\$ 53,659	\$ 42,310	\$ 40,254
2016/17 Fire Services Property Levy	\$ 13,215	\$ 9,620	\$ 7,889	\$ 6,689	\$ 6,307
2017/18	\$ 4,447	\$ 118,965	\$ 115,394	\$ 98,505	\$ 89,045
2017/18 Fire Services Property Levy	\$ 462	\$ 29,691	\$ 17,341	\$ 15,025	\$ 14,112
2018/19	\$ -	\$ -	\$ -	\$ -	\$ 10,284
2018/19 Fire Services Property Levy	\$ -	\$ -	\$ -	\$ -	\$ 1,198
<b>Sub-total: arrears</b>	<b>\$ 199,981</b>	<b>\$ 307,246</b>	<b>\$ 269,273</b>	<b>\$ 231,698</b>	<b>\$ 222,244</b>
Current year (outstanding but not due)	\$ 6,662,224	\$ -	\$ 8,320,077	\$ 7,903,016	\$ 7,050,444
Fire Services Property Levy	\$ 738,662	\$ -	\$ 866,728	\$ 819,441	\$ 734,577
<b>Total outstanding</b>	<b>\$ 7,600,867</b>	<b>\$ 307,246</b>	<b>\$ 9,456,078</b>	<b>\$ 8,954,156</b>	<b>\$ 8,007,265</b>
<i>Summary</i>					
Rates in arrears	\$ 172,679	\$ 258,208	\$ 235,268	\$ 201,813	\$ 193,169
FSPL in arrears	\$ 27,302	\$ 49,038	\$ 34,005	\$ 29,885	\$ 29,075
<b>Total arrears</b>	<b>\$ 199,981</b>	<b>\$ 307,246</b>	<b>\$ 269,273</b>	<b>\$ 231,698</b>	<b>\$ 222,244</b>

The third rate instalment is due on 28 February 2019, and the full payment option due on 15 February 2019.

## 3.2.4 Sundry debtors

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

Current	\$126,630	38%
30 days	\$75,904	23%
60 days	\$64,991	20%
90 + days	\$64,010	19%
<b>Sub total routine debtors</b>	<b>\$331,534</b>	<b>100%</b>
Paid Parental Leave	(\$12,948)	
Government departments	\$169,264	
GST	\$248,372	
<b>Total</b>	<b>\$736,221</b>	
60 + days consists of:		
Community Wellbeing debtors	\$83,022	
Local community groups	\$19,415	
Others	\$26,565	
<b>Total</b>	<b>\$129,001</b>	

Total outstanding sundry debtors as at 31 January 2019 is \$0.7M.

The mainstream sundry debtors (\$332K) have been broken into the amount of time they have been outstanding. At time of the report \$129K or 39% of that total has been outstanding for more than 60 days. All debtors are contacted as a matter of routine.

The final amount due from Hay Australia, on a long term loan, has been raised to the debtor account during January 2019, and the payment was received on the first of February.

### 3.2.5 Supplementary valuations

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

Supplementary valuations received in January 2019 were:

Details	Number	Site Value	CIV	NAV
Consolidation	8	\$ 31,000	\$ 31,000	\$ 1,550
Demolition	1	\$ -	-\$ 60,000	-\$ 3,000
Improvements	17	\$ -	\$ 1,645,000	\$ 82,250
Objections	28	-\$ 575,000	-\$ 1,264,000	-\$ 66,200
Split	3	-\$ 31,000	-\$ 33,000	-\$ 1,650
Unused Road	3	\$ -	\$ -	\$ -
Update Area	3	-\$ 44,000	-\$ 44,000	-\$ 2,200
Water Frontage	1	\$ -	\$ -	\$ -
<b>TOTALS</b>	<b>64</b>	<b>-\$ 619,000</b>	<b>\$ 275,000</b>	<b>\$ 10,750</b>

The current balances at end of January 2019 are:

Valuation type	Opening balance	Supplementary changes	Closing balance
Site Value	\$ 1,393,862,900	-\$ 619,000	\$ 1,393,243,900
Capital Improved Value	\$ 2,161,331,100	\$ 275,000	\$ 2,161,606,100
NAV	\$ 111,423,405	\$ 10,750	\$ 111,434,155

The total rateable CIV at the end of January 2019 is \$2.16B.

### 3.2.6 Water rights

Council-owned water rights were valued at \$1,979,130 at 30 June 2018.

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

There has been no purchase to date this financial year, and no future purchases are budgeted for the remainder of 2018/19.

## APPENDIX 1: STANDARD INCOME STATEMENT

	2018/19 Original Budget	2018/19 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>REVENUE FROM ORDINARY ACTIVITIES</b>							
Rates	\$10,723,126	\$10,723,126	\$10,589,696	\$10,628,787	\$39,091	100%	99%
Revenue grants	\$5,890,114	\$6,514,735	\$3,712,842	\$3,833,905	\$121,064	103%	59%
Capital grants	\$5,491,143	\$26,724,038	\$11,447,353	\$7,056,277	(\$4,391,076)	62%	26%
Vic Roads	\$534,064	\$534,064	\$311,535	\$319,770	\$8,235	103%	60%
User fees	\$1,734,539	\$1,819,973	\$1,057,254	\$1,155,594	\$98,340	109%	63%
Capital contributions	\$0	\$2,364	\$2,364	\$0	(\$2,364)	0%	0%
Recurrent contributions	\$310,000	\$310,000	\$0	\$582	\$582	0%	0%
Interest income	\$375,000	\$375,000	\$218,750	\$251,664	\$32,914	115%	67%
* Reversal of impairment losses	\$0	\$0	\$0	\$1,658	\$1,658	0%	0%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$333,801	\$374,100	\$239,604	\$255,718	\$16,114	107%	68%
<b>Total revenue</b>	<b>\$25,391,787</b>	<b>\$47,377,400</b>	<b>\$27,579,398</b>	<b>\$23,503,955</b>	<b>(\$4,075,442)</b>	<b>85%</b>	<b>50%</b>
<b>EXPENDITURE FROM ORDINARY ACTIVITIES</b>							
Labour	\$10,604,210	\$10,593,876	\$6,026,661	\$5,726,740	\$299,921	95%	54%
Materials & services	\$8,016,009	\$10,725,498	\$5,753,901	\$4,581,494	\$1,172,407	80%	43%
Depreciation	\$9,200,989	\$9,200,989	\$5,367,229	\$5,367,245	(\$16)	100%	58%
Utilities	\$466,503	\$436,503	\$254,942	\$241,050	\$13,892	95%	55%
Contract payments	\$1,581,347	\$20,566,328	\$12,020,842	\$11,846,979	\$173,863	99%	58%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$85,083	\$85,083	\$21,014	\$24,578	(\$3,564)	117%	29%
Councillor costs	\$221,089	\$221,089	\$128,968	\$120,768	\$8,200	94%	55%
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%
<b>Total expenditure</b>	<b>\$30,175,230</b>	<b>\$51,829,366</b>	<b>\$29,573,557</b>	<b>\$27,908,855</b>	<b>\$1,664,702</b>	<b>94%</b>	<b>54%</b>
<b>NET RESULT FOR THE PERIOD</b>	<b>(\$4,783,443)</b>	<b>(\$4,451,966)</b>	<b>(\$1,994,159)</b>	<b>(\$4,404,899)</b>	<b>\$2,410,740</b>	<b>221%</b>	<b>99%</b>
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2018/19 Original Budget	2018/19 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>							
Economic development & tourism	\$1,436,315	\$1,563,691	\$859,116	\$691,846	\$167,270	81%	44%
Leadership	\$1,946,465	\$20,733,485	\$12,011,325	\$11,967,462	\$43,863	100%	58%
Works & infrastructure	\$13,421,963	\$13,783,287	\$7,912,258	\$7,903,586	\$8,672	100%	57%
Good management	\$4,333,882	\$4,572,723	\$2,664,720	\$2,255,262	\$409,458	85%	49%
Environment	\$2,396,268	\$2,641,960	\$1,476,403	\$1,329,191	\$147,212	90%	50%
Community services & recreation	\$6,640,337	\$8,534,220	\$4,649,735	\$3,761,509	\$888,226	81%	44%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
<b>Total operating expenditure</b>	<b>\$30,175,230</b>	<b>\$51,829,366</b>	<b>\$29,573,557</b>	<b>\$27,908,855</b>	<b>\$1,664,702</b>	<b>94%</b>	<b>54%</b>
<b>NET RESULT FOR THE PERIOD</b>	<b>(\$4,783,443)</b>	<b>(\$4,451,966)</b>	<b>(\$1,994,159)</b>	<b>(\$4,404,899)</b>	<b>\$2,410,740</b>	<b>221%</b>	<b>99%</b>

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

## APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2018/19 Original Budget	2018/19 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>FUNDING DECISIONS</b>							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,401,594	\$16,650,961	\$0	\$945	(\$945)	0%	0%
Less transfer to reserves	(\$2,151,749)	(\$3,134,146)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$379,427	\$885,324	\$272,669	\$297,314	(\$24,645)	109%	34%
<b>TOTAL FUNDING DECISIONS</b>	<b>\$5,629,272</b>	<b>\$14,402,139</b>	<b>\$272,669</b>	<b>\$298,259</b>	<b>(\$25,590)</b>	<b>109%</b>	<b>2%</b>
<b>NET FUNDS AVAILABLE FOR CAPITAL</b>	<b>\$845,829</b>	<b>\$9,950,173</b>	<b>(\$1,721,490)</b>	<b>(\$4,106,640)</b>	<b>\$2,385,150</b>	<b>239%</b>	<b>-41%</b>
<b>CAPITAL EXPENDITURE BY ASSET TYPE</b>							
Furniture and office equipment	\$777,780	\$784,450	\$459,325	\$37,896	\$421,429	8%	5%
Land and buildings	\$3,720,270	\$5,559,804	\$691,847	\$299,986	\$391,861	43%	5%
Plant and equipment	\$1,427,213	\$3,719,225	\$1,474,394	\$1,394,074	\$80,320	95%	37%
Roadworks	\$2,735,679	\$4,247,438	\$1,585,634	\$1,140,058	\$445,576	72%	27%
Urban and road drainage	\$350,000	\$706,581	\$321,137	\$185,701	\$135,436	58%	26%
Recreation, leisure and community facilities	\$1,263,000	\$2,231,178	\$143,735	\$101,161	\$42,574	70%	5%
Parks, open space and streetscapes	\$250,000	\$1,372,183	\$1,031,979	\$389,105	\$642,874	38%	28%
Footpaths	\$1,172,493	\$2,030,612	\$881,183	\$507,558	\$373,625	58%	25%
<b>TOTAL CAPITAL EXPENDITURE PAYMENTS</b>	<b>\$11,696,435</b>	<b>\$20,651,471</b>	<b>\$6,589,234</b>	<b>\$4,055,538</b>	<b>\$2,533,696</b>	<b>62%</b>	<b>20%</b>
<b>NON CASH ADJUSTMENTS</b>							
Less depreciation	\$9,200,989	\$9,200,989	\$5,367,229	\$5,367,245	(\$16)	100%	58%
Add reversal of impairment losses	\$0	\$0	\$0	(\$1,658)	\$1,658	0%	0%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$0	\$0	0%	0%
<b>TOTAL NON CASH ADJUSTMENTS</b>	<b>\$9,200,989</b>	<b>\$9,200,989</b>	<b>\$5,367,229</b>	<b>\$5,365,587</b>	<b>\$1,642</b>	<b>100%</b>	<b>58%</b>
Accumulated surplus brought forward	(\$1,785,085)	(\$3,561,131)	\$0	\$0	\$0	0%	0%
<b>NET CASH (SURPLUS)/DEFICIT</b>	<b>(\$135,468)</b>	<b>(\$2,060,822)</b>	<b>\$2,943,495</b>	<b>\$2,796,591</b>	<b>\$146,904</b>	<b>95%</b>	<b>-136%</b>

## APPENDIX 3: STANDARD BALANCE SHEET

	January 2019 As per trial balance	June 2018 As per financial statements	January 2018 As per trial balance
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$14,357,686	\$21,453,507	\$16,706,060
Trade and other receivables	\$8,662,580	\$785,569	\$8,214,034
Financial assets	\$21,229	\$3,405,167	\$475,576
Inventories	\$49,296	\$43,490	\$65,972
Non-current assets classified as held for sale	\$690,322	\$690,322	\$865,424
<b>TOTAL CURRENT ASSETS</b>	<b>\$23,781,113</b>	<b>\$26,378,055</b>	<b>\$26,327,066</b>
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	\$80,000	\$162,000	\$162,000
Financial assets	\$305,813	\$271,480	\$274,045
Intangible assets	\$1,979,130	\$1,979,130	\$1,668,430
Property, infrastructure, plant and equipment	\$336,499,275	\$338,108,296	\$308,535,684
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$338,864,218</b>	<b>\$340,520,906</b>	<b>\$310,640,159</b>
<b>TOTAL ASSETS</b>	<b>\$362,645,331</b>	<b>\$366,898,961</b>	<b>\$336,967,225</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	\$52,983	\$801,793	\$199,480
Trust funds and deposits	\$1,181,774	\$375,762	\$1,204,652
Provisions	\$1,815,838	\$1,721,770	\$1,733,530
Interest bearing loans and borrowings	\$0	\$0	\$0
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$3,050,595</b>	<b>\$2,899,325</b>	<b>\$3,137,662</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	\$2,324,221	\$2,324,221	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$2,324,221</b>	<b>\$2,324,221</b>	<b>\$2,324,221</b>
<b>TOTAL LIABILITIES</b>	<b>\$5,374,816</b>	<b>\$5,223,546</b>	<b>\$5,461,883</b>
<b>NET ASSETS</b>	<b>\$357,270,516</b>	<b>\$361,675,415</b>	<b>\$331,505,342</b>
<b>EQUITY</b>			
Accumulated Surplus	\$90,950,519	\$95,354,473	\$94,761,305
Asset Revaluation Reserve	\$247,387,367	\$247,387,367	\$217,168,524
Other Reserves	\$18,932,630	\$18,933,575	\$19,575,512
<b>TOTAL EQUITY</b>	<b>\$357,270,516</b>	<b>\$361,675,415</b>	<b>\$331,505,342</b>



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 55-839-5005 (LSL)	16/01/2018	Closed	16/07/2018	181	2.54%	\$ 1,791,312	\$ 20,569	\$ 1,994		\$ 1,994	
NAB -33-755-3209	19/02/2018	Closed	19/07/2018	131	2.48%	\$ 2,000,000	\$ 17,802	\$ 2,582		\$ 2,582	
NAB 44-441-8766	26/03/2018	Closed	24/07/2018	120	2.62%	\$ 2,000,000	\$ 13,782	\$ 3,445		\$ 3,445	
BGO 2658853	26/09/2018	Closed	26/07/2018	30	2.20%	\$ 1,000,000	\$ 241	\$ 1,567		\$ 1,567	
BGO 2623540	22/05/2018	Closed	21/08/2018	91	2.60%	\$ 2,000,000	\$ 5,556	\$ 7,552		\$ 7,552	
BGO 2589669	16/04/2018	Closed	14/08/2018	75	2.65%	\$ 1,000,000	\$ 5,445	\$ 3,267		\$ 3,267	
NAB 35-640-3396	12/02/2018	Closed	13/08/2018	182	2.50%	\$ 1,000,000	\$ 9,452	\$ 3,060		\$ 3,060	
NAB 64-750-7106	21/05/2018	Closed	18/09/2018	120	2.62%	\$ 2,000,000	\$ 5,742	\$ 11,629		\$ 11,629	
BGO 2658858	26/09/2018	Closed	24/09/2018	90	2.75%	\$ 2,000,000	\$ 149	\$ 13,413		\$ 13,413	
Bank of Melbourne	21/06/2018	Closed	20/09/2018	91	2.70%	\$ 2,000,000	\$ 1,657	\$ 11,806		\$ 11,806	
NAB 70-700-8970	26/06/2018	Closed	24/10/2018	120	2.80%	\$ 2,000,000	\$ 202	\$ 18,306		\$ 18,306	
BME - 116242	26/07/2018	Closed	26/10/2018	92	2.80%	\$ 2,000,000	\$ -	\$ 14,115		\$ 14,115	
NAB 87-656-3078	30/09/2018	Closed	29/10/2018	60	2.30%	\$ 2,000,000	\$ -	\$ 7,562		\$ 7,562	
BGO 2717042 (ex 2625340)	22/08/2018	Closed	22/11/2018	92	2.55%	\$ 2,000,000	\$ -	\$ 12,938		\$ 12,938	
Melb 356635306	30/08/2018	Closed	1/12/2018	93	2.70%	\$ 2,000,000	\$ -	\$ 13,776		\$ 13,776	
BGO 2809690	23/11/2018	Closed	24/12/2018	31	1.95%	\$ 500,000	\$ -	\$ 828		\$ 828	
BGO (LSI)	18/07/2018	Closed	18/01/2019	184	2.78%	\$ 1,800,000	\$ -	\$ 25,226		\$ 25,226	
BGO Preshool	18/07/2018	Closed	18/01/2019	184	2.78%	\$ 200,032	\$ -	Not Council's			
BGO 2809689	23/11/2018	Closed	23/01/2019	61	2.15%	\$ 1,000,000	\$ -	\$ 3,593		\$ 3,593	
NAB 87-656-3078	29/10/2018	Closed	29/01/2019	92	2.68%	\$ 2,000,000	\$ -	\$ 13,510		\$ 13,510	
11am Account BGO	at 31/12/2018	Open	N/A		1.50%	\$ 1,000,000	\$ -		\$ 1,000,000		
BGO 2809687	23/11/2018	Open	22/02/2019	91	2.55%	\$ 2,000,000	\$ -	\$ 12,715	\$ 2,000,000		\$ 9,641
BME - 035604	26/10/2018	Open	27/02/2019	124	2.63%	\$ 2,000,000	\$ -	\$ 17,870	\$ 2,000,000		\$ 13,979
NAB 76-521-5812	4/12/2018	Open	7/03/2019	90	2.75%	\$ 2,000,000	\$ -	\$ 13,562	\$ 2,000,000		\$ 8,740
ALB 037456	30/01/2019	Open	30/04/2019	90	2.78%	\$ 2,000,000	\$ -	\$ 13,710	\$ 2,000,000		\$ -
ALB 037456	30/01/2019	Open	2/05/2019	92	2.78%	\$ 2,000,000	\$ -	\$ 14,014	\$ 2,000,000		\$ -
NAB 42-416-4711	18/01/2019	Open	17/06/2019	150	2.77%	\$ 2,000,000	\$ -	\$ 22,767	\$ 2,000,000		\$ 1,973
NAB	18/01/2019	Open	17/06/2019	150	2.77%	\$ 202,835	\$ -	\$ -	\$ 202,835		
Interest on Kinder Account						\$ 2,309	\$ -	\$ -			
Interest on General Accounts							\$ 31,886	\$ -		\$ 31,886	\$ -
Totals							\$ 80,597	\$ 296,691	\$ 13,202,835	\$ 202,054	\$ 34,333
Interest earned											\$ 236,387
Interest transferred to/from externally funded projects											\$ -
Net interest on investments											\$ 236,387
Current investments: Shire Funds											
National Australia Bank									\$ 4,000,000		31%
Bank of Melbourne									\$ -		0%
Members Equity Bank									\$ 2,000,000		15%
Australian Unity Bank									\$ 4,000,000		31%
Bendigo Bank									\$ 3,000,000		23%
Council Funds on Term Deposit									\$ 13,000,000		100%

APPENDIX 5: MAJOR PROJECTS AND CAPITAL EXPENDITURE

Account	Original Budget	Revised Budget	YTD Budgets	YTD Actuals	YTD variance actual to Budget	YTD variance actual to Budget	Actual to total Budget
<b>CAPITAL EXPENDITURE - AS PER APPENDIX C IN 2018/19 BUDGET</b>							
<b>Economic development &amp; tourism</b>							
Eucy Museum Rd access - feasibility study	\$50,000	\$50,000	\$0	\$0	\$0	0%	0%
Caravan park improvements	\$1,083,000	\$1,083,000	\$0	\$0	\$0	0%	0%
Wedderburn Caravan Park entrance	\$15,000	\$15,000	\$0	\$0	\$0	0%	0%
Caravan Park trees	\$15,000	\$19,980	\$0	\$5,680	\$5,680	0%	28%
Purchase Caravan Parks	\$0	\$778,322	\$0	\$0	\$0	0%	0%
Council properties fencing	\$5,000	\$5,000	\$2,919	\$0	(\$2,919)	0%	0%
Council Land and Building sales and purchases	\$0	\$0	\$0	\$2,130	\$2,130	0%	#DIV/0!
<b>Works &amp; infrastructure</b>							
Reseal program	\$603,725	\$603,725	\$194,279	\$827	(\$193,452)	0%	0%
Safety program	\$45,000	\$45,000	\$14,850	\$2,000	(\$12,850)	13%	4%
Local road construction program	\$1,350,000	\$2,816,298	\$918,692	\$619,899	(\$298,793)	67%	22%
Local road gravel resheet program	\$380,000	\$296,450	\$214,379	\$293,983	\$79,604	137%	99%
Local road shoulder sheet program	\$315,000	\$309,412	\$276,889	\$207,985	(\$68,904)	75%	67%
Local bridges and culverts program	\$950,700	\$1,452,300	\$666,489	\$356,255	(\$330,234)	52%	25%
Township street improvement program	\$221,793	\$578,312	\$194,694	\$151,303	(\$43,391)	78%	26%
Urban drainage works program	\$350,000	\$706,581	\$321,137	\$185,701	(\$135,436)	58%	26%
<b>Works &amp; infrastructure programs have commenced and variances are due to timing of the budget.</b>							
Roads to Recovery - unallocated	\$15,207	\$149,806	(\$54,329)	\$0	\$54,329	0%	0%
Salathiel's Pit clean up	\$11,747	\$11,747	\$5,874	\$0	(\$5,874)	0%	0%
Reseal Wedderburn depot	\$0	\$40,000	\$0	\$0	\$0	0%	0%
Boundary entrance signage park and locality	\$15,000	\$15,000	\$15,000	\$15,365	\$365	102%	102%
Fleet replacement	\$254,460	\$382,000	\$182,000	\$193,711	\$11,711	106%	51%
Plant replacement	\$1,152,753	\$3,301,500	\$1,265,000	\$1,103,713	(\$161,287)	87%	33%
<b>Plant purchases behind budget due to invoices yet to be submitted</b>							
Traffic count equipment	\$0	\$15,725	\$15,725	\$15,725	\$0	100%	100%
Minor plant and equipment - capital	\$20,000	\$20,000	\$11,669	\$0	(\$11,669)	0%	0%
Office Generator	\$0	\$0	\$0	\$80,922	\$80,922	0%	#DIV/0!
Boort Waste Grant	\$0	\$91,900	\$0	\$6,451	\$6,451	0%	7%
Inglewood Waste Grant	\$0	\$57,760	\$0	\$6,451	\$6,451	0%	11%
<b>Good management</b>							
Building Asset Management Plan	\$0	\$59,229	\$0	\$4,884	\$4,884	0%	8%
Building safety audit stage 1	\$0	\$0	\$0	\$7,187	\$7,187	0%	#DIV/0!
BLD East Loddon Pre school	\$0	\$14,750	\$14,750	\$13,114	(\$1,636)	89%	89%
BLD Dinglee Pre School office refurbishment	\$0	\$1,217	\$1,217	\$1,217	\$0	100%	100%
Server replacement	\$50,000	\$50,000	\$50,000	\$22,000	(\$28,000)	44%	44%
<b>Server replacement behind budget due to timing of the budget, the project is still to be completed.</b>							
Asset edge devices	\$14,280	\$14,280	\$0	\$0	\$0	0%	0%
Photocopier / scanner	\$0	\$6,670	\$6,670	\$6,670	\$0	100%	100%
PC replacement	\$53,500	\$53,500	\$17,655	\$0	(\$17,655)	0%	0%
IT strategy implementation	\$660,000	\$660,000	\$385,000	\$9,226	(\$375,774)	2%	1%
<b>The project has commenced and works ongoing though out 2018/19.</b>							
<b>Building Maintenance</b>							
BLD001 789 Dinglee Rd Demo	\$13,202	\$0	\$0	\$0	\$0	0%	#DIV/0!
BLD002 Murph Crk Rec Res Damp	\$0	\$11,916	\$0	\$7,480	\$7,480	0%	63%
BLD003 WB Mech Ins Termite	\$0	\$8,577	\$0	\$9,450	\$9,450	0%	110%
BLD26 PH Memorial Hall Works	\$49,500	\$49,500	\$0	\$0	\$0	0%	0%
BLD27 KV Toilets Upgrade	\$9,900	\$9,900	\$0	\$0	\$0	0%	0%
BLD28 WB Hall	\$6,000	\$6,000	\$0	\$0	\$0	0%	0%
BLD32 Brt Memorial Hall Pavers	\$0	\$13,202	\$4,357	\$0	(\$4,357)	0%	0%
BLD PH Seniors Doors	\$0	\$5,515	\$5,515	\$5,014	(\$501)	91%	91%
BLD10 BRT Pre School and MCH Paint	\$9,900	\$12,900	\$12,900	\$12,767	(\$133)	99%	99%
BLD11 IW Seniors and PreSch Paint	\$12,100	\$12,100	\$12,100	\$13,099	\$999	108%	108%
BLD12 WB Pre School Paint	\$7,700	\$7,700	\$7,700	\$8,134	\$434	106%	106%
BLD13 Serp EPU 3 Path	\$4,950	\$4,950	\$0	\$0	\$0	0%	0%
BLD14 PH EPU 2 Path	\$2,750	\$2,750	\$0	\$0	\$0	0%	0%
BLD15 PH EPU 3 Path	\$4,950	\$4,950	\$0	\$0	\$0	0%	0%
BLD16 PH EPU 4 Path	\$3,850	\$3,850	\$0	\$0	\$0	0%	0%
BLD17 PH EPUs Paint	\$8,250	\$8,250	\$8,250	\$1,648	(\$6,602)	20%	20%
BLD18 Dinglee EPUs Paint	\$6,600	\$6,600	\$6,600	\$0	(\$6,600)	0%	0%
BLD19 PH seniors Paint	\$16,500	\$7,335	\$7,335	\$7,335	\$0	100%	100%
BLD20 PH Hist Museum Paint	\$3,850	\$3,850	\$0	\$1,726	\$1,726	0%	45%
BLD21 NB Public Toilets	\$27,500	\$27,500	\$0	\$0	\$0	0%	0%
BLD22 IW Seniors and PreSch Roof	\$4,598	\$4,598	\$0	\$748	\$748	0%	16%
BLD23 BWCP - Termite Protection	\$4,400	\$4,400	\$0	\$0	\$0	0%	0%
BLD24 WB Office Deck Sill	\$25,300	\$25,300	\$25,300	\$18,798	(\$6,502)	74%	74%
BLD25 IW Hall Lift Phone	\$8,800	\$8,800	\$8,800	\$4,590	(\$4,210)	52%	52%
<b>Environment</b>							
Flood mitigation works Boort	\$0	\$485,000	\$485,000	\$138,345	(\$346,655)	29%	29%
Flood mitigation works Pyramid Hill	\$0	\$250,000	\$0	\$0	\$0	0%	0%

Account	Original Budget	Revised Budget	YTD Budgets	YTD Actuals	YTD variance actual to Budget	YTD variance actual to Budget	Actual to total Budget
<b>Community services &amp; recreation</b>							
PGC17 IW Town Hall landscape	\$49,980	\$49,980	\$49,980	\$0	(\$49,980)	0%	0%
PGC18 Boort Lake view BBQ	\$20,020	\$20,020	\$6,607	\$0	(\$6,607)	0%	0%
Parks & Gardens Strategy	\$0	\$26,614	\$0	\$0	\$0	0%	0%
Swimming pool solar power	\$0	\$122,841	\$61,421	\$89,060	\$27,639	145%	73%
<b>Swimming pool solar power project works ahead of expected timing within the budget.</b>							
PGC19 tree replacement	\$30,000	\$30,000	\$9,900	\$0	(\$9,900)	0%	0%
PGC013 WB Office	\$0	\$0	\$0	\$5,919	\$5,919	0%	#DIV/0!
PGC015 St Am Rd calder Hwy	\$0	\$0	\$0	\$210	\$210	0%	#DIV/0!
PGC010 Inglewood Bot Gard	\$0	\$0	\$0	\$292	\$292	0%	#DIV/0!
Community planning strategic fund	\$500,000	\$500,000	\$0	\$0	\$0	0%	0%
BCP17 Lake Boort outdoor furniture	\$0	\$16,568	\$16,568	\$0	(\$16,568)	0%	0%
BCP Community plan capital	\$50,000	\$38,088	\$0	\$0	\$0	0%	0%
BCP KV Playground shade sail	\$0	\$25,000	\$8,250	\$0	(\$8,250)	0%	0%
WCP Community plan capital	\$50,000	\$50,233	\$0	\$0	\$0	0%	0%
KCP11 Bridgewater Streetscape	\$0	\$39,500	\$0	\$0	\$0	0%	0%
ICP13 Inglewood Eucy Museum annex	\$0	\$21,000	\$6,930	\$0	(\$6,930)	0%	0%
ICP15 Engine display Eucy Museum	\$0	\$20,000	\$0	\$0	\$0	0%	0%
ICP17 Sports power UG	\$0	\$4,200	\$0	\$0	\$0	0%	0%
ICP17 Inglewood Eucy Museum annex	\$0	\$20,000	\$0	\$0	\$0	0%	0%
ICP Community plan capital	\$50,000	\$8,670	\$0	\$0	\$0	0%	0%
TeCP14 Pyramid Hill Caravan Park	\$0	\$16,330	\$9,527	\$0	(\$9,527)	0%	0%
TeCP17 Pyramid Hill Hall power upgrade	\$0	\$19,091	\$6,300	\$0	(\$6,300)	0%	0%
TeCP Community plan capital	\$50,000	\$0	\$0	\$0	\$0	0%	#DIV/0!
<b>CAPITAL EXPENDITURE - AS PER APPENDIX C IN 2018/19 BUDGET</b>							
TaCP17 Laanecoone boat ramp	\$0	\$99,280	\$99,280	\$8,953	(\$90,327)	9%	9%
TaCP Community plan capital	\$50,000	\$10,158	\$0	\$0	\$0	0%	0%
TaCP P/H Lions park redevelopment	\$0	\$32,000	\$10,560	\$0	(\$10,560)	0%	0%
TCP N/B Hall repairs	\$0	\$9,487	\$5,537	\$0	(\$5,537)	0%	0%
Wedderburn Community Centre	\$0	\$21,736	\$12,677	\$7,000	(\$5,677)	55%	32%
WCP Soldiers Mem park exercise equipment	\$0	\$25,000	\$8,250	\$0	(\$8,250)	0%	0%
WCP Wed Caravan park redevelopment	\$0	\$25,000	\$8,250	\$0	(\$8,250)	0%	0%
WCP Donaldson Park redevelopment	\$0	\$10,000	\$3,300	\$0	(\$3,300)	0%	0%
RCLIP Wedderburn Streetscape	\$0	\$0	\$0	\$532	\$532	0%	#DIV/0!
LGP Wedderburn streetscape	\$0	\$348,200	\$348,200	\$151,205	(\$196,995)	43%	43%
<b>Project almost complete with savings expected</b>							
FRRR Bridgewater foreshore stage 2	\$0	\$343,744	\$257,808	\$70,160	(\$187,648)	27%	20%
WBSSCAPE Bin Surrounds	\$0	\$17,000	\$0	\$0	\$0	0%	0%
Upgrade public toilets	\$0	\$7,500	\$4,375	\$9,235	\$4,860	211%	123%
Pyramid Hill Community Centre	\$120,000	\$120,000	\$0	\$0	\$0	0%	0%
Donaldson Park pavilion upgrade	\$2,814,670	\$3,311,232	\$0	\$0	\$0	0%	0%
Newbridge public toilets septic replacement	\$0	\$92,820	\$30,631	\$8,284	(\$22,347)	27%	9%
Livestock and domestic pound	\$50,000	\$104,518	\$34,491	\$600	(\$33,891)	2%	1%
Trails Signage	\$0	\$12,357	\$4,078	\$0	(\$4,078)	0%	0%
Inglewood Pool upgrade	\$0	\$253,690	\$253,690	\$158,255	(\$95,435)	62%	62%
<b>Project has commenced and is progressing, with invoices yet to be submitted.</b>							
Donaldson Park Redevelopment	\$0	\$81,499	\$0	\$4,300	\$4,300	0%	5%
Pyramid Hill Kelly St playground	\$0	\$8,208	\$8,208	\$0	(\$8,208)	0%	0%
<b>Total capital expenditure</b>	<b>\$11,696,435</b>	<b>\$20,651,471</b>	<b>\$6,589,234</b>	<b>\$4,055,538</b>	<b>(\$2,533,696)</b>	<b>62%</b>	<b>20%</b>

**9.4 REVIEW OF DELEGATIONS**

**File Number:** 18/01/003  
**Author:** Lynne Habner, A/Manager Executive and Commercial Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. Instrument of delegation - Members of staff  
2. Instrument of delegation - Marine Safety Act

**RECOMMENDATION**

That Council, in the exercise of the powers conferred by section 98(1) of the Act and the other legislation referred to in the attached instruments of delegation, resolves that:

1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instruments of Delegation to members of Council staff, the powers, duties and functions set out in the instruments, subject to the conditions and limitations specified in the instruments.
2. The common seal of Council be affixed to the instruments, and the instruments come into force immediately the common seal is affixed.
3. On the coming into force of the instruments all previous delegations by Council to members of Council staff (other than the Chief Executive Officer) are revoked.
4. The duties and functions set out in the instruments must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

**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 last considered a review of delegations at its February 2017 meeting.

**BACKGROUND**

In order for Council officers to effectively and efficiently discharge their duties, specific delegations, authorisations and appointments are required under a variety of Acts.

Council is required to review its delegations within 12 months after a general election in accordance with section 98 (6) of the Local Government Act.

In addition to this statutory requirement, presentation of new or revised delegations has become a more regular process for Council. Due to the ever changing nature of legislation, Council has subscribed to a service by Maddocks legal firm that regularly reviews all applicable delegations, authorisations and appointments.

**ISSUES/DISCUSSION**

The attached amended delegations have been updated in accordance with most recent advice provided by Maddocks.

**COST/BENEFITS**

Adoption of the recommendation will not have any financial impacts.

**RISK ANALYSIS**

Adoption of the recommendation will ensure that Council staff are able to act on behalf of Council under the various pieces of legislation. If current delegations are not in place, actions of a council officer exercising those powers could be legally challenged.

**CONSULTATION AND ENGAGEMENT**

Nil required.

## S6 Instrument of Delegation - Members of Staff

### Preamble

#### Instrument of Delegation

In exercise of the power conferred by section 98(1) of the Local Government Act 1989 and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

	means
AA	Administrative Assistant
ABC	Assets and Buildings Coordinator
AGO	Assets/GIS Officer
AMW	Assistant Manager Works
AOO	Administrative Officer - Operations
CEO	Chief Executive Officer
DCS	Director Corporate Services
DE	Design Engineer
DMERO	Deputy Municipal Emergency Resource Officer
DOP	Director Operations
FA	Financial Accountant
GIS	GIS Officer
LLO	Local Laws Officer
LLPCO	Local Laws/Planning Compliance Officer
MBS	Municipal Building Surveyor
MDC	Manager Development and Compliance
MERO	Municipal Emergency Resource Officer
MFS	Manager Financial Services
MOD	Manager Organisation Development
MTS	Manager Technical Services
MW	Manager Works
PHO	Public Health Officer
PMC	Project Management Coordinator
PO	Planning Officer
R	Ranger
RC	Revenue Collector
SPHO	Senior Public Health Officer
SPO	Strategic Planning Officer
TL	Team Leader
TLTS	Team Leader Townscape Services
TO	Technical Officer
WC	Works Coordinator

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on **26 February 2019**; and

- 3.2 the delegation:

3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue,

action, act or thing which must be the subject of a Resolution of Council; or

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council; or

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

**Council seal**

**Phil Pinyon  
Chief Executive Officer  
Loddon Shire Council**

Date:

### Delegation Sources

- Domestic Animals Act 1994
- Environment Protection Act 1970
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Rail Safety (Local Operations) Act 2006
- Residential Tenancies Act 1997
- Road Management Act 2004
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Further Interim Regulations 2013
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010
- Road Management (General) Regulations 2005
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015



**S6 Instrument of Delegation - Members of Staff**

<b>Domestic Animals Act 1994</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 41A(1)	Power to declare a dog to be a menacing dog	DOP, LLO, LLPCO, MDC, R	Council may delegate this power to a Council authorised officer
<b>Environment Protection Act 1970</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 53M(3)	Power to require further information	DOP, SPHO	
s 53M(4)	Duty to advise applicant that application is not to be dealt with	SPHO	
s 53M(5)	Duty to approve plans, issue permit or refuse permit	SPHO	Refusal must be ratified by Council or it is of no effect
s 53M(6)	Power to refuse to issue septic tank permit	SPHO	Refusal must be ratified by Council or it is of no effect
s 53M(7)	Duty to refuse to issue a permit in circumstances in (a)-(c)	SPHO	Refusal must be ratified by Council or it is of no effect
<b>Food Act 1984</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	SPHO	If s 19(1) applies
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	SPHO	If s 19(1) applies
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	MDC, SPHO	If s 19(1) applies  Only in relation to temporary food premises or mobile food premises
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	SPHO	If s 19(1) applies
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	SPHO	If s 19(1) applies
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	SPHO	If s 19(1) applies
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	DOP, SPHO	Where Council is the registration authority
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	DOP, SPHO	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution  Delegation is still required for the authorised officer to prepare and issue the

Food Act 1984			
			Order, however the decision to issue an Order is contingent on a Council Resolution to this effect.
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	SPHO	Where Council is the registration authority
s 19CB(4)(b)	Power to request copy of records	SPHO	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	SPHO	Where Council is the registration authority
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	SPHO	Where Council is the registration authority
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	SPHO	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	SPHO	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	DOP, SPHO	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	SPHO	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	SPHO	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	SPHO	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	SPHO	Where Council is the registration authority
	Power to register, renew or transfer registration	SPHO	Where Council is the registration authority  refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	SPHO	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CEO	Where Council is the registration authority  Not delegated - fees are fixed by Council
s 38A(4)	Power to request a copy of a completed food safety program template	SPHO	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	SPHO	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	SPHO	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	SPHO	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and	SPHO	Where Council is the

<b>Food Act 1984</b>			
	inspect the premises if required by s 39		registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	SPHO	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	SPHO	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	SPHO	Where Council is the registration authority  not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	SPHO	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	SPHO	Where Council is the registration authority
s 39A	Power to register, renew or transfer food premises despite minor defects	SPHO	Where Council is the registration authority  Only if satisfied of matters in s 39A(2)(a)-(c)
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	SPHO	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	SPHO	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	SPHO	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	SPHO	Where Council is the registration authority
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	SPHO	Where Council is the registration authority
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	SPHO	Where Council is the registration authority
<b>Heritage Act 2017</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO	Must first obtain Executive Director's written consent  Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation  Not delegated - power remains with CEO
<b>Local Government Act 1989</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>

Local Government Act 1989			
s 181H	Power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge	CEO	
Planning and Environment Act 1987			
Provision	Item Delegated	Delegate	Conditions and Limitations
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	DOP, MDC	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	MDC	
s 4H	Duty to make amendment to Victoria Planning Provisions available	MDC	
s 4I	Duty to keep Victorian Planning Provisions and other documents available	MDC	
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A	DOP, MDC	
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme	DOP, MDC	
s 8A(5)	Function of receiving notice of the Minister's decision	MDC	
s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days	DOP, MDC	
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	CEO	Not delegated - power remains with CEO
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	DOP, MDC	
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)	MDC	
s 12B(1)	Duty to review planning scheme	MDC	
s 12B(2)	Duty to review planning scheme at direction of Minister	MDC	
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay	MDC	
s 14	duties of a Responsible Authority as set out in s 14(a) to (d)	MDC	
s 17(1)	Duty of giving copy amendment to the planning scheme	MDC	
s 17(2)	Duty of giving copy s 173 agreement	MDC	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	MDC	
s 18	Duty to make amendment etc. available	MDC	
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	MDC	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	MDC	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or  Where the amendment will amend the planning scheme to designate Council as an acquiring authority.

Planning and Environment Act 1987			
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	DOP, MDC	
s 21(2)	Duty to make submissions available	MDC	
s 21A(4)	Duty to publish notice	MDC	
s 22	Duty to consider all submissions	MDC	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	MDC	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	DOP, MDC	
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	MDC	
s 26(1)	Power to make report available for inspection	DOP, MDC	
s 26(2)	Duty to keep report of panel available for inspection	MDC	
s 27(2)	Power to apply for exemption if panel's report not received	DOP, MDC	
s 28	Duty to notify the Minister if abandoning an amendment	MDC	Note: the power to make a decision to abandon an amendment cannot be delegated
s 30(4)(a)	Duty to say if amendment has lapsed	MDC	
s 30(4)(b)	Duty to provide information in writing upon request	MDC	
s 32(2)	Duty to give more notice if required	MDC	
s 33(1)	Duty to give more notice of changes to an amendment	MDC	
s 36(2)	Duty to give notice of approval of amendment	MDC	
s 38(5)	Duty to give notice of revocation of an amendment	MDC	
s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	MDC	
s 40(1)	Function of lodging copy of approved amendment	MDC	
s 41	Duty to make approved amendment available	MDC	
s 42	Duty to make copy of planning scheme available	MDC	
s.46AS(ac)	power to request the Victorian Planning Authority (VPA) to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria	DOP, MDC	
s 46AW	Function of being consulted by the Minister	CEO, DOP	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy  Power to endorse the draft Statement of Planning Policy	CEO	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	MDC, PO, SPO	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	DOP, MDC, PO, SPO	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	DOP, MDC, PO, SPO	Where Council is the planning authority, the municipal Council of the

Planning and Environment Act 1987			
			municipal district in which the land is located and/or the development agency
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans	CEO	
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	CEO	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	CEO	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	CEO	
s 46GP	Function of receiving a notice under s 46GO	CEO	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	CEO	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	CEO	
s 46GR(2)	Power to consider a late submission  Duty to consider a late submission if directed to do so by the Minister	CEO	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	CEO	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	CEO	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	CEO	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	CEO	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	CEO	
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	CEO	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution  Power to specify the manner in which the payment is to be made	CEO	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	CEO	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	CEO	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	CEO	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	CEO	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	CEO	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	CEO	Where Council is the

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			collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	CEO	Where Council is the collecting agency
s 46GY(1)	Duty to keep proper and separate accounts and records	CEO	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	CEO	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component	CEO	Where the Council is the planning authority  This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	DOP, MDC, PO, SPO	Where Council is the collecting agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	CEO	Where Council is the development agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	DOP, MDC, MFS, PO, RC, SPO	Where Council is the collecting agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the relevant development agency

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s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	CEO	Where Council is the development agency specified in the approved infrastructure contributions plan  This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	DOP, FA, MDC, MFS, PO, SPO	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4)  Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	CEO	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	CEO	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	DOP, MDC, PO, SPO	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	CEO	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	DOP, MDC	If the VPA is the collecting agency under an approved infrastructure contributions plan  Where Council is a



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			development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	CEO	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	DOP, FA, MDC, MFS, PO, SPO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	DOP, MDC, MFS	Where Council is the development agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan  This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	CEO	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	CEO	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	s 46GZF(3)(a) function of receiving proceeds of sale	CEO	Where Council is the collection agency under an approved infrastructure contributions plan  This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the	CEO	Where Council is the

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	current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)		collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	CEO	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	DOP, MDC	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	CEO	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	CEO	
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	DOP	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	CEO	Not delegated - power remains with CEO
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	DOP	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	DOP, MDC	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	DOP	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	DOP	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	CEO	Not delegated - power remains with CEO
s 46Q(1)	Duty to keep proper accounts of levies paid	MFS	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency	DOP, FA, MDC, MFS	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	DOP, MDC	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	DCS	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal Council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	DOP, FA, MDC, MFS	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister

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s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	DOP	Must be done in accordance with Part 3
s46Q(4)(e)	Duty to expend that amount on other works etc.	DOP	With the consent of, and in the manner approved by, the Minister
s 46QC	Power to recover any amount of levy payable under Part 3B	DCS	
s 46QD	Duty to prepare report and give a report to the Minister	DOP, MDC	Where Council is a collecting agency or development agency
s 47	Power to decide that an application for a planning permit does not comply with that Act	DOP, MDC	
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	MDC	
s 49(2)	Duty to make register available for inspection	MDC	
s 50(4)	Duty to amend application	MDC	
s 50(45)	Power to refuse to amend application	DOP, MDC	
s 50(6)	Duty to make note of amendment to application in register	MDC, PO, SPO	
s.50(6)	duty to make note of amendment to application in register	MDC	
s 50A(1)	Power to make amendment to application	DOP, MDC, PO, SPO	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	DOP, MDC, PO, SPO	
s 50A(4)	Duty to note amendment to application in register	MDC, PO, SPO	
s 51	Duty to make copy of application available for inspection	MDC, PO, SPO	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	MDC, PO, SPO	
s 52(1)(b)	Duty to give notice of the application to other municipal Council where appropriate	MDC, PO, SPO	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	MDC, PO, SPO	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	MDC, PO, SPO	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	MDC, PO, SPO	
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	MDC, PO, SPO	
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	MDC, PO, SPO	
s 52(3)	Power to give any further notice of an application where appropriate	DOP, MDC, PO, SPO	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	DOP, MDC, PO, SPO	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	DOP, MDC, PO, SPO	
s 54(1)	Power to require the applicant to provide more information	DOP, MDC,	

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		PO, SPO	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	MDC, PO, SPO	
s 54(1B)	Duty to specify the lapse date for an application	MDC, PO, SPO	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	DOP, MDC, PO, SPO	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	MDC, PO, SPO	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	MDC, PO, SPO	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	DOP, MDC	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	MDC, PO, SPO	
s 57(5)	Duty to make available for inspection copy of all objections	MDC, PO, SPO	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	MDC, PO, SPO	
s 57A(5)	Power to refuse to amend application	DOP, MDC	
s 57A(6)	Duty to note amendments to application in register	MDC, PO, SPO	
s 57B(1)	Duty to determine whether and to whom notice should be given	MDC, PO, SPO	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	MDC, PO, SPO	
s 57C(1)	Duty to give copy of amended application to referral authority	MDC, PO, SPO	
s 58	Duty to consider every application for a permit	MDC, PO, SPO	
s 58A	Power to request advice from the Planning Application Committee	DOP, MDC	
s 60	Duty to consider certain matters	MDC, PO, SPO	
s 60(1A)	Duty to consider certain matters	DOP, MDC, PO, SPO	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	DOP, MDC, PO, SPO	
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	DOP, MDC, PO, SPO	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	DOP, MDC, PO, SPO	
s.61(2A)	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	DOP, MDC, PO, SPO	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	DOP, MDC, PO, SPO	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	DOP, MDC, PO, SPO	
s 62(2)	Power to include other conditions	DOP, MDC, PO, SPO	

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s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	DOP, MDC, PO, SPO	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	DOP, MDC, PO, SPO	
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	DOP, MDC	
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	DOP, MDC, PO, SPO	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	DOP, MDC, PO, SPO	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	DOP, MDC, PO, SPO	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	DOP, MDC, PO, SPO	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	MDC, PO, SPO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	DOP, MDC, PO, SPO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	MDC, PO, SPO	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	DOP, MDC, PO, SPO	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	MDC, PO, SPO	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	MDC, PO, SPO	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	MDC, PO, SPO	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	MDC, PO, SPO	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(46)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s	MDC, PO, SPO	If the recommending referral authority did not

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	64 or 65		object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	MDC, PO, SPO	
s 69(1A)	Function of receiving application for extension of time to complete development	MDC, PO, SPO	
s 69(2)	Power to extend time	DOP, MDC, PO, SPO	
s 70	Duty to make copy permit available for inspection	MDC, PO, SPO	
s 71(1)	Power to correct certain mistakes	DOP, MDC, PO, SPO	
s 71(2)	Duty to note corrections in register	MDC, PO, SPO	
s 73	Power to decide to grant amendment subject to conditions	DOP, MDC, PO, SPO	
s 74	Duty to issue amended permit to applicant if no objectors	DOP, MDC, PO, SPO	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	MDC, PO, SPO	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	MDC, PO, SPO	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	MDC, PO, SPO	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	MDC, PO, SPO	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(46)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	MDC, PO, SPO	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	DOP, MDC, PO, SPO	

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s 83	Function of being respondent to an appeal	DOP, MDC	
s 83B	Duty to give or publish notice of application for review	MDC, PO, SPO	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	DOP, MDC, PO, SPO	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	DOP, MDC, PO, SPO	
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	MDC, PO, SPO	
s 84(6)	Duty to issue permit on receipt of advice within 3 working days	DOP, MDC, PO, SPO	
s 84AB	Power to agree to confining a review by the Tribunal	DOP, MDC	
s 86	Duty to issue a permit at order of Tribunal within 3 working days	DOP, MDC, PO, SPO	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO	Not delegated - power remains with CEO
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	DOP, MDC, PO, SPO	
s 91(2)	Duty to comply with the directions of VCAT	DOP, MDC, PO, SPO	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	DOP, MDC, PO, SPO	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	MDC, PO, SPO	
s 93(2)	Duty to give notice of VCAT order to stop development	MDC, PO, SPO	
s 95(3)	Function of referring certain applications to the Minister	CEO	Not delegated - power remains with CEO
s 95(4)	Duty to comply with an order or direction	DOP, MDC, PO, SPO	
s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	DOP, MDC	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO	Not delegated - power remains with CEO
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	DOP, MDC	
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	DOP, MDC	
s 96F	Duty to consider the panel's report under s 96E	MDC	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996)	DOP, MDC	
s 96H(3)	Power to give notice in compliance with Minister's direction	DOP, MDC	
s 96J	Power to issue permit as directed by the Minister	DOP, MDC	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	MDC	
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	DOP, MDC, PO, SPO	
s 97C	Power to request Minister to decide the application	CEO	Not delegated - power

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			remains with CEO
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	DOP, MDC, PO, SPO	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	MDC, PO, SPO	
s 97G(6)	Duty to make a copy of permits issued under s 97F available for inspection	MDC, PO, SPO	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	MDC, PO, SPO	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	MDC	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	MDC	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CEO	Not delegated - power remains with CEO
s 97Q(4)	Duty to comply with directions of VCAT	MDC	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	MDC	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CEO	Not delegated - power remains with CEO
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	MDC	
s 101	Function of receiving claim for expenses in conjunction with claim	CEO	Not delegated - power remains with CEO
s 103	Power to reject a claim for compensation in certain circumstances	CEO	Not delegated - power remains with CEO
s.107(1)	function of receiving claim for compensation	CEO	Not delegated - power remains with CEO
s 107(3)	Power to agree to extend time for making claim	CEO	Not delegated - power remains with CEO
s 114(1)	Power to apply to the VCAT for an enforcement order	DOP, LLPCO, MDC	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	MDC	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	DOP, LLPCO, MDC	
s 123(1)	Power to carry out work required by enforcement order and recover costs	DOP, LLPCO, MDC	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	DOP, MDC	Except Crown Land
s 129	Function of recovering penalties	MFS	
s 130(5)	Power to allow person served with an infringement notice further time	DOP, MDC	
s 149A(1)	Power to refer a matter to the VCAT for determination	DOP, MDC	
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement	DOP, MDC	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions	CEO	Where Council is the relevant planning authority



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	unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)		Not delegated - power remains with CEO
s 171(2)(f)	Power to carry out studies and commission reports	DOP, MDC	
s 171(2)(g)	Power to grant and reserve easements	CEO	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	CEO	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	CEO	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	CEO	Where Council is the development agency specified in an approved infrastructure contributions plan
s.171(2)(g)	power to grant and reserve easements	MDC	
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO	Not delegated - power remains with CEO
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	CEO	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	DOP, MDC	
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	DOP, MDC	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DOP, MDC	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	DOP, MDC	
s 178A(1)	Function of receiving application to amend or end an agreement	MDC	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	MDC	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	MDC	
s 178A(5)	Power to propose to amend or end an agreement	DOP, MDC	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	MDC	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	MDC	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	MDC	

Planning and Environment Act 1987			
s 178C(4)	Function of determining how to give notice under s 178C(2)	MDC	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	MDC	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	DOP, MDC	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DOP, MDC	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	DOP, MDC	If no objections are made under s 178D  Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	DOP, MDC	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	DOP, MDC	After considering objections, submissions and matters in s 178B
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	DOP, MDC	After considering objections, submissions and matters in s.178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	DOP, MDC	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	MDC	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	MDC	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	MDC	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	MDC	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	DOP, MDC	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	MDC	
s 179(2)	Duty to make available for inspection copy agreement	MDC	
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General	MDC	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	DOP, MDC	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	MDC	
s 182	Power to enforce an agreement	DOP, LLPCO, MDC	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	MDC	
s 184F(1)	Power to decide to amend or end an agreement at any time after an	DOP, MDC	

<b>Planning and Environment Act 1987</b>			
	application for review of the failure of Council to make a decision		
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	MDC	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	MDC	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	MDC	
s 184G(2)	Duty to comply with a direction of the Tribunal	MDC	
s 184G(3)	Duty to give notice as directed by the Tribunal	MDC	
s 198(1)	Function to receive application for planning certificate	MDC, PO, SPO	
s 199(1)	Duty to give planning certificate to applicant	MDC, PO, SPO	
s 201(1)	Function of receiving application for declaration of underlying zoning	MDC	
s 201(3)	Duty to make declaration	MDC	
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	DOP, MDC	
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	DOP, MDC	Does not apply to the refusal of any permit application or amendment
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	DOP, MDC, PO, SPO	
	Power to give written authorisation in accordance with a provision of a planning scheme	DOP, MDC, PO, SPO	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	DOP, MDC	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	DOP, MDC	
s.224(8)	duty to provide information requested by Victoria Planning Authority under s.201UAB(1) not yet provided to Growth Areas Authority to Victorian Planning Authority	DOP, MDC	
<b>Rail Safety (Local Operations) Act 2006</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 33	Duty to comply with a direction of the Safety Director under s 33	MTS	Where Council is a utility under s 3
s 33A	Duty to comply with a direction of the Safety Director to give effect to arrangements under s 33A	MTS	Duty of Council as a road authority under the Road Management Act 2004
s 34	Duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s 33(1)	MTS	Where Council is a utility under s 3
s 34C(2)	Function of entering into safety interface agreements with rail infrastructure manager	CEO	Where Council is the relevant road authority Not delegated - power remains with the CEO
s 34D(1)	Function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed	DE, MTS	Where Council is the relevant road authority

<b>Rail Safety (Local Operations) Act 2006</b>			
s 34D(2)	Function of receiving written notice of opinion	MTS	Where Council is the relevant road authority
s 34D(4)	Function of entering into safety interface agreement with infrastructure manager	CEO	Where Council is the relevant road authority Not delegated - power remains with the CEO
s 34E(1)(a)	Duty to identify and assess risks to safety	DE, MTS, MW	Where Council is the relevant road authority
s 34E(1)(b)	Duty to determine measures to manage any risks identified and assessed having regard to items set out in s 34E(2)(a)-(c)	DE, MTS	Where Council is the relevant road authority
s 34E(3)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	CEO	Where Council is the relevant road authority Not delegated - power remains with the CEO
s 34F(1)(a)	Duty to identify and assess risks to safety, if written notice has been received under s 34D(2)(a)	DE, MTS	Where Council is the relevant road authority
s 34F(1)(b)	Duty to determine measures to manage any risks identified and assessed, if written notice has been received under s 34D(2)(a)	DE, MTS	Where Council is the relevant road authority
s 34F(2)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	CEO	Where Council is the relevant road authority Not delegated - power remains with the CEO
s 34H	Power to identify and assess risks to safety as required under s 34B, 34C, 34D, 34E or 34F in accordance with s 34H(a)-(c)	DE, DOP, MTS	Where Council is the relevant road authority
s 34I	Function of entering into safety interface agreements	CEO	Where Council is the relevant road authority Not delegated - power remains with the CEO
s 34J(2)	Function of receiving notice from Safety Director	MTS	Where Council is the relevant road authority
s 34J(7)	Duty to comply with a direction of the Safety Director given under s 34J(5)	MTS	Where Council is the relevant road authority
s 34K(2)	Duty to maintain a register of items set out in s 34K(a)-(b)	DE, MTS	Where Council is the relevant road authority
<b>Residential Tenancies Act 1997</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 142D	Function of receiving notice regarding an unregistered rooming house	SPHO	
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district	SPHO	
s 142G(2)	Power to enter certain information in the Rooming House Register	SPHO	
s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry	SPHO	
s 252	Power to give tenant a notice to vacate rented premises if s 252(1) applies	CEO	Where Council is the landlord Not delegated - power remains with the CEO
s 262(1)	Power to give tenant a notice to vacate rented premises	CEO	Where Council is the landlord

<b>Residential Tenancies Act 1997</b>			
			Not delegated - power remains with the CEO
s 262(3)	Power to publish its criteria for eligibility for the provision of housing by Council	CEO	Not delegated - power remains with CEO
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	SPHO	
s 522(1)	Power to give a compliance notice to a person	MBS, MDC, PHO, SPHO	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO	Not delegated - power remains with CEO
s 525(4)	Duty to issue identity card to authorised officers	MOD	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	MBS, MDC, PHO, SPHO	
s 526A(3)	Function of receiving report of inspection	SPHO	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO	Not delegated - power remains with CEO
<b>Road Management Act 2004</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO	Obtain consent in circumstances specified in s 11(2) Not delegated - power remains with the CEO
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	DOP, GIS, MTS	
s 11(9)(b)	Duty to advise Registrar	GIS	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	ABC, MTS	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	ABC, MTS	Where Council is the coordinating road authority
s 12(2)	Power to discontinue road or part of a road	CEO	Where Council is the coordinating road authority Not delegated - power remains with the CEO
s 12(4)	Power to publish, and provide copy, notice of proposed discontinuance	DOP, MTS	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(5)	Duty to consider written submissions received within 28 days of notice	MTS	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies
s 12(6)	Function of hearing a person in support of their written submission	MTS	Function of coordinating road authority where it is the discontinuing body

Road Management Act 2004			
			Unless s 12(11) applies
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	CEO	Duty of coordinating road authority where it is the discontinuing body  Unless s 12(11) applies  Not delegated - power remains with the CEO
s 12(10)	Duty to notify of decision made	MTS	Duty of coordinating road authority where it is the discontinuing body  Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate  Not delegated - power remains with the CEO
s 14(4)	Function of receiving notice from VicRoads	MTS	
s 14(7)	Power to appeal against decision of VicRoads	CEO	Not delegated - power remains with CEO
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO	Not delegated - power remains with CEO
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO	Not delegated - power remains with CEO
s 15(2)	Duty to include details of arrangement in public roads register	MTS	
s 16(7)	Power to enter into an arrangement under s 15	CEO	Not delegated - power remains with CEO
s 16(8)	Duty to enter details of determination in public roads register	MTS	
s 17(2)	Duty to register public road in public roads register	MTS	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO	Where Council is the coordinating road authority  Not delegated - power remains with the CEO
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	MTS	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO	Where Council is the coordinating road authority  Not delegated - power remains with the CEO
s 17(4)	Duty to remove road no longer reasonably required for general public	MTS	Where Council is the

Road Management Act 2004			
	use from public roads register		coordinating road authority
s 18(1)	Power to designate ancillary area	CEO	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)  Not delegated - power remains with the CEO
s 18(3)	Duty to record designation in public roads register	MTS	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	MTS	
s 19(4)	Duty to specify details of discontinuance in public roads register	MTS	
s 19(5)	Duty to ensure public roads register is available for public inspection	MTS	
s 21	Function of replying to request for information or advice	MTS	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO	Not delegated - power remains with the CEO
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	DCS	
s 22(5)	Duty to give effect to a direction under s 22	MTS	
s 40(1)	Duty to inspect, maintain and repair a public road.	ABC, AMW, MTS, MW, PMC, TL, WC	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	AMW, DOP, MTS, MW, TL, WC	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CEO	Not delegated - power remains with CEO
s 42(1)	Power to declare a public road as a controlled access road	CEO	Power of coordinating road authority and sch 2 also applies  Not delegated - power remains with the CEO
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO	Power of coordinating road authority and sch 2 also applies  Not delegated - power remains with the CEO
s 42A(3)	Duty to consult with VicRoads before road is specified	CEO	Where Council is the coordinating road authority  If road is a municipal road or part thereof  Not delegated - power remains with the CEO
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO	Where Council is the coordinating road authority

Road Management Act 2004			
			If road is a municipal road or part thereof and where road is to be specified a freight road Not delegated - power remains with the CEO
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	ABC, AMW, MTS, MW, PMC	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	ABC, MTS	
s.48N	duty to notify the relevant authority of the location of the bus stopping point and the action taken by council	MTS	
s 49	Power to develop and publish a road management plan	CEO	Not delegated - power remains with CEO
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO	Not delegated - power remains with CEO
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO	Not delegated - power remains with CEO
s 54(2)	Duty to give notice of proposal to make a road management plan	ABC	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	ABC	
s 54(6)	Power to amend road management plan	CEO	Not delegated - power remains with CEO
s 54(7)	Duty to incorporate the amendments into the road management plan	ABC	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	ABC	
s 63(1)	Power to consent to conduct of works on road	AA, ABC, AMW, DE, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	DMERO, MERO	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	AA, ABC, AMW, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	DOP, LLPCO, MDC, MTS	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	LLPCO, MDC, MTS	Where Council is the coordinating road authority
s 67(3)	Power to request information	DOP, MDC, MTS	Where Council is the coordinating road authority
s 68(2)	Power to request information	DOP, MDC, MTS	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	CEO	



Road Management Act 2004			
			Not delegated - power remains with CEO
s 72	Duty to issue an identity card to each authorised officer	MOD	
s 85	Function of receiving report from authorised officer	DOP	
s 86	Duty to keep register re s 85 matters	DOP	
s 87(1)	Function of receiving complaints	CEO	Not delegated - power remains with CEO
s 87(2)	Duty to investigate complaint and provide report	CEO	Not delegated - power remains with CEO
s 112(2)	Power to recover damages in court	CEO	Not delegated - power remains with CEO
s 116	Power to cause or carry out inspection	DOP, MTS, MW	
s 119(2)	Function of consulting with VicRoads	MTS, MW	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of VicRoads)	ABC, AMW, DOP, MTS, MW, PMC	
s 120(2)	Duty to seek consent of VicRoads to exercise road management functions before exercising power in s 120(1)	MTS, MW	
s 121(1)	Power to enter into an agreement in respect of works	ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO	
s 122(1)	Power to charge and recover fees	ABC, AMW, DE, DOP, MFS, MTS, MW, PMC, WC	
s 123(1)	Power to charge for any service	ABC, AMW, DE, DOP, MTS, MW, PMC, TO, WC	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CEO	Not delegated - power remains with CEO
sch 2 cl 3(1)	Duty to make policy about controlled access roads	CEO	Not delegated - power remains with CEO
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO	Not delegated - power remains with CEO
sch 2 cl 4	Function of receiving details of proposal from VicRoads	MTS	
sch 2 cl 5	Duty to publish notice of declaration	GIS, MTS	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	MTS, MW	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	MTS, MW	Where Council is the infrastructure manager or works manager

Road Management Act 2004			
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	MTS, MW	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	MTS, MW	Where Council is the infrastructure manager or works manager
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	MTS, MW	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	DOP, MTS, MW	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	DOP, MTS, MW	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	MTS, MW	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	DOP, MTS, MW	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	MTS, MW	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	DOP, MTS, MW	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	MTS, MW	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	AA, ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	AA, ABC, AMW, DE, DMERO, DOP, GIS, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	AA, ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL,	Where Council is the coordinating road authority

<b>Road Management Act 2004</b>			
		TLTS, TO, WC	
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	AA, ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 18(1)	Power to enter into an agreement	AA, ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 19(1)	Power to give notice requiring rectification of works	AA, ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	ABC, AMW, DE, DMERO, DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	DOP, MTS	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	DOP, GIS, MTS	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	MTS	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	MTS	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	MTS	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)
<b>Planning and Environment Regulations 2015</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r.6	duty of responsible authority to provide copy of matter considered under section 60(1A)(g) for inspection free of charge	MDC	
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	MDC	where Council is not the planning authority and the amendment affects land within Council's municipal

<b>Planning and Environment Regulations 2015</b>			
			district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	DOP, MDC, PO, SPO	
r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	MDC	where Council is the responsible authority
r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	MDC, PO, SPO	where Council is not the responsible authority but the relevant land is within Council's municipal district
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	MDC	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.
r.55	duty of responsible authority to tell Registrar of Titles under section 183 of the Act of the cancellation or amendment of an agreement	MDC	
<b>Planning and Environment (Fees) Further Interim Regulations 2013</b> Note: these Regulations expire on 18 October 2014			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r.16	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DOP	
r.17	power to waive or rebate a fee relating to an amendment of a planning scheme	DOP	
r.18	duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.16 or 17	MDC	
<b>Planning and Environment (Fees) Regulations 2016</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r.16	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	DOP	
r.19	Power to waive or rebate a fee relating to an amendment of a planning scheme	DOP	
r.20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO	
r.21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.19 or 20	DOP, MDC, PO, SPO	
<b>Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>

<b>Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010</b>			
r 7	Function of entering into a written agreement with a caravan park owner	SPHO	
r 11	Function of receiving application for registration	SPHO	
r 13(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	SPHO	
r 13(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	SPHO	
r.13(2)	power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	DOP, SPHO	
r 13(4) & (5)	Duty to issue certificate of registration	SPHO	
r 15(1)	Function of receiving notice of transfer of ownership	SPHO	
r 15(3)	Power to determine where notice of transfer is displayed	SPHO	
r 16(1)	Duty to transfer registration to new caravan park owner	SPHO	
r 16(2)	Duty to issue a certificate of transfer of registration	SPHO	
r 17(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	SPHO	
r 18	Duty to keep register of caravan parks	SPHO	
r 19(4)	Power to determine where the emergency contact person's details are displayed	SPHO	
r 19(6)	Power to determine where certain information is displayed	SPHO	
r 22A(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	SPHO	
r 22A(2)	Duty to consult with relevant emergency services agencies	SPHO	
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures	SPHO	
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings	SPHO	
r 25(3)	Duty to consult with relevant floodplain management authority	SPHO	
r 26	Duty to have regard to any report of the relevant fire authority	SPHO	
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling	SPHO	
r 39	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MBS, MDC, PHO, SPHO	
r 39(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MBS, MDC, PHO, SPHO	
r 40(4)	Function of receiving installation certificate	MBS, MDC, PHO, SPHO	
r 42	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling	DOP, MBS, MDC, PHO, SPHO	
sch 3 cl4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling	DOP, MBS, MDC, PHO, SPHO	
<b>Road Management (General) Regulations 2005</b>			
Note: these regulations are due to expire on 21 March 2016			
Provision	Item Delegated	Delegate	Conditions and Limitations
r.501(4)	power to charge fee for issuing permit under regulation 501(1)	AA, DE, DOP, GIS, MTS, TO	where council is the coordinating road authority

<b>Road Management (General) Regulations 2016</b>			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r 8(1)	Duty to conduct reviews of road management plan	ABC, MTS	
r.9(2)	duty to give notice of review of road management plan	ABC	
r 9(2)	Duty to produce written report of review of road management plan and make report available	ABC, MTS	
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	ABC, MTS	Where Council is the coordinating road authority
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act	ABC, MTS	
r 13(1)	Duty to publish notice of amendments to road management plan	ABC, MTS	where Council is the coordinating road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	ABC, MTS	
r 16(3)	Power to issue permit	ABC, AGO, DE, DOP, MTS, TO	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	ABC, DE, DOP, MTS	Where Council is the coordinating road authority
r 23(2)	Power to make submission to Tribunal	DOP, MDC	Where Council is the coordinating road authority
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	ABC, AGO, AOO, DE, MTS, RC, TO	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	ABC, AMW, DMERO, DOP, LLO, LLPCO, MERO, MTS, MW, R, TL, TLTS, WC	Where Council is the responsible road authority
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	DOP	Where Council is the responsible road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CEO	Not delegated - power remains with CEO
<b>Road Management (Works and Infrastructure) Regulations 2015</b>			
Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
r.10	power to exempt a person from requirement under clause 13(1) of Schedule 7 to the Act to give notice as to the completion of those works	CEO	where council is the coordinating road authority and where consent given under section 63(1) of the Act  Not delegated - power remains with the CEO
r.18(2)	power to waive whole or part of fee in certain circumstances	DOP	where council is the coordinating road authority
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	AA, ABC, AMW, DE, DMERO,	Where Council is the coordinating road authority and where consent given

<b>Road Management (Works and Infrastructure) Regulations 2015</b> Note: these regulations commenced on 20 June 2015, replacing the Roads Management (works & infrastructure) Regulations 2005, which expired on 21 June 2015.			
		DOP, MERO, MTS, MW, PMC, TL, TLTS, TO, WC	under s 63(1) of the Act
r 22(2)	Power to waive whole or part of fee in certain circumstances	DOP, MTS, MW	Where Council is the coordinating road authority

## Marine Safety Act 2010 - members of staff

### Preamble

In exercise of the power conferred by section 217 of the *Marine Safety Act 2010*, Loddon Shire Council, as Waterway Manager for the Loddon River and Little Lake Boort:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:

	means
AMW	Assistant Manager Works -
AOO	Administrative Officer - Operations -
DMERO	Deputy Municipal Emergency Resource Officer -
DOP	Director Operations -
MERO	Municipal Emergency Resource Officer -
MW	Manager Works -

declares that:

- 2.1 this Instrument of Delegation is authorised by a resolution of Council passed on **26 February 2019** and
- 2.2 the delegation:
  - 2.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2.2 remains in force until varied or revoked;
  - 2.2.3 is subject to any conditions and limitations set out in the Schedule; and
  - 2.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts.

### Council seal

**Phil Pinyon**  
**Chief Executive Officer**  
**Loddon Shire Council**

Date:



**Delegation Sources**

- Marine Safety Act 2010

**Marine Safety Act 2010 - members of staff**

<b>Marine Safety Act 2010</b> Loddon Shire Council as Waterway Manager for the Loddon River and Little Lake Boort			
<b>Provision</b>	<b>Item Delegated</b>	<b>Delegate</b>	<b>Conditions and Limitations</b>
s.193(1)	Duty to notify the Safety Director of the intention to make a request under s194	AMW, MW	
s 193(3)(b)	Function of receiving notice from the Safety Director	AMW, MW	
s 193(5)	Function of receiving advice from the Safety Director	AMW, MW	
s 193(6)	Function of receiving advice from the Safety Director	AMW, MW	
s 193(7)	Function of receiving advice from the Safety Director	AMW, MW	
s 194(1)	Power to request that the Safety Director makes waterway rules	AMW, DOP, MW	in relation to waters under its control
s 196(1)	Duty to invite submissions and comments regarding proposed waterway rule	AMW, MW	Subject to Part 5.1
s 196(2)	Duty to publish notice and make copies available	AMW, MW	
s 196(5)	Duty to take into account every submission or comment received.	AMW, MW	
s 200	Function of consulting with the Safety Director	AMW, MW	
s 202	Duty to comply with a standard determined under s199	AMW, MW	
s 203(3)	Power to make a declaration in respect of the matters listed in ss203(3)(a) - 203(3)(c)	AMW, DOP, MW	Where Council is an applicable regulatory entity
s 203(6)	Duty to publish declaration	AMW, MW	Where Council is an applicable regulatory entity
s 204(1)	Duty to give certain documents to the Safety Director	AMW, AOO, MW	
s 204(4)	Duty to comply with a direction by the Safety Director	AMW, AOO, MW	
s 208(2)	Power to prohibit a person, or class of person, or vessel, or class of vessel, from entering or remaining in a specified part of waters under Council's control	AMW, AOO, DOP, MW	Subject to ss 208 and 209 For the purpose of giving effect to a declaration under section 203
s 209(1)	Duty to give a copy of the draft notice to the Safety Director	AMW, AOO, MW	
s 209(4)	Duty to comply with a direction by the Safety Director	AMW, AOO, MW	
s 211(1)(a)	Power to give directions to masters of vessels in relation to the navigation and movement of those vessels	AMW, AOO, DOP, MW	Where Council is an applicable regulatory entity
s 211(1)(b)	Power to publish notice in the Government Gazette prohibiting the navigation and movement of vessels, and or regulation the position and manner in which vessels may anchor or be secured	AMW, AOO, DOP, MW	Where Council is an applicable regulatory entity Subject to s 212
s 212(1)	Duty to give draft of the notice to the Safety Director	AMW, AOO, MW	
s 212(4)	Duty to comply with a direction of the Safety Director	AMW, AOO, MW	
s 215(1)	Function of determining that, due to an emergency, persons must not enter or remain in a part of waters	AMW, AOO, DMERO, DOP, MERO, MW	
s 215(2)	Power to direct a person not to enter or remain in waters	AMW, AOO, DMERO,	

<b>Marine Safety Act 2010</b> Loddon Shire Council as Waterway Manager for the Loddon River and Little Lake Boort			
		DOP, MERO, MW	
s 215(3)	Duty to make a written copy of oral direction as soon as possible and keep a copy for a period of 6 years after the date of the direction	AMW, AOO, MW	
s 216(1)(a)	Function of managing vessel activities on the water	AMW, AOO, MW	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(1)(b)	Function of managing and allocating moorings and berths in water	AMW, AOO, MW	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(1)(c)	Function of providing and maintaining navigation aids, including appropriate signage as to water levels, hazards and applicable marine laws	AMW, MW	In accordance with any standards developed by the Safety Director  Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(1)(d)	Function of controlling the navigation and vessel movement in the water	AMW, MW	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(1)(e)	Function of designating areas in which anchorage of vessels is permitted and not permitted	AMW, MW	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(1)(g)	Function of removing or marking obstructions in the water	AMW, MW	Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(3)(a)	Power to enter into contracts and agreements for the carrying out of Council's functions under s 216 of the Marine Safety Act 2010 (Vic)	AMW, DOP, MW	

<b>Marine Safety Act 2010</b> Loddon Shire Council as Waterway Manager for the Loddon River and Little Lake Boort			
s 216(3)(b)	Power to enter into contracts or agency agreements with persons to assist in the carrying out of Council's functions under the Marine Safety Act 2010 (Vic)	AMW, DOP, MW	
s 216(3)(d)	Power to do all things necessary to enable Council to carry out its functions under s 216 of the Marine Safety Act 2010 (Vic)	AMW, DOP, MW	
s 281	Function of consulting with the Safety Director regarding development and review of the Marine Enforcement Policy	DOP	
s 216(1)(f)	Function of altering and dredging channels for navigation in water	AMW, MW	In accordance with any directions or determination of the Safety Director  Council must carry out functions under s 216(1) in a manner that ensures the safe operation of vessels and minimises the risk of environmental damage from the operation of vessels
s 216(3)(c)	Power to charge the prescribed fees for any service provided	AMW, AOO, DOP, MW	Council must have regard to any relevant regulations made under s 311
s219A(1)	Power to move any 'thing' or cause any 'thing' to be moved from water	AMW, AOO, DOP, MW	Subject to ss 219A(1)(a) and 219A(1)(b)
s 219A(2)	Power to immediately remove a 'thing' from water	AMW, MW	Subject to ss 219A(2)(a) and 219A(2)(b)
s 219B(1)	Power to enter the vehicle or vessel using reasonable force if necessary	AMW, MW	For the purpose of conveniently or expeditiously moving the vehicle or vessel
s 219B(2)	Duty to move the 'thing' to the nearest safe and convenient place	AMW, MW	
s 219C	Duty to make all reasonable enquiries to establish the identity or location of the owner of the property	AMW, MW	
s 219D(1)	Power to dispose of a 'thing'	AMW, MW	Council must not dispose of a 'thing' under s 219D(1) subject to ss 219D(2)(a) - (b) and 219D(3)
s 219D(4)	Duty to give the owner of a 'thing' that has been moved notice, in writing, that Council intends to dispose of it	AMW, MW	
s 219D(5)	Power to dispose of the 'thing' after 28 days, either by gift, sale, destruction, or by otherwise dealing with the 'thing'	AMW, MW	If notice in writing is given under s 219D(4) to the owner and the owner does not recover the 'thing'
s 219E(1)	Power to recover costs from the owner of the 'thing'	AMW, MW	If a 'thing' has been moved under ss 219A(1) or 219A(2)
s 219F(1)	Duty to pay the owner, and any other person with an interest in the 'thing', an amount commensurate with the value of the person's interest in the 'thing', less any amount payable under s 219E	AMW, MW	If the owner of a 'thing' is unable to recover possession of the 'thing' because the 'thing' has been disposed of under Part 5.5 Division 2
s 219G(a)	Power to recover the costs of moving and disposing of the 'thing'	AMW, MW	If the 'thing' has been disposed of under s 219D(1) and the identity or location of the owner has not been established

<b>Marine Safety Act 2010</b> Loddon Shire Council as Waterway Manager for the Loddon River and Little Lake Boort			
s 227(2)	Function of consulting with the Safety Director	DOP, MW	
s 227(3)	Function of consulting with the Safety Director	DOP, MW	

**9.5 VICTORIAN LOCAL GOVERNMENT WOMEN'S CHARTER**

**File Number:** 18/01/001  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. Victorian Local Government Women's Charter

**RECOMMENDATION**

That Council:

1. Adopt the Victorian Local Government Women's Charter
2. Appoint Councillor Colleen Condliffe as the Charter Champion

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This matter was discussed at the Council forum on 12 February 2019.

**BACKGROUND**

The Victorian Local Government Association (the VLGA) recently renewed its focus on seeking the formal adoption of the Local Government Women's Charter (the Charter) by all Victorian councils.

**ISSUES/DISCUSSION**

Loddon Shire Council has not previously adopted the Charter. According to the VLGA, 71 councils have adopted the Charter.

The VLGA indicates that adopting the charter will demonstrate a commitment to gender equity, place gender equity work high on the agenda, and provide a platform for more advocacy in this area.

After adoption of the Charter, many councils then go on to undertake a gender equity audit to see how much gender equity work the council is doing across all areas. This action has been funded through the "Free from Violence Local Government Project".

A copy of the Charter is attached.

The VLGA advise that the Charter Champion is usually a councillor.

A resolution of Council is required for both the adoption of the Charter and the appointment of the Charter Champion.

**COST/BENEFITS**

There are minimal costs associated with the adoption of the recommendations including some travel and accommodation costs for attendance at meetings. The benefits of adopting the recommendation include demonstrating a commitment to gender equity.

**RISK ANALYSIS**

There is little risk associated with the adoption of the recommendations.

**CONSULTATION AND ENGAGEMENT**

Councillors have been consulted prior to the preparation of this report.

## Supporting Women's Participation In Victorian Local Governments

Local governments, in their capacity as the governments closest to communities, are in a unique position to contribute to the global goal of gender equity for women.

This Charter is consistent with state, national and international protocols which highlight equal rights and opportunities as central to good local governance including: the Declaration on the Role of Australian Local Government (1997), the Worldwide Declaration on Women in Local Government (1998), the Victorian Code of Good Governance (2000) and the National Framework for Women in Local Government 2007, Victorian Human Rights and Responsibilities Charter 2006.

# Victorian Local Government Women's Charter

RECOGNISING the need for increased women's participation in the key decision making forums in the community and in democratic governance, we, the local governments of Victoria, on behalf of our communities support the following principles:

## GENDER EQUITY

That women and men have an equal right to be representatives in local governments, committees and decision-making positions.

## DIVERSITY

The inclusion of different experiences and perspectives in local governments and community decision-making strengthens local democratic governance and helps build cohesive communities. Councils and communities encourage and welcome the participation of all women.

## ACTIVE CITIZENSHIP

Local governments will work with the community to increase the numbers and participation of women in public life, so that decision-making more clearly represents and reflects the interests and demographics of communities.



2007



**9.6 FEBRUARY 2019 AUDIT COMMITTEE MEETING OVERVIEW**

- File Number:** 06/02/003
- Author:** Sharon Morrison, Director Corporate Services
- Authoriser:** Phil Pinyon, Chief Executive Officer
- Attachments:**
1. Minutes of the November 2018 Audit Committee meeting
  2. Review of Service Planning
  3. 2018 Annual Report of the Audit Committee
  4. Loddon Performance Framework Financial Indicators Report
  5. Loddon Performance Framework Culture Indicators Report
  6. Loddon Performance Framework Internal Business Process Indicators
  7. Loddon Performance Framework Customer Service Indicators Report
  8. Risk Management Report

**RECOMMENDATION**

That Council:

1. receives and notes this report on the February 2019 Audit Committee Meeting
2. receives and notes the confirmed minutes of the November 2018 Audit Committee meeting
3. endorses the performance improvement recommendations documented in the “Review of Service Planning”
4. receives and notes the Annual Report of the Audit Committee for 2019
5. receives and notes the Loddon Performance Framework Report – July 2018 to December 2018
6. receives and notes the Risk Management Report

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council was provided with a summary of the November 2018 Audit Committee Meeting at the Ordinary Meeting held on 27 November 2018.

**BACKGROUND**

The Audit Committee was created under Section 139 of the Local Government Act 1989, which states that “Council must establish an audit committee”.

The committee is made up of four independent community members, and Cr Gavan Holt, as Council’s representative. At the Statutory Meeting on 16 November 2018, it was decided that Councillor Beattie be the alternate Council representative in the event that Cr Holt is unable to attend the Audit Committee Meeting. Council’s Chief Executive Officer and Director Corporate Services attend the meetings in an advisory capacity.

## **ORDINARY COUNCIL MEETING AGENDA**

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The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for:

- the enhancement of the credibility and objectivity of internal and external financial reporting
- effective management of financial and other risks and the protection of Council assets
- compliance with laws and regulations as well as use of best practice guidelines
- the effectiveness of the internal audit function
- the provision of an effective means of communication between the external auditor, internal audit, management and the Council
- facilitating the organisation's ethical development
- maintaining a reliable system of internal controls.

In order to provide a structured approach and ensure that the Committee addresses each of its responsibilities An annual calendar of actions and an internal audit review program are established each year, and these guide the activities of the Committee.

### **ISSUES/DISCUSSION**

The agenda for the February 2019 meeting included the following:

#### Decision Reports

The minutes of the November 2018 Audit Committee meeting were endorsed.

The Audit Committee nominated Mr Ken Belfrage to be the Chair of the Audit Committee for 2019. Ken accepted the nomination and the Audit Committee has recommended his appointment. This recommendation is the subject of a separate Council report.

Mr Mark Holloway provided an overview of the Review of Service Planning (attached), highlighting numerous positive aspects of control and two findings with a high risk rating. Three management actions were endorsed. Mr Holloway also informed the committee of the areas of focus for the Victorian Auditor General's Office over the coming few years and provided Council with a copy of the Victorian Government Social Procurement Framework which was recently released.

The Audit Committee also considered and approved the 2018 Audit Committee Annual Report (attached).

The Charter for the Audit Committee was discussed in detail. A number of changes have been suggested and a new draft of the Charter will be presented to the May meeting of the Audit Committee.

A draft of the annual self-assessment survey was endorsed and will be distributed to Audit Committee members in the coming months.

The Audit Committee also reviewed and endorsed the draft Risk Management Framework version 2 and draft Risk Management Policy version 5. Adoption of these documents by Council is the subject of a separate Council report.

#### Compliance Reports

A number of compliance reports were considered and noted including:

- the Fraud Report for the November to January quarter – the CEO provided an update
- a review of major lawsuits facing council since November 2018 – the CEO provided an update
- items raised by Council that may impact the Audit Committee – Councillor Holt informed the Audit Committee of a review of rates announced by the State Government
- Loddon Performance Framework Report – July 2018 to December 2018
- Risk Management Report

#### Information Reports

## **ORDINARY COUNCIL MEETING AGENDA**

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The Audit Committee also received the following information reports:

- Overview of the Long Term Financial Plan
- Monthly Finance Report
- Upcoming position for community member
- Update on Internal Audit Tender
- Works Department Update

The date of next audit committee meeting is 9 May 2019.

The next review will be Data Interrogation.

### **COST/BENEFITS**

There are costs associated with the Audit Committee and internal audit function. However, in most cases, actions resulting from audit reviews do not bear any new costs as they are undertaken by current staff.

The benefits that the internal audit function provides Council are:

- business improvement relating to the audit review areas
- standard policy and procedure documents which are developed through the action list
- improvement in knowledge management that will assist with succession planning over time
- a reduction in risk in areas relating to audit reviews.

### **RISK ANALYSIS**

The internal audit program has been created and is annually updated on a risk basis, ensuring that Council's program addresses the areas of highest risk or greatest concern to Audit Committee members and Council officers.

### **CONSULTATION AND ENGAGEMENT**

Nil



**Date:** Thursday, 8 November 2018  
**Time:** 9:15am  
**Location:** Kooyoora Room, Wedderburn Council Office,  
Wedderburn

# **MINUTES**

## **Audit Committee Meeting**

**8 November 2018**

**MINUTES OF LODDON SHIRE COUNCIL  
AUDIT COMMITTEE MEETING  
HELD AT THE KOOYOORA ROOM, WEDDERBURN COUNCIL OFFICE, WEDDERBURN  
ON THURSDAY, 8 NOVEMBER 2018 AT 9:15AM**

**PRESENT:** Mr Ken Belfrage, Mr Alan Darbyshire, Cr Gavan Holt, Mr Rod Poxon, Mr Rod Baker

**IN ATTENDANCE** Michelle Hargreaves (Administration Officer Corporate Services), Sharon Morrison (Director Corporate Services), Phil Pinyon (Chief Executive Officer)

**1 WELCOME**

**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**

Nil

**4 DECLARATIONS OF CONFLICT OF INTEREST**

Nil

**5 PREVIOUS MINUTES**

**5.1 MINUTES FOR AUGUST 2018**

**File Number:** 06/02/003

**Author:** Sharon Morrison, Director Corporate Services

**Authoriser:** Sharon Morrison, Director Corporate Services

**Attachments:** 1. Minutes of the Audit Committee meeting held 9 August 2018

**RECOMMENDATION**

1. That the Audit Committee accept the minutes of the meeting held on 9 August 2018.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 9 August 2018.
3. That the Audit Committee forward the signed minutes of the meeting held on 9 August 2018 to the next ordinary meeting of the Council.

**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 AUDIT COMMITTEE DISCUSSION**

None

**BACKGROUND**

Clause 5.3 (h) of the Audit Committee Charter version 6 states that minutes will be taken by an appointed Secretary and signed by the Chair.

Clause 5.4 states that the Audit Committee shall after every meeting forward the minutes of that meeting to the next ordinary meeting of the Council.

**ISSUES/DISCUSSION**

The minutes of the previous meeting are reviewed and accepted with or without amendments each meeting.

The chair signs the confirmed meetings of the previous meeting each meeting.

**COST/BENEFITS**

The minutes are currently taken by a manager. Arrangements are being put in place for an administration officer to take the minutes.

The benefit of taking minutes is an accurate record of decisions and deliberations, transparency and good governance.

**RISK ANALYSIS**

The key risk is inaccurate minute taking. This risk is addressed by having the minutes reviewed by all parties.

**CONSULTATION AND ENGAGEMENT**

The draft minutes are reviewed by the chair of the audit committee and Director Corporate Services before being presented to the audit committee for acceptance.

**COMMITTEE RESOLUTION 2018/10**

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

1. That the Audit Committee accept the minutes of the meeting held on 9 August 2018.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 9 August 2018.
3. That the Audit Committee forward the signed minutes of the meeting held on 9 August 2018 to the next ordinary meeting of the Council.

**CARRIED**

**6 REVIEW OF ACTION SHEET**

**6.1 ACTION SHEET**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note that there are currently no outstanding actions.

**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 AUDIT COMMITTEE DISCUSSION**

Actions arising from the minutes are reviewed at each audit committee meeting.

**BACKGROUND**

From time to time, the audit committee requests further action on items raised during the meeting. These actions are recorded and, where possible, actioned prior to the next meeting.

**ISSUES/DISCUSSION**

There are currently no actions arising from the minutes of previous meetings.

**COST/BENEFITS**

The cost of responding to actions arising from the minutes will vary according to the time involved in actioning the request.

The benefit of responding to the actions is an improvement in the data, information and knowledge available for decision making.

**RISK ANALYSIS**

The risk of not responding to the actions is a potential decline in the confidence of the audit committee in council and management.

**CONSULTATION AND ENGAGEMENT**

Other staff and stakeholders will be consulted where the action requires their input.

**COMMITTEE RESOLUTION 2018/11**

Moved: Mr Ken Belfrage  
Seconded: Mr Alan Darbyshire

That the Audit Committee note that there are currently no outstanding actions.

**CARRIED**



**7 DECISION REPORTS**

**7.1 REPORT ON INTERNAL AUDIT - WASTE MANAGEMENT PLANNING**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** 1. Review of Waste Management Planning

**RECOMMENDATION**

That the Audit Committee:

1. Note the recommendation in the Audit Report "Review of Waste Management Planning"
2. Refer the Audit Report "Review of Waste Management Planning" to the next ordinary meeting of Council.

**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 AUDIT COMMITTEE DISCUSSION**

Each quarter the Audit Committee discusses the latest finalised internal audit report.

**BACKGROUND**

Clause 5.5 of the Audit Committee Charter version 6 states that the duties and responsibilities of the Audit Committee in pursuing its Charter include to:

- (i) Review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:
  - Internal controls over significant areas of risk, including non-financial management control systems
  - Internal controls over revenue, expenditure, assets and liability processes
  - The efficiency, effectiveness and economy of significant Council programs
  - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
- (iv) Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.

**ISSUES/DISCUSSION**

The internal audit program is set out in the Loddon Shire Council Strategic Internal Audit Plan 2015-2019. This document is updated annually to reflect the priorities for the coming year.

The internal audit report for consideration by the Audit Committee this quarter is the report titled "Review of Waste Management Planning".

**COST/BENEFITS**

The cost of the audit is in accordance with the contract award to HLB Mann Judd following the 2011 tender.

**RISK ANALYSIS**

There is a risk that Council will not be able to resource the implementation of recommendations within the suggested timeframes. This risk is reduced by seeking input from relevant staff members about the proposed timeframes and negotiating changes to timeframes to the internal auditor prior to the finalisation of the report for the Audit Committee and Council. Other priorities can still impact upon Council's ability to meet the agreed timeframes.

**CONSULTATION AND ENGAGEMENT**

The report identifies the staff consulted during the audit. Additional staff may have been consulted regarding the draft report.

**COMMITTEE RESOLUTION 2018/12**

Moved: Mr Rod Poxon

Seconded: Mr Rod Baker

That the Audit Committee:

1. Note the recommendation in the Audit Report "Review of Waste Management Planning"
2. Refer the Audit Report "Review of Waste Management Planning" to the next ordinary meeting of Council.

**CARRIED**

**7.2 DRAFT CALENDAR FOR 2019**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee:

1. Confirm the 2019 draft timetable and
2. Refer the 2019 timetable to the next ordinary meeting of council

**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 AUDIT COMMITTEE DISCUSSION**

The last Calendar was considered at the November 2017 Audit Committee meeting.

**BACKGROUND**

At this time each year the committee prepares a draft calendar for the upcoming year.

**ISSUES/DISCUSSION**

It is proposed that the following items be included in the calendar:

**14 February 2019 Meeting**

Items for agenda	Reference
Annual report to Council summarising activities of the committee during the previous year	Charter 5.4 (e)
Assess format of agenda	2008 survey
Appointment of Chair and Recommendation to Council	Charter 5.2 (g)
Review Audit Committee Charter and achievement of Charter	Charter 5.4(b)
Committee members to approve format for annual self-assessment of performance	Charter 5.8
Present Performance Reporting Framework results for July to December	Local Government Performance Reporting Framework
Risk Management Report (half yearly)	Charter 5.5(vii)

**9 May 2019 Meeting**

Items for agenda	Reference
Review the scope of the internal audit plan and program and the effectiveness of the function, and set Audit Program for the financial year	Charter 5.5(i)
Appointment of Committee Member (refer to table below for committee member terms)	Charter 5.2(d)
Discuss Budget	Charter 5.3(b)
Consider results of committee self-assessment of performance including results of survey	Charter 5.8
Review of outstanding audit recommendations	Charter 5.5(iv)

**July/August 2019**

Items for agenda	Reference
Meeting held under Clause 5.3(e) of the Charter – with internal and external auditors and without officers present	Charter 5.3(e)
Meeting to discuss Financial Statements, with External Auditor present	Charter 5.5(ix) and 5.5(xiii)
Present Performance Reporting Framework results for July to June	Local Government Performance Reporting Framework
Risk Management Report (half yearly)	Charter 5.5(vii)

**14 November 2019**

Items for agenda	Reference
Prepare calendar of meetings for the following year	Charter 5.3(b)
Meeting to discuss Corporate Plan	Charter 5.3(b)
Management Letter – End of Financial Year	Standing item
Review of outstanding audit recommendations	Charter 5.5(iv)

**Standing items for every meeting**

Every meeting	Reference
Fraud report	Charter 5.5(xv)
Finance report	Lead up to Charter 5.5(ix)
Review of major lawsuits facing Council	Charter 5.5(xvii)

Every meeting	Reference
Items raised by Council that may impact the Audit Committee	Chair
Staff presentation (refer to table below for history of presentations)	Chair

**Reference Material for Calendar**

**Advertising for Committee Members**

Member Name	End of Term
Ken Belfrage	30 April 2019
Rodney Baker	30 April 2020
Alan Darbyshire	30 April 2021
Rod Poxon	30 April 2022

**Staff Presentations - Historical**

Presentation Date	Position
November 2018	Manager Information and Business Transformation: the role and current projects
August 2018	Manager Finance: the role and current projects
May 2018	Manager Community Services: the role and current projects
February 2018	Manager Organisation Development: the role and current projects
November 2017	Director Community Wellbeing: changes in aged care
August 2017	Director Community Wellbeing: deferred
May 2017	Manager Development and Compliance: the role and current projects
February 2017	Director Operations: the role and current projects
November 2016	Acting Manager Executive and Commercial Services: the role and current projects
August 2016	Manager Technical Services: the role and current projects
May 2016	None
February 2016	Manager Information: the role and responsibilities
November 2015	Manager Community Support: role and responsibilities
August 2015	Director Corporate Services: Essential Services Commission
May 2015	None
February 2015	Director Community Wellbeing: community services activities
November 2014	Manager Environmental Health: the role and current projects
August 2014	Manager Information: the role and responsibilities
May 2014	None
February 2014	Manager Works: the role and current projects

**COST/BENEFITS**

The costs associated with preparing and implementing the calendar are administrative. The benefits of preparing the calendar include knowledge management and probity.

**RISK ANALYSIS**

There are minimal risks associated with preparing the calendar.

**CONSULTATION AND ENGAGEMENT**

The calendar is prepared based upon the content of the Audit Committee Charter.

**COMMITTEE RESOLUTION 2018/13**

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Baker

That the Audit Committee:

1. Confirm the 2019 draft timetable and
2. Refer the 2019 timetable to the next ordinary meeting of council

**CARRIED**

**8 COMPLIANCE REPORTS**

**8.1 FRAUD REPORT**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note the Fraud Report.

**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 AUDIT COMMITTEE DISCUSSION**

The last Fraud Report was considered at the August 2018 Audit Committee meeting.

**BACKGROUND**

Clause 5.5 (xiv) of the Audit Committee Charter version 6 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is receiving from management reports on all suspected and actual frauds, thefts and breaches of the law.

**ISSUES/DISCUSSION**

The Fraud Report is a verbal report provided by the CEO.

**COST/BENEFITS**

There is minimal cost involved in the preparation of this report. The benefit of providing this report to the Audit Committee is enabling the Audit Committee to monitor Council's risk exposure.

**RISK ANALYSIS**

Failing to provide this report may result in the Audit Committee having a reduced level of confidence in management and Council.

**CONSULTATION AND ENGAGEMENT**

Various staff are consulted by the CEO as part of the preparation for this report.

**COMMITTEE RESOLUTION 2018/14**

Moved: Mr Ken Belfrage  
Seconded: Mr Rod Baker

That the Audit Committee note the Fraud Report.

**CARRIED**

**8.2 REVIEW OF MAJOR LAWSUITS FACING COUNCIL REPORT**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note the Major Lawsuits Report.

**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 AUDIT COMMITTEE DISCUSSION**

The last Major Lawsuits Report was considered at the August 2018 Audit Committee meeting.

**BACKGROUND**

Clause 5.5 (xvi) of the Audit Committee Charter version 6 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is monitoring the progress of any major lawsuits facing the Council.

**ISSUES/DISCUSSION**

This Major Lawsuits Report is a verbal report provided by the CEO.

**COST/BENEFITS**

There is minimal cost involved in the preparation of this report. The benefit of providing this report to the Audit Committee is enabling the Audit Committee to monitor Council's risk exposure.

**RISK ANALYSIS**

Failing to provide this report may result in the Audit Committee having a reduced level of confidence in management and Council.

**CONSULTATION AND ENGAGEMENT**

Various staff are consulted by the CEO as part of the preparation for this report.

**COMMITTEE RESOLUTION 2018/15**

Moved: Cr Gavan Holt  
Seconded: Mr Rod Baker  
That the Audit Committee note the Major Lawsuits Report.

**CARRIED**



**8.3 LODDON SHIRE COUNCIL FINAL MANAGEMENT LETTER YEAR ENDED 30 JUNE 2018****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. DOC Final Management Letter for the year ended 30 June 2018**RECOMMENDATION**

That the Audit Committee note the Final Management Letter for the year ended 30 June 2018.

**CONFLICT OF INTEREST**

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

**PREVIOUS AUDIT COMMITTEE DISCUSSION**

A draft management letter was discussed at the August 2018 Audit Committee meeting.

**BACKGROUND**

Each year the external auditors conduct an audit to express an opinion on the financial report and performance statement. A closing report is presented by the auditors at the August meeting. This closing report is followed by a final management letter.

**ISSUES/DISCUSSION**

Attached to this report is a copy of the final management letter for the year ended 30 June 2018. The key finding related to Council's ability to deliver capital works. This finding was first raised in 2016.

VAGO recommended that Council should review the ability to deliver projects outlined in the capital budget, and where necessary make provision for adjustment.

Council responded to the recommendation as follows:

There are a number of factors that have led to Council's inability to deliver on the budgeted capital works program. Consideration has been given to these factors and has been addressed through the following:

- In February 2018 two project engineers were appointed to assist in delivering the backlog of capital projects. Several of the carryover projects are now under contract and are being delivered.
- Stricter process have been put in place around the allocation of funds to capital projects as part of the budgeting process for future years, this includes requirements for a documented business case.
- There are some projects that have been funded that are under review. The availability of contractors has also played a role in the inability to completely deliver the budgeted capital works program. This can largely be contributed to flood restoration programs as well as increases in VicRoads funding in our area.

**COST/BENEFITS**

The cost of this audit is included in Council's operational budget.

**RISK ANALYSIS**

The finding is rated medium.

**CONSULTATION AND ENGAGEMENT**

Various employees are consulted during the audit.

**COMMITTEE RESOLUTION 2018/16**

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That the Audit Committee note the Final Management Letter for the year ended 30 June 2018.

**CARRIED**

**8.4 ITEMS RAISED BY COUNCIL THAT MAY IMPACT THE AUDIT COMMITTEE**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee notes the matters raised.

**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 AUDIT COMMITTEE DISCUSSION**

The August 2018 Audit Committee meeting agenda listed this matter.

**BACKGROUND**

Clause 5.5 (xvii) of the Audit Committee Charter version 6 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is to address issues brought to the attention of the Committee, including responding to requests from Council for advice that is within the parameters of the Committee's terms of reference.

**ISSUES/DISCUSSION**

The Councillor representative and officers of Council are provided with the opportunity to raise items that may impact the Audit Committee.

**COST/BENEFITS**

There is minimal cost involved in the preparation of this report. The benefit of providing this report to the Audit Committee is enabling the Audit Committee to monitor Council's risk exposure.

**RISK ANALYSIS**

Failing to provide this report may result in the Audit Committee having a reduced level of confidence in management and Council.

**CONSULTATION AND ENGAGEMENT**

Councillors and officers may consult with others when preparing for this item.

**COMMITTEE RESOLUTION 2018/17**

Moved: Mr Ken Belfrage  
Seconded: Mr Rod Baker

That the Audit Committee notes that there were no matters raised.

**CARRIED**

**9 INFORMATION REPORTS**

**9.1 MONTHLY FINANCE REPORT**

**File Number:** 06/02/003

**Author:** Deanne Caserta, Manager Financial Services

**Authoriser:** Sharon Morrison, Director Corporate Services

**Attachments:** 1. Finance Report for the period ending 30 September 2018

**RECOMMENDATION**

That the Audit Committee note the Finance Report for the period ending [insert date].

**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 AUDIT COMMITTEE DISCUSSION**

Each meeting the Audit Committee reviews the financial report for the most recent month.

**BACKGROUND**

The Audit Committee is provided with a copy of the monthly financial report by email.

**ISSUES/DISCUSSION**

Depending upon the timing of the finalisation of the finance report and/or the Audit Committee agenda papers, the most recent finance report will not be available at the time of distribution of the Audit Committee papers so will be tabled at the Audit Committee meeting.

**COST/BENEFITS**

There is minimal cost involved in the preparation of this report. The benefit of receiving the monthly financial report is that accurate and regular financial reporting is being disclosed.

**RISK ANALYSIS**

The provision of regular and accurate finance reports to the Audit Committee minimises the risk of Council not delivering projects within the approved budget.

**CONSULTATION AND ENGAGEMENT**

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

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.

**COMMITTEE RESOLUTION 2018/18**

Moved: Mr Rod Baker

Seconded: Cr Gavan Holt

That the Audit Committee note the Finance Report for the period ending 30 September 2018.

**CARRIED**

**9.2 UPDATE ON REVIEW OF LOCAL GOVERNMENT ACT**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note the status of the Local Government Bill.

**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 AUDIT COMMITTEE DISCUSSION**

May 2018

**BACKGROUND**

Since 2015, the State Government has been undertaking a review of the Local Government Act 1989. Stage 1 involved issue identification and resulted in the release of a Discussion Paper in 2015. Stage 2 involved establishing 157 reform directions which were set out in a Directions Paper in 2016. Stage 3 involved targeted consultation to inform the Exposure Draft Bill. Stage 4 was the release of the Local Government Bill – Exposure Draft for comment. The final Stage was the introduction of the final Bill into Parliament.

**ISSUES/DISCUSSION**

In May 2018 the Local Government Bill 2018 (the Bill) had its second reading in the Legislative Assembly. It was then tabled in the Legislative Council. On 20 August 2018 the Legislative Council held its final sitting day.

The Bill has lapsed and will need to be re-introduced after the next Parliament is formed.

**COST/BENEFITS**

None

**RISK ANALYSIS**

None

**CONSULTATION AND ENGAGEMENT**

None

**COMMITTEE RESOLUTION 2018/19**

Moved: Mr Ken Belfrage  
Seconded: Mr Alan Darbyshire

That the Audit Committee note the status of the Local Government Bill.

**CARRIED**

**9.3 VAGO AUDIT - PLANNING FOR OUTCOMES OF INVESTING IN REGIONAL VICTORIA**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note Council's involvement in the VAGO Audit – Planning for Outcomes of Investing in Regional Victoria.

**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 AUDIT COMMITTEE DISCUSSION**

The Audit Committee was provided with VAGO's Audit Plan at the August 2018 Audit Committee meeting.

**BACKGROUND**

The Victorian Auditor General's Office conducts a number of performance audits throughout the year. One of the audits for 2018-19 is "Outcomes of investing in regional Victoria". Loddon is one of the Councils invited to provide feedback.

**ISSUES/DISCUSSION**

The purpose of the audit is to determine whether investment in regional Victoria, administered by Regional Development Victoria (RDV), has improved outcomes for regional economic development.

**COST/BENEFITS**

Some staff time will be required to respond to the audit.

**RISK ANALYSIS**

Providing feedback carries some risk as Council has a close relationship with RDV which it aims to maintain.

**CONSULTATION AND ENGAGEMENT**

Various staff will be involved in providing feedback for this audit.

**COMMITTEE RESOLUTION 2018/20**

Moved: Mr Ken Belfrage  
Seconded: Mr Rod Baker

That the Audit Committee note Council's involvement in the VAGO Audit – Planning for Outcomes of Investing in Regional Victoria.

**CARRIED**

**9.4 PRESENTATION BY STAFF MEMBER**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note the presentation by staff member.

**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 AUDIT COMMITTEE DISCUSSION**

The Audit Committee received a presentation by the Manager Information in February 2016.

**BACKGROUND**

The Audit Committee has expressed a desire to hear from one staff member each meeting to help gain a better understanding Council's business.

**ISSUES/DISCUSSION**

Manager Information and Business Transformation, Peter Williams, was appointed to the role in December 2017.

Among Peter's areas of responsibility are:

- Customer service
- Records management
- Information technology and support
- Business transformation

Some key projects for 2018/19 include:

- Implementation of new corporate system
- Development of Records Management Strategy
- Implementation of the new Customer Service Strategy
- Review of the Disaster Recovery Plan
- Implementing a response to telecommunications issues

**COST/BENEFITS**

The cost of a staff member attending the Audit Committee are outweighed by the benefit the Audit Committee receives in better understanding Council's business and the risks being addressed by different areas of the business.

**RISK ANALYSIS**

There is a risk that presentations by staff members may result in the Audit Committee becoming too involved in operational matters. This risk can be managed by the chair of the Audit Committee keeping the focus on matters set out in the Audit Committee's Charter.

**CONSULTATION AND ENGAGEMENT**

The staff member presenting to the Audit Committee may consult with other staff members when preparing for their presentation.

**COMMITTEE RESOLUTION 2018/21**

Moved: Mr Ken Belfrage

Seconded: Cr Gavan Holt

That the Audit Committee note the presentation by Peter Williams.

**CARRIED**



**9.5 PRESENTATION BY COUNCIL'S INSURANCE BROKER, JLT**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** Nil

**RECOMMENDATION**

That the Audit Committee note the presentation by Council's insurance broker, JLT.

**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 AUDIT COMMITTEE DISCUSSION**

Nil

**BACKGROUND**

Council's insurance broker, Jardine Lloyd Thompson Pty Ltd (JLT), offered to attend the Audit Committee to discuss insurance issues. JLT source most of Council's insurances.

**ISSUES/DISCUSSION**

At the August Audit Committee meeting, the Manager Organisational Development provided the following information about Council's insurance portfolio:

Council's insurances have been updated for the year 1 July 2018 to 30 June 2018, listed below are the policies that Council currently take out:

<b>Policy</b>	<b>Company</b>	<b>Amount (including GST and Fees)</b>
Public Liability and Professional Indemnity	MAV Insurance	\$136,444.00
Fidelity Insurance/Commercial Crime Insurance	MAV Insurance	\$1,823.26
Motor Vehicle Insurance	VERO Insurance	\$92,356.66
Community Liability - Casual Hirers Insurance	QBE Insurance Australia	\$1,188.00
Major Airport Owners & Operators Liability	QBE Aviation	\$1,369.50
Travel Insurance (Business trips over 50km)	Chubb Insurance Australia	\$119.59
Marine Hull Insurance	QBE Insurance Australia	\$2,323.75
Councillors and Officers Liability	XL Insurance Company SE	\$7,507.23
JMAPP Discretionary Trust (Buildings and Contents Insurance)	JLT (Municipal Asset Protect) Disc Trust	\$119,408.63
Personal Accident	Chubb Insurance Australia	\$1,462.05
Cyber Insurance	Chubb Insurance Australia	\$7,026.25
JLT Brokerage Fee		\$24,200.00
WorkCover Insurance	CGU Australia	\$178,557.71
<b>Total</b>		<b>\$573,783.63</b>

**COST/BENEFITS**

There was no cost to Council associated with the attendance of JLT representatives at the Audit Committee meeting. The benefit of JLT representatives attending the Audit Committee meeting include increased awareness of insurance issues.

**RISK ANALYSIS**

There is little risk in JLT representatives attending the Audit Committee meeting.

**CONSULTATION AND ENGAGEMENT**

Not applicable

**COMMITTEE RESOLUTION 2018/22**

Moved: Mr Ken Belfrage

Seconded: Cr Gavan Holt

That the Audit Committee note the presentation by Council's insurance broker, JLT.

**CARRIED**

**10 GENERAL BUSINESS**

Nil

**11 ITEMS REFERRED TO COUNCIL**

Nil

**12 NEXT REVIEW****12.1 SERVICE PLANNING****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the scope of the internal audit on Service Planning.

**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 AUDIT COMMITTEE DISCUSSION**

The Audit Committee approved the Strategic Internal Audit Plan 2015-2019 (2018-19 focus) (the Plan) in May 2018. One of the audits in the Plan was the Service Planning.

**BACKGROUND**

Appendix 1 of the Audit Committee Charter version 6 states that the agenda shall include details of the next audit.

**ISSUES/DISCUSSION**

The Plan states that the scope of the Service Planning audit as follows:

Councils play a pivotal role in the delivery of key services to all members of their communities. Economic circumstances, together with changing demographics, require councils to ensure that the type and delivery of services meet the ongoing needs of their communities. Accordingly, councils should have comprehensive planning processes to ensure that services are appropriately targeted and delivered effectively.

This review will focus on the framework used by council to conduct its short, medium and long-term service planning.

More specifically:

- The adequacy of policies, procedures and/or the methodology used to govern service planning activities;
- The appropriateness of demographic and other considerations used to identify the types and extent of services being delivered by council in the short, medium and long term;
- The quality of input by key stakeholders (i.e. councillors, community etc.)
- The processes undertaken by council to provide the support necessary to deliver services appropriately (i.e. human resources and infrastructure);
- The processes undertaken by council to identify the most appropriate method of service delivery; and
- The debriefing processes used by council to assess previous performance, learn from experience and promote continuous improvement in the planning of future services.

**COST/BENEFITS**

The cost of the audit is contained in the annual budget. The benefit of this audit will be the opportunity to understand how Council can improve its approach to service planning.

**RISK ANALYSIS**

There is a risk that Council will not be able to resource the recommendations contained in the Audit Report.

**CONSULTATION AND ENGAGEMENT**

Relevant staff will be consulted during the audit.

**COMMITTEE RESOLUTION 2018/23**

Moved: Mr Ken Belfrage

Seconded: Cr Gavan Holt

That the Audit Committee note the scope of the internal audit on Service Planning.

**CARRIED**

**NEXT MEETING**

The next Audit Committee meeting will be held on 14 February 2019 at Wedderburn commencing at 9.15am.

There being no further business the meeting was closed at 12.15.

Confirmed this.....day of..... 2018

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.....

**CHAIRPERSON**

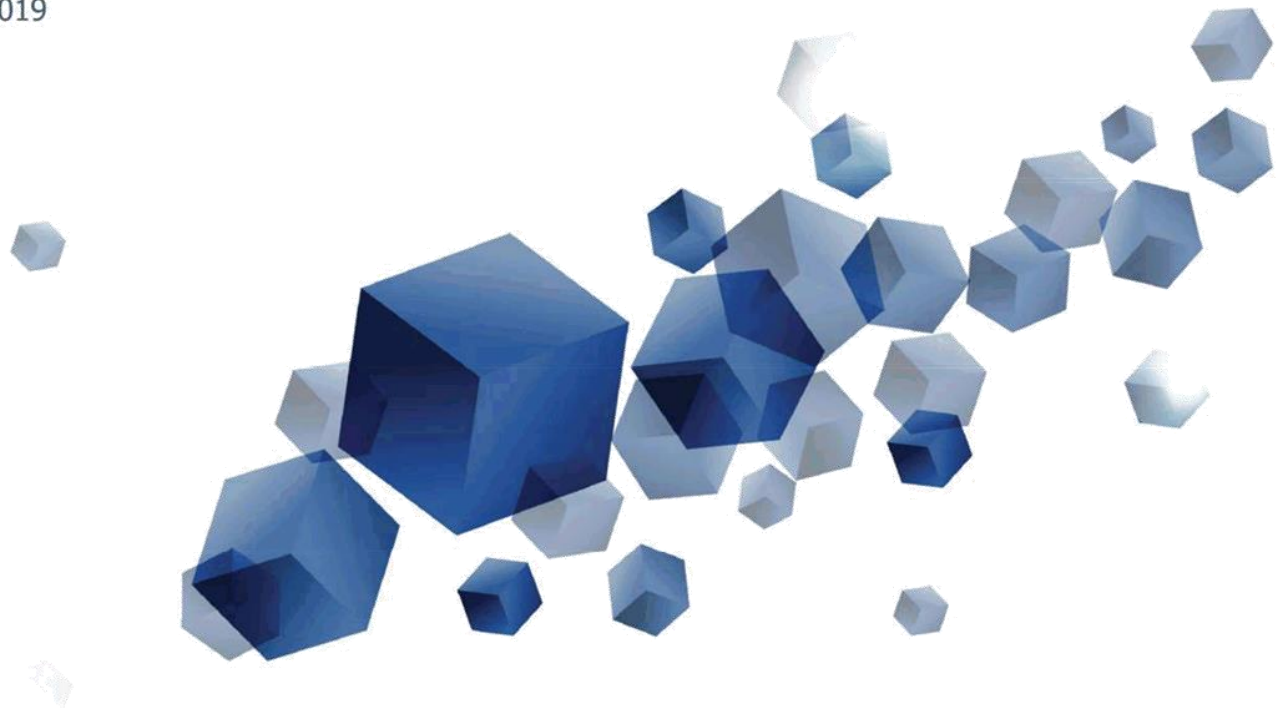


# Loddon Shire Council

## Internal Audit Report

Service Planning Review

January 2019



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**Disclaimer**

Inherent limitation – the nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence.

**Third party reliance**

Other than our responsibility to Loddon Shire Council, neither HLB Mann Judd (VIC) Pty Ltd nor any member or employee of HLB Mann Judd (VIC) Pty Ltd undertakes responsibility arising in any way from reliance placed by a third party, on this report. Any reliance placed is that party’s sole responsibility. Our report is for the sole use of Loddon Shire Council and is not to be used by any other person for any other purpose and may not be distributed, duplicated, quoted, referred to, in whole or in part, without our prior written consent.





# EXECUTIVE SUMMARY

## Introduction

As part of the internal audit services provided to Loddon Shire Council ("LSC" or the "Council"), HLB Mann Judd has undertaken a review of its service planning methodology framework. The objective of the internal audit was to assess internal controls and processes relating to the service review methodology to ensure services are appropriately targeted and delivered effectively.

The review has been agreed by LSC's Audit Committee and executive leadership team and forms part of the 2018-19 Internal Audit Program.

## Background

Councils play a pivotal role in the delivery of key services/programs to all members of their community. Economic circumstances, together with changing demographics, require Councils to ensure that the type and delivery of services/programs meet the ongoing needs of their community.

Accordingly, Councils should have comprehensive planning review processes in place to ensure that services are appropriately targeted and delivered effectively. In this respect, they should also review existing services to ensure they remain relevant and appropriate.

The service review would normally include:

- Detailed policies and procedures to govern the planning and review process and to promote consistency across the Council;
- Appropriate consideration of demographic and other information to assist in determining the types and level of services to be delivered;
- Consideration of input from stakeholders on services required and their method of delivery;

- Analysis of current methods of service delivery compared to possible alternatives; and
- Processes to ensure that previous performance and results are used to promote continuous improvement in the review of services.

LSC is a predominantly rural area, located in central Victoria, about 175 kilometres north-west of Melbourne, with many small towns and communities. The larger towns are Boort, Bridgewater on Loddon, Inglewood, Pyramid Hill and Wedderburn. The Council's Annual Report 2017-18 showed an estimated residential population of 7,505 in the Shire with an overall median age of 51 years.

LSC is responsible for a variety of services that includes (but not limited to) the following:

- Asset management and planning,
- Health and wellbeing,
- Local road maintenance,
- Family and children's services,
- Aged and disability services,
- Parks and gardens,
- Youth programs,
- Waste management;
- Community building; and
- Economic development.

CONTENTS

**Positive aspects of control**

The following positive business practices were noted regarding the service review methodology at LSC:

- Since February 2017, the Council has been developing a Service Delivery Review (“SDR”) Framework (“the draft Framework”) in accordance with the “*Service Delivery Review – a how to manual for local government*”, issued in June 2015 by the Australian Centre of Excellence for Local Government (“ACELG”). The document describes Council’s service review methodology/approach, including its governance team’s roles and responsibilities, guiding principles/methodology and templates. However, we noted the Framework document is currently subject to review and endorsement and will be adopted by the Council as soon as practical;

***Please refer to Appendix A for the Council’s methodology on SDR for more details;***

- The 2017-2021 Council Plan has included a requirement for the completion of a minimum of 3 service reviews per year as a strategic indicator;
- The draft Framework provides for a governance structure for a Service Delivery Review at LSC as follows:

Group	Role	Members
SDR Council	Approve priorities and schedules and endorse recommendations and final reports.	<ul style="list-style-type: none"> <li>• Councillors</li> <li>• Management Executive Group (“MEG”)</li> </ul>
SDR Steering Committee	Provide overall direction, leadership and to ensure a consistent, independent approach.	<ul style="list-style-type: none"> <li>• CEO</li> <li>• MEG</li> </ul>
SDR Project Team	Coordination and support of service delivery reviews across organisation.	<ul style="list-style-type: none"> <li>• Director Corporate Services</li> <li>• SDR Coordinators</li> </ul>

Group	Role	Members
SDR Working Groups	Conduct reviews	<ul style="list-style-type: none"> <li>• Service Delivery Leader</li> <li>• Members with complementary skills and knowledge;</li> <li>• SDR Coordinator/s.</li> </ul>
Community Advisory Groups	Provide input into the types and levels of services required	<ul style="list-style-type: none"> <li>• Community members selected by SDR Working Groups.</li> </ul>

- From November 2016, a process commenced to identify the services provided by the Council. Managers and Directors were asked to identify the services they delivered and provided brief details to assist with the prioritisation of services such as:
  - Description of service;
  - Budget/cost of service;
  - Staffing/full time equivalent; and
  - Strategic issues facing the service in the medium term;

By February 2017, a list of 107 services had been identified by the Council. Through a number of workshops, the Management Executive Group (“MEG”) identified 18 services for review;

- As at October 2018, LSC has piloted 3 service reviews, namely:
  - Strategic Procurement Review (commenced in February 2017, completed in March 2018);
  - Agribusiness Review (commenced in July 2017 and currently in final stage of completion);
  - Maternal and Child Health Review (commenced in March 2018 and currently in final stage of completion);

The Procurement and Agribusiness reviews were conducted internally by the Council's Project Team with the assistance of the Service Delivery Review Coordinator and reviewed by the Steering Committee, to provide independent feedback on the service reviews outcomes and ensure a fair, consistent and rigorous approach has been applied to the reviews;

The Maternal and Child Health review is currently being undertaken by an external Consultant and overseen by the Project Control Group which is led by the Director Community Wellbeing;

- Our review of the Council's approach/methodology of the 3 piloted service reviews above noted the following:
  - Assessment of internal and external factors were undertaken as part of the review approach. These included but were not limited to:
    - Review whether Council's service meets externally imposed criteria under law or directives;
    - Council current resources;
    - Council budget and funding requirements (expenditure vs. income);
    - Changes in demographic and social factors (aging population, location of the Shire and other communities);
  - Consultations and engagement were conducted with a range of stakeholders including staff, councillors, contractors, benchmark councils, sector bodies and oversight agencies, via a variety of means such as: telephone interviews, surveys, face to face meetings, group discussion, etc.

***Refer to Appendix B for Services/Programs Selected as Part of Sample Testing;***

- Formal assessment on the service review methodology and debriefing process has been undertaken by the Council to ensure appropriate level of

resources are to be provided by Council in the delivery of services and to determine the best method of delivering the services (i.e. in-house verses outsourced);

To be specific, in early 2018, the Council commenced a self-assessment of its Service Delivery Review Project (completed in June 2018) with the objectives of identifying any constraints and opportunities for continuous improvement. In conducting the self-assessment, Council has identified a number of areas for further improvement (e.g. rebrand and restructure of service delivery reviews to continuous improvement, update the framework, develop a full-service catalogue, complete chart of accounts project, and continue with Lean thinking).

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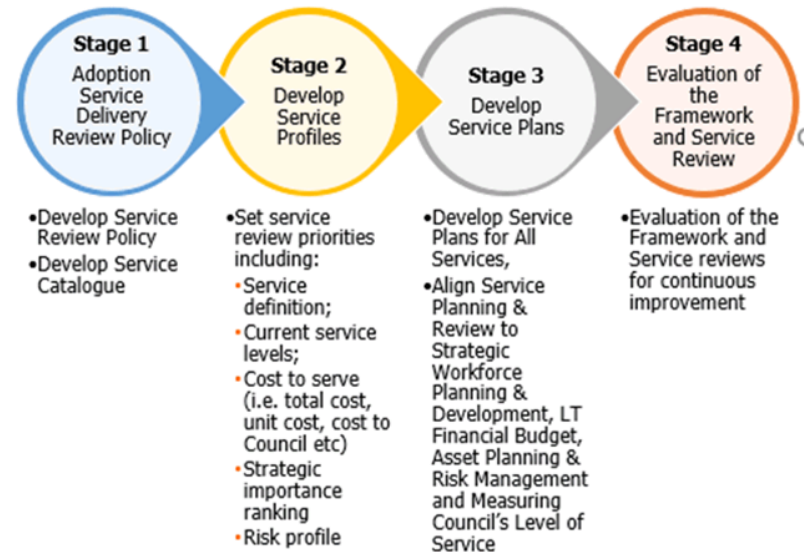
### Proposed Implementation Approach / Roadmap

The Service Planning Review environment at the Council is still in its implementation stage. We were advised that subsequent to the self-assessment report completed in June 2018, the Council has engaged an external Consultant (CT Management) to assist in the development and implementation of a more robust service review framework.

As part of the review, we have utilised the service review best practices proposed by the Municipal Association of Victoria ("MAV") to propose a high-level summary of the implementation approach of an effective Service Review Framework that LSC can utilise and make reference to when working with the external Consultant.

Presented in 4 phases on the adjacent page, the proposed approach will allow the Council to develop a robust framework and ensure that the best practices proposed by MAV are considered. Each stage is focused on gradually addressing the key requirements of a robust Service Review Framework.

***Please refer to Appendix C for the proposed implementation/roadmap of the Service Review Planning Framework at LSC in greater detail.***



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**Summary of Key Findings**

The primary objective was to assess the effectiveness and efficiency of internal controls embedded in the processes associated with the service planning review methodology, to determine whether the following audit objectives were addressed:

Audit Objectives	Related Finding	Risk Rating*			
		Extreme	High	Medium	Low
The adequacy of policies, procedures and/or the methodology used to govern service planning review activities.	The Council's Service Delivery Review framework is still at an early stage of implementation.		Finding 1		
	The Council had not established a plan for the implementation of the Service Review Framework.		Finding 2		
The appropriateness of demographic and other considerations used to identify the types and extent of services being delivered by Council in the short, medium and long term.  The quality of input by key stakeholders (i.e. Councillors & Community).	See Finding 1 & 2 above.				
The processes undertaken by Council to provide the support necessary to deliver services appropriately (i.e. human resources and infrastructure).	See Finding 1 & 2 above.				
The processes undertaken by Council to identify the most appropriate method of service delivery.	See Finding 1 & 2 above.				
The debriefing processes used by Council to assess previous performance, learn from experience and promote continuous improvement in the review of future service.	See Finding 1 & 2 above.				

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**Risk Matrix:**

The risk rating of each of the above findings is contained in the following matrix:

		Consequence				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Likelihood	5 Frequent / almost certain	Yellow	Orange	Orange	Red	Red
	4 Probable / likely	Green	Yellow	Orange	Red (1, 2)	Red
	3 Occasional / possible	Green	Yellow	Yellow	Orange	Orange
	2 Unlikely	Green	Green	Yellow	Yellow	Orange
	1 Rare	Green	Green	Green	Green	Yellow

**Overall Conclusion**

Based on the work performed and the key findings identified, we believe that the Council’s existing Service Review Framework is still at early stage of implementation. In addition, there is no implementation plan in place to roll out Service Review Framework hence, the internal controls and processes associated with service review methodology are not operating efficiently and effectively.

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# DETAILED FINDINGS

Description of Finding	Observation	Impact and Recommended Action	Management Response
<p>1. The Council's Service Delivery Review framework is still at an early stage of implementation.</p>	<p><b>Risk Rating: High</b></p> <p><b>Standard/Criteria:</b> Service Reviews facilitate in ensuring that Council meets the community's priorities, needs and expectations about the services it provides. This drives better management of the Council's current and future resources. This results in service levels, workforces, assets, long term financial planning, capital works planning and asset management planning meeting the needs of the current and future communities of the Council.</p> <p><b>Audit Finding:</b> Our review highlighted that the Service Delivery Review framework at the Council was still at an early stage of implementation.</p> <p>For example, we noted that the following elements of a robust framework are current under development or not in place:</p> <ul style="list-style-type: none"> <li>The overarching Service Delivery Review Framework document was drafted and implemented since February 2017, however had not been formally approved;</li> </ul> <p>Management advised that whilst the Framework document is still in draft form, it has been implemented in Council's practice. Subsequent to the self-assessment on SDR approach undertaken by the Council in June 2018, management advised that the draft framework is to be reviewed and updated to reflect the identified areas of improvement. The MEG is looking to have it formally adopted by the Council as soon as practical.</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>The absence of a formally adopted Service Delivery Review framework may result in inconsistencies in process/tasked undertaken by staff members in service reviews and the Council may fail to ensure that it meets the community's priorities, needs and expectations about the services provided;</li> <li>Inadequate service review practices may cause prioritisation of certain services over others without any proper justification, leading to wastage of Council's resources and damage to Council's reputation.</li> </ul> <p><b>Recommended Action:</b> We recommend that LSC management should:</p> <ol style="list-style-type: none"> <li>Continue working with the external Consultant to develop and implement a robust Service Delivery Review and/or Planning framework.</li> </ol> <p>Council should take into consideration alignment with the best practices proposed by MAV for service review &amp; planning, which consists of the following:</p> <ul style="list-style-type: none"> <li>Long-term prioritisation of Service Review Plans;</li> <li>Service catalogue (which is well-defined);</li> <li>Comprehensive Service Plans for all services (with long-term focus);</li> <li>Service Improvement Action Plans;</li> <li>Measuring Council's Level of Service through KPIs;</li> </ul>	<p><b>Management Action:</b> <b>Recommendation 1:</b> Management Agrees. Council also notes the recent release of "Delivering Local Government Services" by the Victorian Auditor-General's Office in September 2018 and recognises the need to also consider the recommendations in that report. Work with external Consultant to develop a Service Planning Framework.</p> <p><b>Responsibility:</b> Director Corporate Services</p> <p><b>Timeframe:</b> 31 December 2019</p> <p><b>Recommendation 2:</b> Management Agrees. Obtain approvals for framework from relevant stakeholders.</p> <p><b>Responsibility:</b> Director Corporate Services</p> <p><b>Timeframe:</b> 31 December 2019</p>

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Description of Finding	Observation	Impact and Recommended Action	Management Response
	<ul style="list-style-type: none"> <li>■ There was no formal service catalogue in place. Services are currently being identified by departments;</li> <li>■ Council is unable to quantify unit costs of providing the current level of services for all services due to limitations of some of the current systems;</li> <li>■ There were no formal Service Plan template at the Council;</li> <li>■ Key performance indicators (KPIs) were not developed to effectively monitor the performance of each service against its targets or objectives;</li> <li>■ Council is currently reviewing its strategic planning framework with the aim of aligning the Service Delivery Review Strategies, Strategic Workforce Planning &amp; Development, Long Term Financial Budget, Asset Planning and Risk Management; and</li> <li>■ Organisation-wide service review related training and education has not been formally identified and communicated to relevant staff.</li> </ul> <p>Our discussion with management noted that the Council has engaged an external Consultant to assist with implementation of service reviews and development of service plans, which provide a clear point of reference to manage and monitor progress towards achievement of strategic outcomes as well as forming the basis of reporting to the community and State Government.</p> <p>We were advised that the Council's proposed implementation approach contains six stages:</p> <ol style="list-style-type: none"> <li>1. Assessment of current position,</li> <li>2. Review of options,</li> <li>3. Consultation,</li> <li>4. Revised levels of service,</li> <li>5. Preparing to implement, and</li> </ol>	<ul style="list-style-type: none"> <li>■ Prioritisation and aligning Service Reviews and Planning to Strategic Workforce Planning &amp; Development, Long Term Financial Budget, Asset Planning, Risk Management etc (including Organisation Development Strategy); and</li> <li>■ Evaluation of the Framework and Service Planning &amp; Review Program.</li> </ul> <ol style="list-style-type: none"> <li>2. Obtain adequate approvals and endorsements from relevant stakeholders before implementation of the framework.</li> </ol>	



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Description of Finding	Observation	Impact and Recommended Action	Management Response
	<p>6. Implementation.</p> <p>Further, our review of the samples of service review areas noted exceptions as a result of the absence of a formally documented framework. <b>Please refer to Appendix B for more detail.</b></p>		
<p>2. The Council had not established a plan for the implementation of the Service Review Framework.</p>	<p><b>Risk Rating: High</b></p> <p><b>Standard/Criteria:</b></p> <p>An implementation plan is a key management tool designed to illustrate in detail, critical steps in developing a program/project. It is a guide that facilitates an organisation in proactively implementing that program/project in a clear manner with set targets and goals with clearly assigned responsibilities to the relevant stakeholders.</p> <p><b>Audit Finding:</b></p> <p>Our review noted that:</p> <ul style="list-style-type: none"> <li>Key actions and timelines to implement a service review framework had not been established at the Council.</li> </ul> <p>As noted in Observation No. 1 above, the Council has engaged an external Consultant to assist with the implementation of its service review and planning processes which will include the need to develop an implementation roadmap (as part of Stage 5 – Preparing to Implement, proposed by the external Consultant).</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Absence of an implementation plan for the Service Review Framework would delay its roll out and implementation within the Council, which might have significant impact on the Council; and</li> <li>Without an implementation plan and associated monitoring, with key guideline requirements included, the Council might not fulfil its service planning obligations.</li> </ul> <p><b>Recommended Action:</b></p> <p>We recommend that LSC management should:</p> <p>3. Consider the <b>proposed implementation/roadmap approach attached in Appendix C</b> in conjunction with the external consultant in developing a plan for implementation of Service Review/Planning Framework.</p> <p>In developing the plan, LSC should assign the development of key requirements and associated responsibilities as identified within the proposed approach to responsible staff members to ensure accountability and ownership in delivering the Framework within the set timeframe. Service Review related training should also be provided to key staff within the Council undertaking related activities.</p> <p>Subsequently, LSC should monitor progress against these milestones to ensure that the framework is established within a set timeframe. Undertake periodic assessment and report on the plan as required.</p>	<p><b>Management Action:</b></p> <p><b>Recommendation 3:</b></p> <p>Management Agrees.</p> <p>Council officers are working closely with an external consultant in line with a detailed project plan to undertake service planning which will inform a revised Service Planning Framework.</p> <p>Develop a plan for the implementation of Service Planning as part of the annual planning and budgeting cycle.</p> <p><b>Responsibility:</b></p> <p>Director Corporate Services</p> <p><b>Timeframe:</b></p> <p>31 December 2019</p>

# APPENDICES

- Appendix A:** LSC's Service Delivery Review Methodology Overview
- Appendix B:** Services/Programs Selected as Part of Sample Testing
- Appendix C:** Proposed Implementation of Service Review Framework at LSC
- Appendix D:** Audit Approach and Procedures
- Appendix E:** Personnel Consulted
- Appendix F:** Finding Risk Rating Matrix
- Appendix G:** Basis and Use of Report

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# APPENDIX A: LSC'S SERVICE DELIVERY REVIEW METHODOLOGY OVERVIEW



EVALUATION

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## APPENDIX B: SERVICES/PROGRAMS SELECTED AS PART OF SAMPLE TESTING

No.	Services/Programs	1. Comprehensive Service Plan (Medium - Long Term)	2. Unit cost of service determined	3. Documented Evaluation Process for Service Planning & Reviews	4. KPIs in place to effectively monitor performance of service	5. Council Service meets externally imposed criteria under law or directives
1	Procurement	X	X	✓	X	✓
2	Agribusiness	X	X	✓	X	✓
3	Maternal and Child Health	X	X	✓	X	✓

# APPENDIX C: PROPOSED IMPLEMENTATION OF SERVICE REVIEW FRAMEWORK AT LSC

## Stage 1: Adoption of Service Planning Review Policy

1. The Service Review Policy should broadly include:

- The Council's vision and service delivery objectives;
- Direct linkages to the Council Plan, Strategic Resource Plan and Long Term Financial Plan;
- Requirement that the adoption of Service Plans be informed by community consultation and local government financial reporting frameworks;
- The service management roles, responsibilities and reporting framework; and
- A process for meeting training needs in financial and service management practices for councillors and staff.

2. Develop LSC's Service Catalogue (i.e. listing of services) and identify all the parent services and sub-services delivered. The following guidelines should be considered when performing the review:

- It may be easy to identify services by department or function based on organisational structure, but it is too simplistic. A much more informative approach is to define services based on how they are experienced by the community and then link the services back into the key strategic directions of the Council;
- The Service Set should detail the key strategic directions from the organisation's main strategic plan (usually 5-7), with the corresponding services (about 30-35), each of which will have 4-5 sub-services. This creates a manageable framework for ongoing review and improvement. This process may take several iterations until all the services and sub-services are described from the community's point of view and correctly categorised; and
- Some councils define services at a broad level and select about 30-35 service groups and associated sub-services while others start with a finer level of detail and document as many as 200 services. Listing this many services individually rather than developing an integrated service set under key themes will result in a very high maintenance model which will be a handicap in subsequent reviews.

3. Ensure that there is proper communication and roll out of the Service Review Policy to the organisation and that it is available on the intranet for easy staff's reference, together with the Service Delivery Review Framework document.

## Stage 2: Develop Service Profiles to enable prioritisation of Service Reviews

1. Develop Service Profiles to enable prioritisation of Service Reviews. The Service Profiles should include:

- Service definition;
- Current service levels;
- Cost to serve (i.e. total cost, unit cost, cost to Council etc)
- Strategic importance ranking
- Risk profile

**Service Reviews**

1. Set Service Review Priorities. Prioritisation helps with scheduling and resource use, and should be determined by the Steering Group in consultation with Managers and Directors.

One method to prioritise services for review is based on the assumption that services which use a large proportion of the annual budget can potentially offer a higher proportion of financial savings. This approach is appropriate where cost-reduction or 'quick wins' are the primary objective. Other factors to consider could include:

- Services with a high proportion of staff or costs
- Where the service statement shows there is a gap between satisfaction with the service and the importance of that service to the community
- Where the service is statutory (especially if it is non-compliant) or non-statutory
- The impact of the service on the organisation or the community
- Whether the service is of particular focus for elected members.

A more comprehensive approach considers a range of factors and assigns a weighting to each. A flexible 4-year plan for service reviews should also be in place and adjusted as and when required.

2. The Service Review Reports should include:

- Community engagement plan;
- Population and demographic change projections, trend analysis;
- The financial impact of a change in service levels;
- Funding options;
- Efficiency gain opportunities; and
- Benchmark service delivery performance against like Councils over time.

3. Seek feedback from key internal stakeholders such as:

- **The Steering Group** – The draft plan should be presented to this group, especially to get feedback on particular areas of focus, such as where services are to be reduced, spending cuts or alternative models of service provision.
- **Staff from the departments/services under the review** – This may include speaking at team meetings or one-on-one with staff members to explain the rationale for the recommendations and get feedback.
- **All staff** – A summary of the key draft recommendations should be presented to staff for information and feedback.

## 4. Seek feedback from key external stakeholders such as:

- **Independent reviewers** – should challenge the assumptions and recommendations to ensure they are robust and will deliver the services required in an appropriate, effective and efficient way.
- **Current service providers** – any proposals to alter the contract terms should be discussed with service providers to establish whether they are able to make the changes required.
- **The Community** – communicate the key findings of the review and the draft plan and ensure the rationale for any changes is clearly explained. Make sure there are a variety of ways for the community to provide feedback.

## 5. Test options with stakeholders, if applicable:

- Where significant changes to services or levels of services are proposed, it is useful to consider taking the community, or the community advisory group as a proxy, through a process of deliberation to help them understand potential trade-offs. Engaging the community in this way also builds Council's capacity to understand the balance between financial constraints and service provision, and what happens to the overall budget if local government 'dials up' or 'dials down' a service. Involving the community in decision-making around the recommendations may help make any changes to levels of service more acceptable.

### Stage 3: Develop Service Plans for All Services, Aligning Service Planning & Review to Strategic Workforce Planning & Development, LT Financial Budget, Asset Planning & Risk Management and Measuring Council's Level of Service

## 1. Develop Service Plans for All Services. The Service Plans should include:

- Reference to Council's Service Management Policy and Service Management Improvement Strategy;
- Document the hierarchy of services within the service group;
- Include a description and details of all sub-services within the service group;
- Include a reference to supporting Council planning documents;
- Document the service outputs;
- Document current and future levels of service;
- Document the actual and targeted customer groups;
- Document the community's view of the quality and importance of the service;
- Document the cost of service at both global and unit cost level. This should include the full cost of service including the distribution of overheads and allowances for competitive neutrality principles;
- Provide information about each service, including particular actions and costs to provide a defined level of service in the most cost-effective manner;
- Document the asset portfolio and asset standards required to deliver the level of service;
- Include an assessment of current and emerging issues which may impact on the service;
- Include forecasts of future demand;
- Include risk assessment profiles;
- Include an evaluation of alternative service delivery options;
- Include forward financial forecasts for both revenue and expenditure for a period of at least 10 years;
- Include future capital works requirements identifying cash flow forecasts projected for new, upgrade or expansion of Assets required to support the

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<ul style="list-style-type: none"> <li>■ delivery of the service;</li> <li>■ Include Key Performance Indicators to monitor the performance;</li> <li>■ Clearly indicate how the service will be monitored and reviewed;</li> <li>■ Include a service management improvement plan.</li> </ul>
<p>2. Alignment of Service Review to Stakeholders Expectations, Assets &amp; Financial Management, Service Performance Measures, Benefits Framework, Risk Register and Workforce Plan:</p> <ul style="list-style-type: none"> <li>■ Determine mandatory, preferred, discretionary service</li> <li>■ Map assets to services</li> <li>■ Realign financial system to new catalogue</li> <li>■ Realign and identify new capital requirements to support service delivery</li> <li>■ Customer/Stakeholder identification and expectations and satisfaction (i.e. through the Community Engagement Framework)</li> <li>■ Identification and/or confirmation of levels of service and service performance measures</li> <li>■ Alignment with benefits framework</li> <li>■ Align to existing risk register</li> <li>■ Link to workforce plan</li> </ul>
<p>3. Develop Service Improvement Action Plans. The Action Plans should include:</p> <ul style="list-style-type: none"> <li>■ Objective of change;</li> <li>■ Actions required;</li> <li>■ Responsibility for change;</li> <li>■ Stakeholders affected;</li> <li>■ Cost/Resources required;</li> <li>■ Expected outcomes;</li> <li>■ Timeframes; and</li> <li>■ Evaluation of change (key performance indicators/targets)</li> </ul>
<p>4. Measure Council’s Level of Service (through Dashboard of KPIs and Community Satisfaction). The general steps to implement an outcome evaluation include:</p> <ul style="list-style-type: none"> <li>■ Identify the main outcomes that Council want to examine or verify. Reflect on the goals (the overall purpose) of the strategy and ask what impact the services will have on the clients and staff.</li> <li>■ Choose and prioritise the outcomes that you want to examine. If time and resources are limited, pick 2 – 4 most important outcomes to examine initially.</li> <li>■ For each key outcome to be evaluated, specify what observable measures, or indicators, will show that the service is achieving that outcome.</li> <li>■ Specify targets to achieve for particular outcomes. For example, 80% of clients exhibit an increased sense of safety (an outcome), as shown by the following measures ... (indicators).</li> <li>■ Identify what information/data is needed to show the chosen indicators. If the service is new, it may be necessary to first undertake a process evaluation to check that it is being implemented as planned.</li> <li>■ Decide how the data can be realistically and efficiently gathered.</li> </ul>

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<ul style="list-style-type: none"> <li>■ Analyse and report the findings.</li> </ul> <p><b>Note</b> A good tool for developing sound objectives to guide service development and evaluation is to use the SMART approach:</p> <ul style="list-style-type: none"> <li>■ specific (clear and precise)</li> <li>■ measurable (able to be evaluated)</li> <li>■ achievable (realistic)</li> <li>■ relevant (to the issue being addressed, the target group and the organisation)</li> <li>■ time-specific (provide a timeframe for achieving the objective).</li> </ul>
<p>5. Provide ongoing training, briefing and support to the departments throughout the various steps (i.e. development of service plans, aligning service planning to strategic documents, development of service improvement action plans and measuring Council’s level of service.</p> <p>Subsequently, Council should review the service plans periodically to ensure that they are up to date and monitor/report on the Service Improvement Action Plans and measure Council’s level of service through the dashboard of KPIs &amp; community satisfaction.</p>
<p><b>Stage 4: Evaluation of Framework and Service Reviews</b></p>
<p>1. Council should have a documented evaluation process by which service management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the MEG and the Council at least on an annual basis.</p>
<p>2. The Service Review Methodology/Processes adopted by Council should be reviewed on an periodical basis to ensure that Council:</p> <ul style="list-style-type: none"> <li>■ Learns from experience</li> <li>■ Identified what worked well and what didn’t work well</li> <li>■ Promotes good/effective practices/processes</li> <li>■ Addresses identified weaknesses/deficiencies</li> <li>■ Disseminates changed practices resulting from the debriefing process.</li> </ul>

# APPENDIX D: AUDIT APPROACH AND PROCEDURES

The approach for this engagement is presented below:

## **Policies and Procedures and/or Service Review Methodology**

- Determined whether policies and procedures and/or methodology have been developed to govern the service review process;
- Ensured that policies and procedures are comprehensive in terms of reflecting Council's expectations of the processes that need to be undertaken, and in providing appropriate guidance to Council staff undertaking review activities.
- Ensured that policies and procedures are easily accessible to relevant Council staff and that staff have been trained in their use;
- Ensured Council staff comply with relevant policies and procedures; and
- Ensured that policies and procedures are reviewed in a timely manner to ensure they remain relevant and address any emerging issues.

## **Demographic and Other Considerations**

- Identified and assessed the demographic and other considerations/criteria used to determine the focus and extent of services delivered by Council; and
- Assessed the criteria used to determine the type and extent of services to be delivered from one year to another to ensure emerging issues/areas etc. have been identified and incorporated into the assessment process.

## **Input by Stakeholders**

- Identified and assessed the consultation processes adopted by Council to obtain input from key stakeholders in the service review process and ensure these processes are contained in a formalised consultation strategy;
- Ensured the required processes have been complied with; and
- Determined the extent to which stakeholder input influences the extent and direction of Council services.

## **Council Support to Service Delivery**

- Ensured that the level of resources to be provided by Council in the delivery of services (e.g. Human resources, infrastructure etc.) has been identified and included within the service review model;
- Ensured that the level of resources identified in the service review process is reflected in the Council's budget and that any discrepancy is accompanied by an assessment of the impact on service quality and quantity; and
- Ensured that performance in the previous year is reviewed to inform on key areas of focus in the current year review process (i.e. both operational and financial considerations).

## **Method of Service Planning Delivery**

- Identified and assessed the processes used by Council to determine the best method of delivering the services (i.e. in-house verses outsourced);

- Ensured that the principle of Best Value is incorporated into the assessment process, and that the impact of national competition policy is accounted for; and
- Ensured that service outcomes achieved are compared to expected outcomes from the initial assessment periodically.

#### Debriefing Processes

- Ensured that the service planning review model/processes adopted by Council are reviewed periodically to ensure the Council:
  - Learns from experiences;
  - Identifies what worked well;
  - Identifies what didn't work well;
  - Promotes good/effective practices/processes;
  - Addresses identified weaknesses/deficiencies; and
  - Disseminates changed practices resulting from the debriefing process.

We also selected a small sample of services/programs by which to test compliance with policies/procedures/methodologies and assess the effectiveness of the service review process.

## APPENDIX E: PERSONNEL CONSULTED

We would like to take this opportunity to thank the staff at Loddon Shire Council for their co-operation and assistance during the course of our engagement.

Name	Title	Topic Discussed
Philip Pinyon	Chief Executive Officer	<ul style="list-style-type: none"> <li>■ Audit scope;</li> <li>■ Service reviews undertaken by the Council – positive aspects and areas of improvement; and</li> <li>■ Strategy/Direction of future service reviews.</li> </ul>
Sharon Morrison	Director, Corporate Services	<ul style="list-style-type: none"> <li>■ Audit scope &amp; findings;</li> <li>■ Service reviews undertaken by the Council – positive aspects and areas of improvement; and</li> <li>■ Strategy/Direction of future service reviews.</li> </ul>
Lynne Habner	Manager, Executive and Commercial Services	<ul style="list-style-type: none"> <li>■ Audit scope;</li> <li>■ Service reviews undertaken by the Council – positive aspects and areas of improvement; and</li> <li>■ Strategy/Direction of future service reviews;</li> <li>■ Experience on previous service reviews conducted.</li> </ul>
Steven Phillips	Director, Operations	
Wendy Gladman	Director, Community Wellbeing	
Sara Nesbit	Service Delivery Review Coordinator	<ul style="list-style-type: none"> <li>■ Service reviews undertaken by the Council – positive aspects and areas of improvement;</li> <li>■ Experience on previous service reviews conducted.</li> </ul>

CONTENTS

# APPENDIX F: FINDING RISK RATING MATRIX

Findings arising during the course of the internal audit have been rated against the Issue Ratings Matrices below.

## Risk Rating Matrix

		Consequence				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Likelihood	5 Frequent / almost certain	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
	4 Probable / likely	Low (4)	Medium (8)	High (12)	High (16)	Extreme (20)
	3 Occasional / possible	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
	2 Unlikely	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
	1 Rare	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

## Explanatory Notes to Risk Rating

Risk Rating	Definition	Guidance	Action Required
Extreme	Issue represents a serious control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability of the process to achieve its objectives.	Material errors and departures from the organisation's policies and procedures.  Financial management / accountability / probity concerns.  Significant breach of governing legislation and regulations which	Requires significant senior management intervention and may require significant mobilisation of resources, including external assistance.  Close and on-going monitoring by senior management to resolution is highly

Risk Rating	Definition	Guidance	Action Required
		may result in fines or other penalties.	recommended.  Requires extreme priority to immediate action and a program for prompt resolution.  Recommended timeframe for action: Immediate – 3 months.
High	Issue represents a control weakness, which could cause or is causing major disruption of the process or major adverse effect on the ability of the process to achieve its objectives.	Errors and departures from the organisation's policies and procedures.  Non-compliance with governing legislation and regulations which may result in fines or other penalties.  Collective impact of many medium or low issues.	Requires substantial senior management intervention,  On-going resource diversionary potential and may require possible external assistance.  Requires high priority to action.  Recommended timeframe for action: 3 – 6 months.
Medium	Issue represents a control weakness, which could cause or is causing moderate adverse effect on the ability of the process to achieve its objectives.	Events, operational, business, and financial risks that could expose the organisation to losses that could be marginally material to the organisation.  Departures from best practice management procedures and processes.	Requires considerable management intervention and may require possible external assistance.  Requires prompt action.  Recommended timeframe for action: 6 – 12 months.
Low	Issue represents a	Events, operational,	Requires management

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Risk Rating	Definition	Guidance	Action Required
	<p>minor control weakness, which is minimal but reportable impact on the ability of the process to achieve its objectives.</p>	<p>and business risks that could expose the organisation to losses which are not material due to the low probability of occurrence of the event on the operating capacity, reputation and regulatory compliance.</p> <p>Departures from management procedures and processes; however, appropriate monitoring and governance generally mitigates these risks.</p>	<p>attention and possible use of external resources.</p> <p>Requires action commensurate with the process objectives.</p> <p>Recommended timeframe for action: Depending on the availability of scarce resources.</p>

## APPENDIX G: BASIS AND USE OF REPORT

We are engaged by Loddon Shire Council (the client) to provide internal audit services and the scope of our activities is determined by management and reviewed by the Audit Committee.

This report has been prepared in accordance with the objectives and procedures agreed in the audit scope document and subject to the following limitations:

- Our procedures were designed to provide limited assurance which recognises that absolute assurance is rarely attainable, due to such factors as the use of judgement in gathering and evaluating evidence and forming conclusions, and the use of selective testing, and because much of the evidence available for review is persuasive rather than conclusive in nature.
- Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. Our procedures were not designed to detect all weaknesses in control procedures as they were not performed continuously throughout a specified period and any tests performed were on a sample basis.
- Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree or compliance with them may deteriorate.
- The matters raised in this report are only those which come to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities,

including fraud. Accordingly, management should not rely on our report to identify all weaknesses that may exist in the systems and procedures under examination, or potential instances of non-compliance that may exist.

- Recommendations for improvement should be assessed by management for their full commercial impact, before they are implemented.
- This report is not to be used by any other party for any purpose nor should any other party seek to rely on the opinions, advice or any information contained within this report. In this regard, we recommend that parties seek their own independent advice. HLB Mann Judd disclaims all liability to any party other than the client for which it was prepared in respect of or in consequence of anything done, or omitted to be done, by any party in reliance, whether whole or partial, upon any information contained in this report. Any party, other than the client for which it was prepared, who chooses to rely in any way on the contents of this report, does it so at their own risk.

The information in this report and in any related oral presentation made by HLB Mann Judd is confidential between HLB Mann Judd and the client for which it was prepared and should not be disclosed, used or duplicated in whole or in part for any purpose except with the prior written consent of HLB Mann Judd. An electronic copy or print of this document is an uncontrolled copy.



## Audit Committee – 14/02/2018

### 2018 Annual Report

#### Introduction

This report is provided to Council in accordance with Clause 5.4(e) of the Audit Committee Charter.

#### Committee

##### Committee membership

During the year the Committee consisted of:

Name	Full term	Notes
Mr Rod Poxon	1 May 2015 to 30 April 2018	Vacancy was advertised in 2018. Mr Rod Poxon was reappointed (see below for period of appointment).
Mr Ken Belfrage	1 May 2015 to 30 April 2019	Chair 28 May 2012 to 29 February 2019 (consecutive terms)
Mr Rod Baker	1 May 2016 to 30 April 2020	
Mr Alan Darbyshire	1 May 2017 to 30 April 2021	
Mr Rod Poxon	1 May 2018 to 30 April 2022	Commenced 1 May 2018

On 8 February 2018 Mr Ken Belfrage was nominated as Chair of the Committee; Council endorsed that nomination and appointed Mr Belfrage at the Ordinary Meeting of Council held on 27 February 2018.

Mr Ken Belfrage's term as chair is due to expire on 28 February 2019. Mr Ken Belfrage's term as a community member is due to expire 30 April 2019.

##### Committee attendances

There were four meetings held throughout the year. The following table indicates the number of attendances by each Committee member.

	February 2018	May 2018	August 2018	November 2018	Total
Mr Rod Poxon	Yes	Yes	Yes	Yes	4
Mr Ken Belfrage	Yes	Yes	Yes	Yes	4
Mr Rod Baker	No	Yes	Yes	Yes	3
Mr Alan Darbyshire	Yes	Yes	Yes	Yes	4
Councillor Gavan Holt	Yes	Yes	Cr Cheryl McKinnon as proxy	Yes	4
Total Members Attending	4	5	5	5	



**Audit Program**

In May 2018 the Audit Committee considered the draft internal audit plan. Committee members considered the proposed audit program for the following year.

The Committee agreed that audit reviews for the period May 2018 to April 2019 should be:

- Waste Management
- Service Planning
- HR management and payroll
- Data interrogation
- Follow-up report for discussion with the Audit Committee and internal auditor

**Internal audit reports**

During 2018, the Committee received audit reports for reviews in relation to:

- Occupational Health and Safety
- Data Interrogation
- Records Management
- Whole of Life Costing
- Follow-up report for discussion with the Audit Committee and internal auditor

**External audit management letter**

The external audit strategy for the year ended 30 June 2018 was presented to the Committee at the May meeting.

The financial statements were presented to the Committee at the August 2018 meeting.

The end of financial year management letter was presented to the Committee at the November 2018 meeting.

**Outstanding Actions**

The following table represents the progress status as at 17 January 2019 for recommendations contained in the audit reports:

<b>Audit No.</b>	<b>Audit Title</b>	<b>No. of Recommendations</b>	<b>Recommendations Complete</b>	<b>Recommendations Not Complete</b>
GOV1723-00	INT 31 Review of Occupational Health and Safety November 2017	36	14	22
GOV1803-00	INT 34 Review of Records Management November 2017	17	2	15
GOV1804-00	INT Follow-up of Agreed Actions from Prior Year Internal Audit Reports 2016/17 including project management, local laws, contract management, succession planning, and building management services	18	10	8
GOV1805-00	INT 35 Whole-of-Life Costing Review	4	0	4
GOV1806-00	INT Follow-up of Agreed Actions from Prior Year Internal Audit Reports 2017/18 including Council Depots, Accounts Payable, Privacy, and Salary Oncost	12	1	11
GOV1810-00	INT 38 Review of Waste Management Planning	11	3	8
	Total as at 17 January 2019	98	30 (31%)	68 (69%)
	Last year as at 2 January 2018	251	133	118

Although the percentage of recommendations not complete is high, the number of outstanding recommendation has significantly decreased since last year.

### Governance Activities

#### **Meeting under Clause 5.3(e) of the Charter**

Under Clause 5.3(e) of the Charter, the Committee may choose to hold a meeting without officers present. That meeting was held in August, when the Committee met with Council's external auditor, Martin Thompson of Crowe Horwath and the internal auditor, Mark Holloway of HLB Mann Judd.

#### **Audit Committee Survey**

The Committee undertook a performance survey during the year and the results were presented for discussion and recommendation at the May 2018 Committee meeting.

The outcomes were very positive with 97.8% of responses in the "satisfactory" category, and only 2.2% in the "unsatisfactory" or "unsure" category.

#### **Audit Committee Charter**

The Committee Charter was assessed at the February 2018 meeting and the Committee suggested:

- changes to reflect legislation
- an amendment to provide for an alternate councillor member and
- updates to appendices

### Presentations by Council Officers

The Committee indicated that they would like regular presentations by Council officers in order to learn more about Council's business and to hear from the people managing the various function of Council. During 2018 the Committee was addressed by:

Meeting	Council officer	Topic
February 2018	Manager Organisational Development – Carol Canfield	Overview of Department
May 2018	Manager Community Service – Paula Yorston	Overview of Department
August 2018	Manager Financial Services – Deanne Caserta	Overview of Department
November 2018	Manager Information and Business Transformation – Peter Williams	Overview of Department



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## KPI Report

Loddon Shire Council



*Print Date: 05-Feb-2019*

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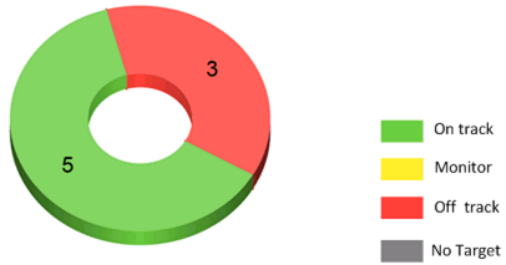


## REPORT FILTERS

<b>Hierarchy:</b> LPF
<b>Hierarchy Level:</b> Theme
<b>Hierarchy Node:</b> Finance
<b>Responsible Officer:</b> All
<b>Reporting Officer:</b> All
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<b>Aggregation:</b> All
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<b>Show Rollup KPI Hierarchy Structure:</b> No
<b>KPI Filter:</b> Loddon Performance Framework

KPI Summary

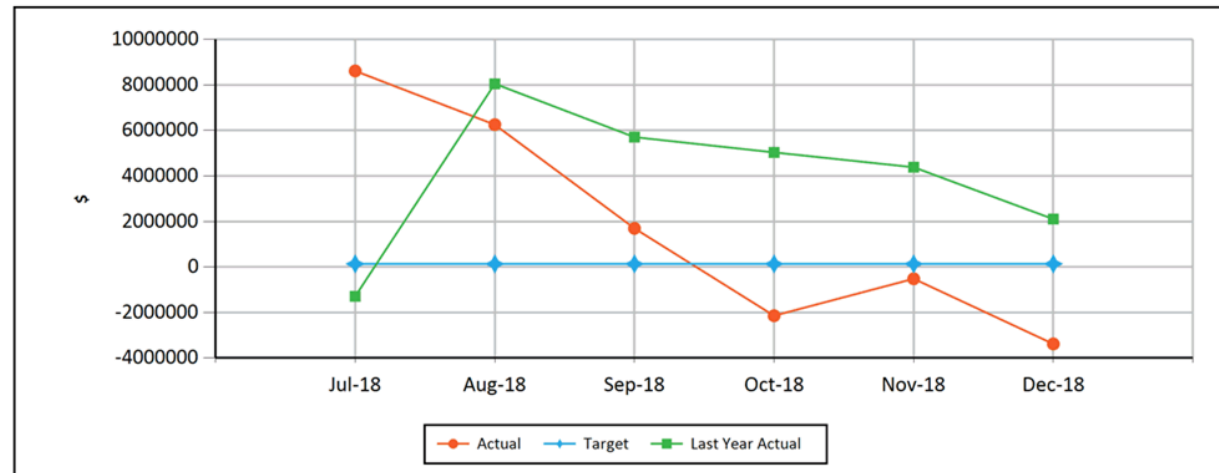
Loddon Performance Framework



Loddon Performance Framework



KPI : LPF-F Actual cash surplus / (deficit)

Responsible Officer: Deanne Caserta



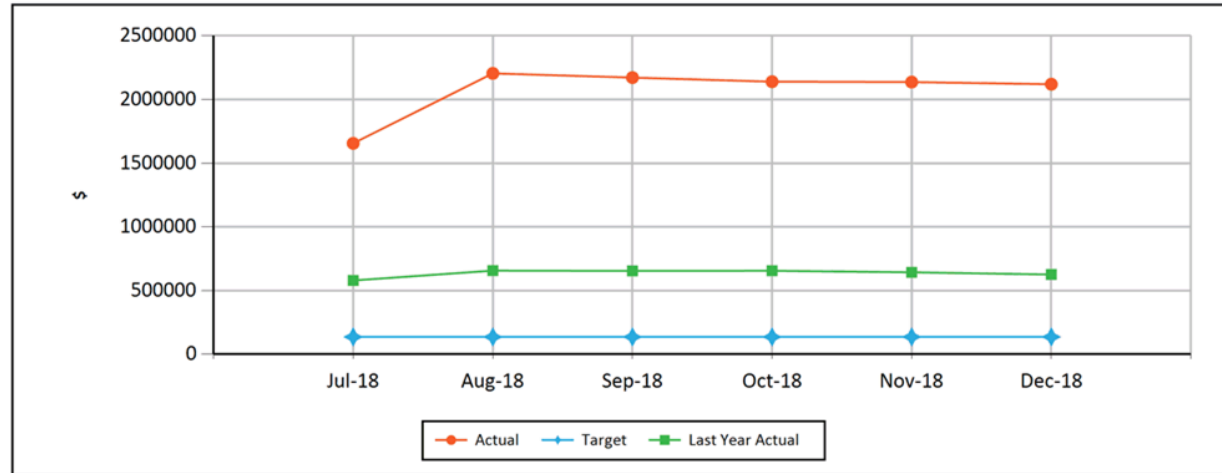
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	\$	135,468.00	8,620,630.00	Higher cash surplus due to raising of rates during July 2018
Aug-18	GREEN	\$	135,468.00	6,257,674.00	Higher cash surplus due to raising of rates during July 2018.
Sep-18	GREEN	\$	135,468.00	1,697,977.00	Higher cash surplus due to raising of rates during July 2018.
Oct-18	RED	\$	135,468.00	(2,144,738.00)	More payments than income received in the month.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 RED	\$	135,468.00	(518,879.00)	More payments than income received in the month.
Dec-18	 RED	\$	135,468.00	(3,385,479.00)	More payments made than income received during the month.

KPI : LPF-F Budgeted cash surplus / (deficit)


Responsible Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	\$	135,468.00	1,655,609.00	Higher carried forward surplus than expected.
Aug-18	GREEN	\$	135,468.00	2,204,902.00	Additional funds returned to surplus during August 2018.
Sep-18	GREEN	\$	135,468.00	2,171,902.00	Slightly lower than last month, still ahead of expected.
Oct-18	GREEN	\$	135,468.00	2,139,632.00	Slightly lower than last month, still ahead of expected.
Nov-18	GREEN	\$	135,468.00	2,136,632.00	Same as last month.

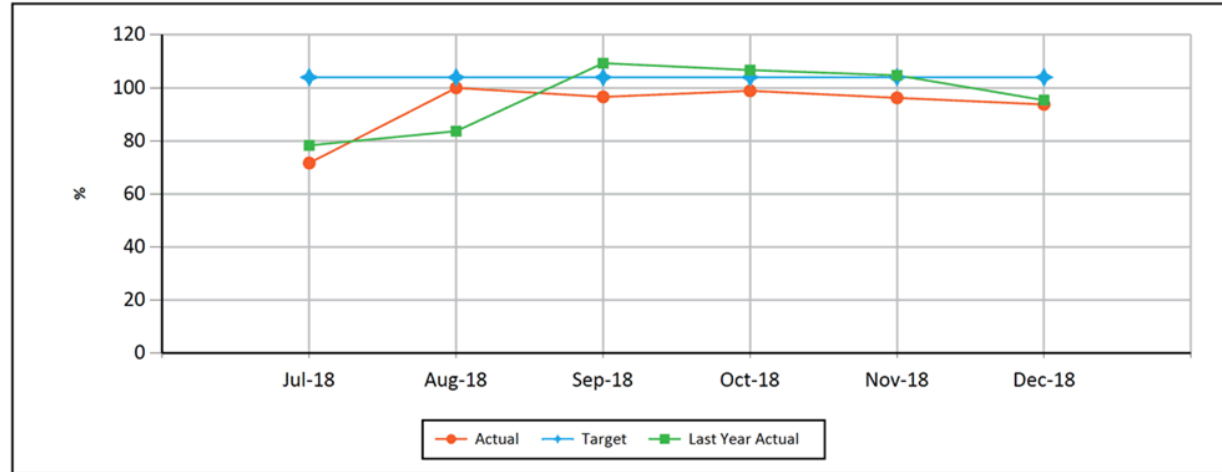


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		\$	135,468.00	2,119,907.00	Slight reduction from last month.


KPI : LPF-F Labour budget comparison

Responsible Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	%	104.00	71.67	Budget timing still to be completed.
Aug-18	GREEN	%	104.00	100.00	An additional pay was included in August that was timed for September due to the timing of the rollover.
Sep-18	GREEN	%	104.00	96.59	Lower than budget with some vacancies still ongoing.
Oct-18	GREEN	%	104.00	98.90	Lower than budget with some vacancies still ongoing.
Nov-18	GREEN	%	104.00	96.23	Lower than budget with some vacancies still ongoing. Reconciliations also required for LSL taken.

Loddon Shire Council KPI Report


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		%	104.00	93.76	Lower than budget with some vacancies still ongoing. Reconciliations also required for LSL taken.

Loddon Shire Council KPI Report

**KPI : LPF-F Percentage (YTD Capital Grants Income) over (Total Revised Budget for Capital Grants Income)**

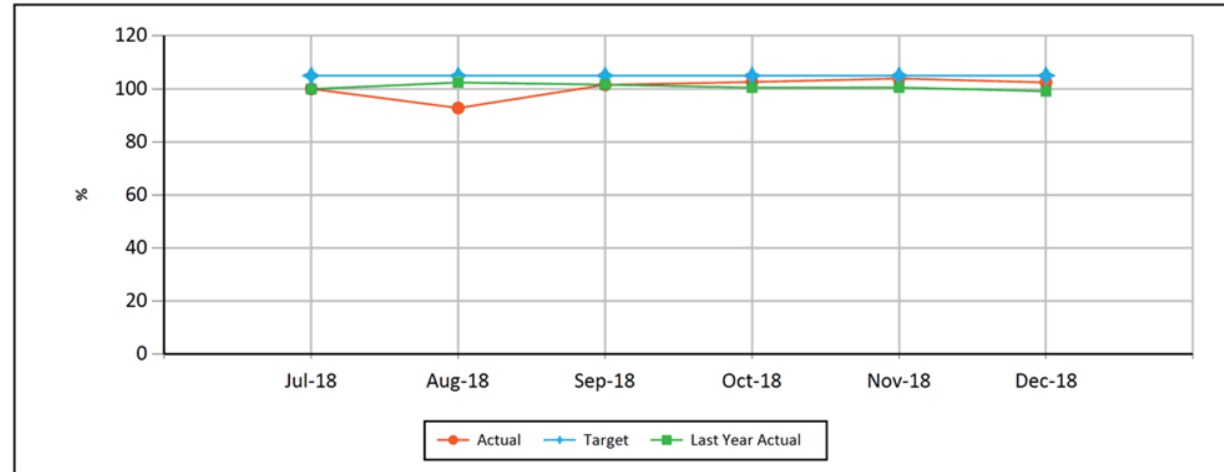
Responsible Officer: Deanne Caserta  
 Reporting Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	%	0.00	12.97	half yearly reporting


**KPI : LPF-F Rates debtors (this month compared to this month last year)**

Responsible Officer: Deanne Caserta  
Reporting Officer: Deanne Caserta



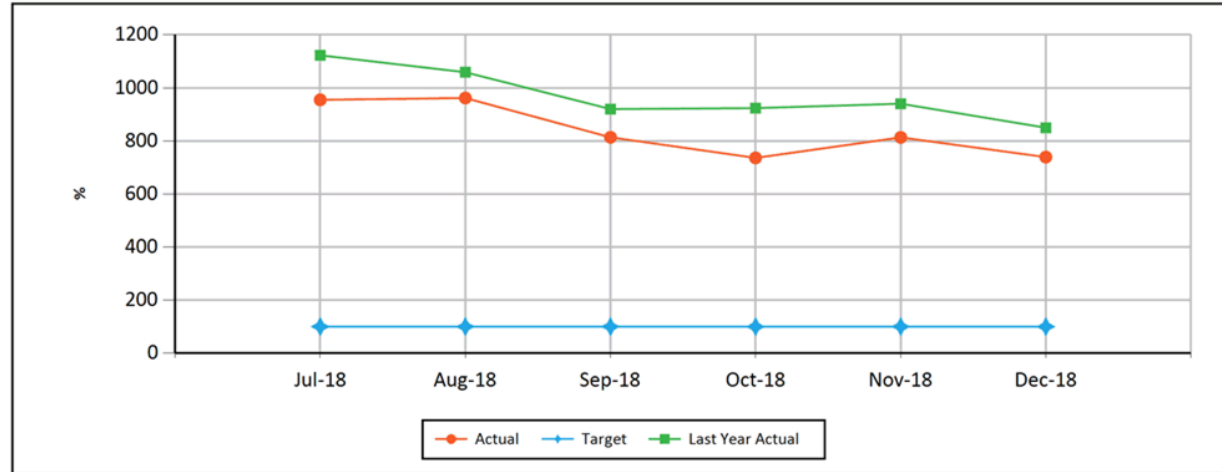
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	%	105.00	100.00	Due to rates being raised in July 2018, in 2017 rates were raised in August. To see ratio next month for more accurate figures.
Aug-18	GREEN	%	105.00	92.78	Rates outstanding are lower than this time last year, every effort will be made to ensure this continues.
Sep-18	GREEN	%	105.00	101.51	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for November 2018.
Oct-18	GREEN	%	105.00	102.58	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for November 2018.
Nov-18	GREEN	%	105.00	103.91	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for December 2018.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		%	105.00	102.41	Rates owing are a decrease from the previous month, S181 process almost complete with settlements due late January


**KPI : LPF-F Working capital ratio**

Responsible Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	%	100.00	954.92	Higher cash on hand results in a higher ratio.
Aug-18	GREEN	%	100.00	961.74	Higher cash on hand results in a higher ratio.
Sep-18	GREEN	%	100.00	813.64	Higher cash on hand results in a higher ratio.
Oct-18	GREEN	%	100.00	736.01	Higher cash on hand results in a higher ratio.
Nov-18	GREEN	%	100.00	813.25	Higher cash on hand results in a higher ratio

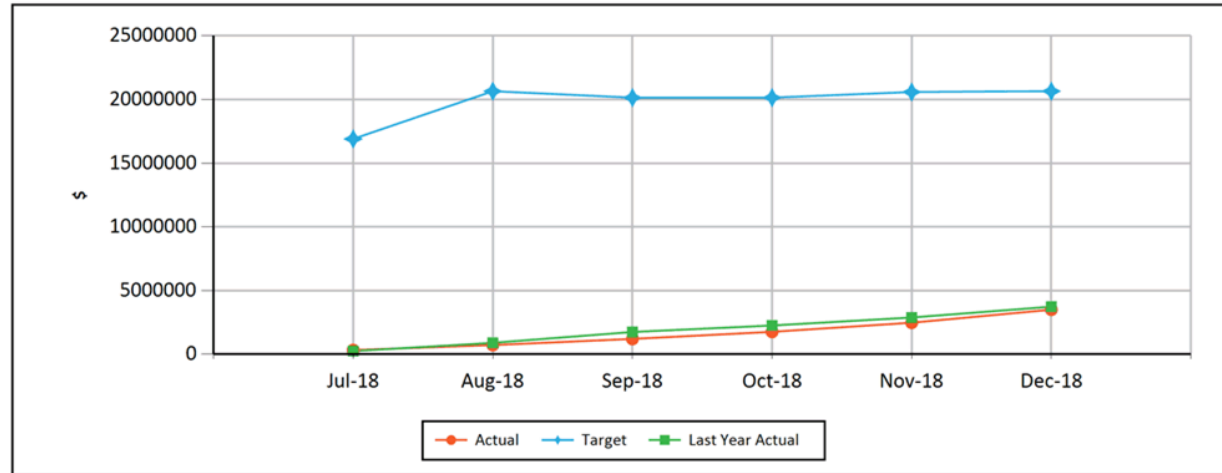
Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		%	100.00	739.04	Higher cash on hand results in a higher ratio.




**KPI : LPF-F YTD Capital expenditure vs revised budget**

Responsible Officer: Deanne Caserta



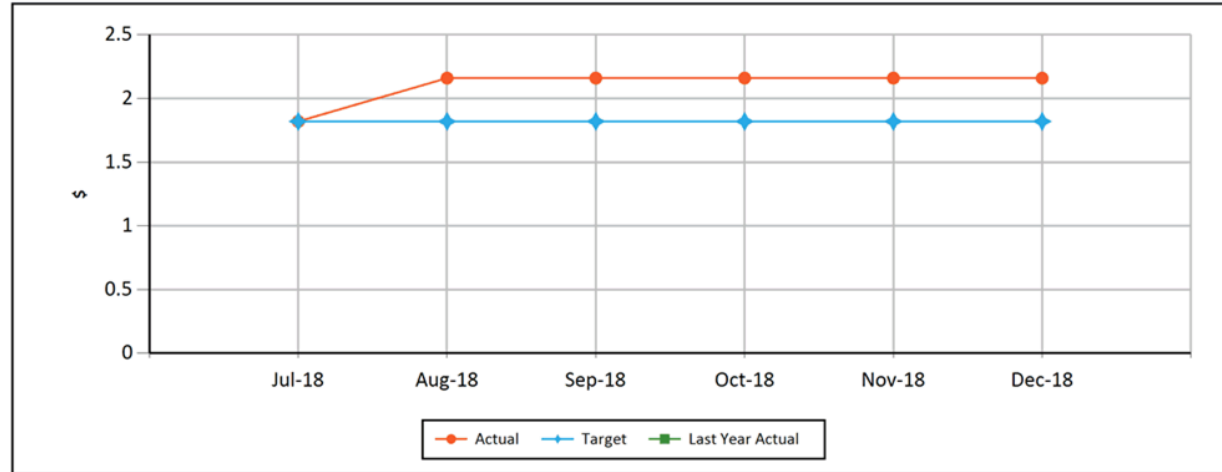
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	\$	16,903,449.00	318,002.00	2% complete, very minor works undertaken in July, should see some significant movements in August 2018 along with more accurate timing of projects.
Aug-18	RED	\$	20,649,643.00	715,226.00	Target is annual. Actual is represents 3% complete. Reserves now cleared and all carried forward works now included.
Sep-18	RED	\$	20,145,889.00	1,197,872.00	Target is annual. Actual represents 6% complete.
Oct-18	RED	\$	20,145,889.00	1,754,121.00	Target is annual. Actual represents 9% complete, 33% time elapsed.
Nov-18	RED	\$	20,588,128.00	2,468,740.00	Target is annual. Actual represents 12% complete, 41% time elapsed.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	\$	20,651,471.00	3,494,980.00	Target is annual. Actual represents 17% complete, 50% time elapsed.


**KPI : Valuations Capital Improved Value**

**Responsible Officer:** Deanne Caserta  
**Reporting Officer:** Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	\$	1.82	1.82	Amount is expressed in billions.
Aug-18	GREEN	\$	1.82	2.16	Amount is expressed in billions.
Sep-18	GREEN	\$	1.82	2.16	Amount is expressed in billions.
Oct-18	GREEN	\$	1.82	2.16	Amount is expressed in billions.
Nov-18	GREEN	\$	1.82	2.16	Amount is expressed in billions.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	\$	1.82	2.16	Amount is expressed in billions.



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## KPI Report

Loddon Shire Council



*Print Date: 06-Feb-2019*

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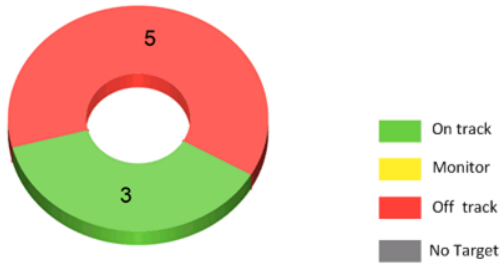


## REPORT FILTERS

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<b>Show Confidential KPIs:</b> No
<b>Show Rollup KPI Hierarchy Structure:</b> No
<b>KPI Filter:</b> Loddon Performance Framework

KPI Summary

Loddon Performance Framework







Loddon Performance Framework

KPI : LPF-C Number of terminations for the month



Responsible Officer: Carol Canfield  
Reporting Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	0.00	1.00	Names removed for privacy
Aug-18	 RED	#	0.00	4.00	Names removed for privacy
Sep-18	 GREEN	#	0.00	0.00	No terminations for September
Oct-18	 RED	#	0.00	4.00	Names removed for privacy

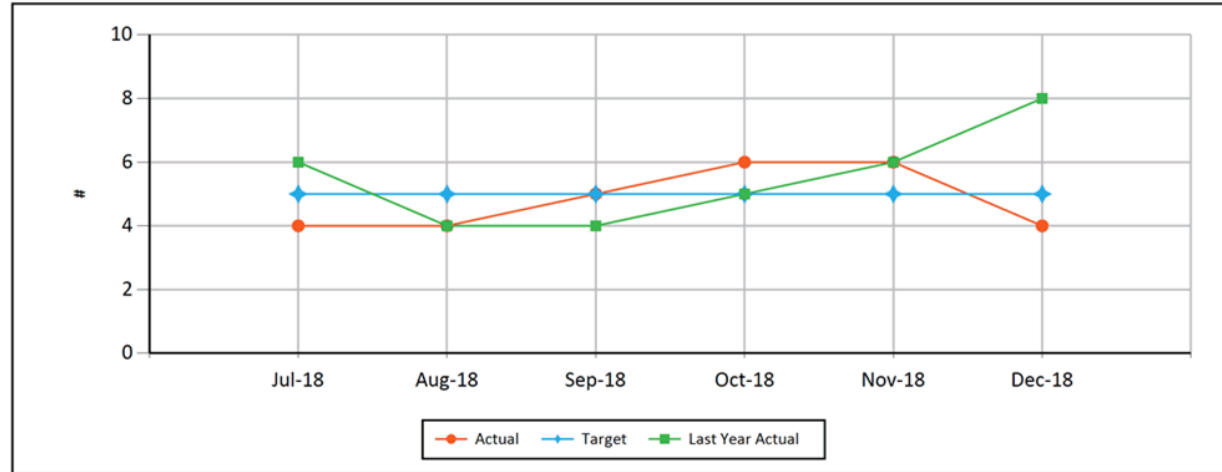


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 RED	#	0.00	4.00	Names removed for privacy
Dec-18	 GREEN	#	0.00	0.00	No terminations in December


**KPI : LPF-C Number of WorkCover claims claiming weekly payments**

Responsible Officer: Carol Canfield



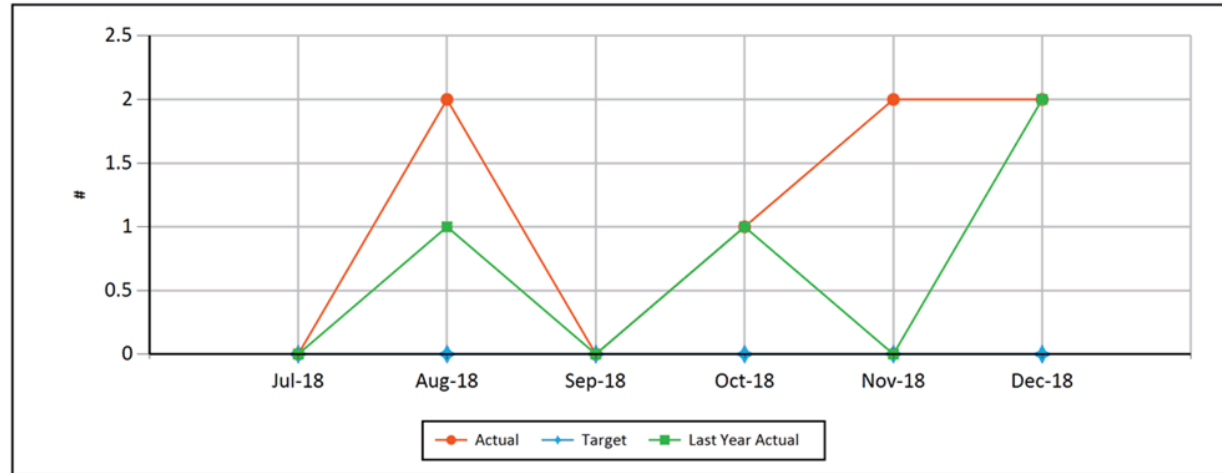
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	5.00	4.00	Names removed for privacy.
Aug-18	GREEN	#	5.00	4.00	Names removed for privacy.
Sep-18	GREEN	#	5.00	5.00	Names removed for privacy.
Oct-18	RED	#	5.00	6.00	Names removed for privacy.
Nov-18	RED	#	5.00	6.00	Names removed for privacy.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		#	5.00	4.00	Names removed for privacy.


**KPI : LPF-C Number of Workcover claims for the period**

Responsible Officer: Carol Canfield



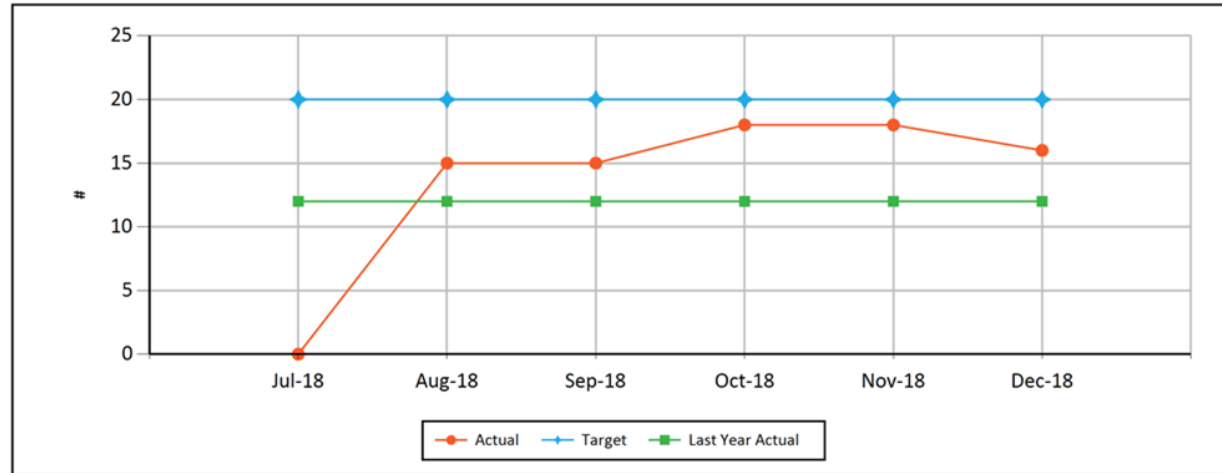
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	No WorkCover Claims for July
Aug-18	RED	#	0.00	2.00	Names removed for privacy.
Sep-18	GREEN	#	0.00	0.00	No WorkCover Claims for September
Oct-18	RED	#	0.00	1.00	Names removed for privacy.
Nov-18	RED	#	0.00	2.00	Names removed for privacy.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	#	0.00	2.00	Names removed for privacy.


**KPI : LPF-C Number staff with excess leave balances (flexi and annual leave)**

Responsible Officer: Carol Canfield



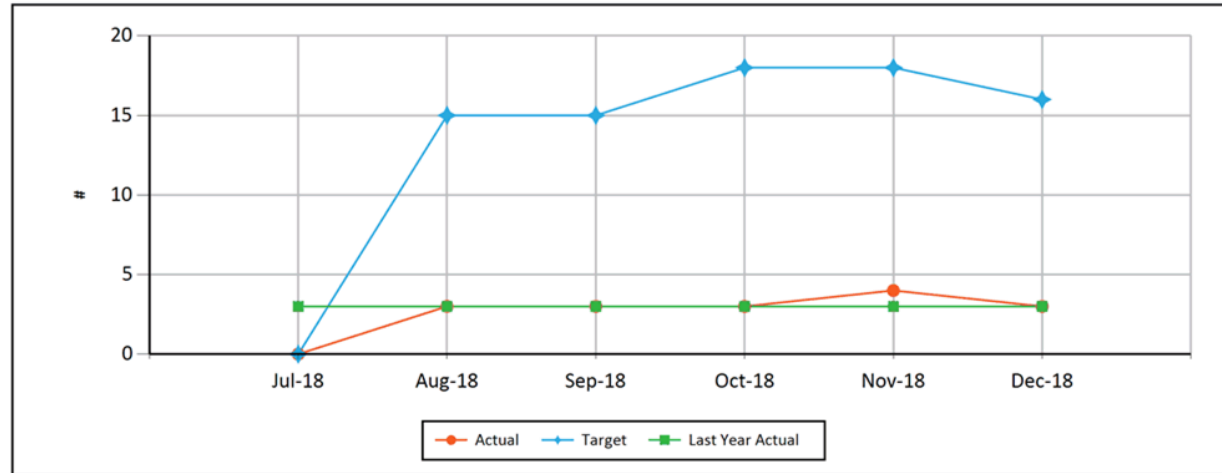
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	20.00	0.00	
Aug-18	GREEN	#	20.00	15.00	
Sep-18	GREEN	#	20.00	15.00	
Oct-18	GREEN	#	20.00	18.00	
Nov-18	GREEN	#	20.00	18.00	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	20.00	16.00	

**KPI : LPF-C Number staff with leave plans in place**


Responsible Officer: Carol Canfield  
Reporting Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	Data not available at time of reporting.
Aug-18	RED	#	15.00	3.00	
Sep-18	RED	#	15.00	3.00	
Oct-18	RED	#	18.00	3.00	
Nov-18	RED	#	18.00	4.00	

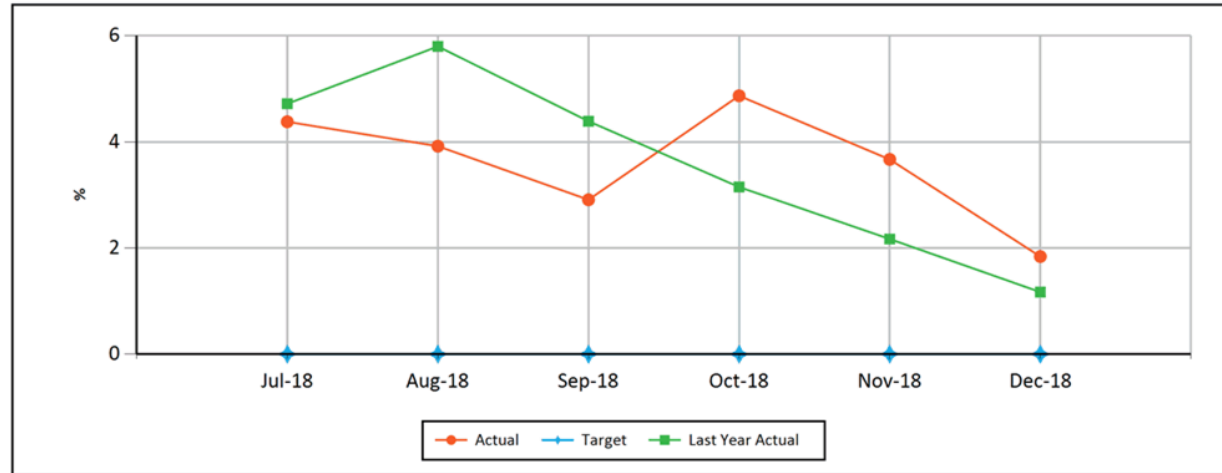


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	#	16.00	3.00	


**KPI : LPF-C Percentage of sick leave hours taken over the period compared to total hours worked**

Responsible Officer: Carol Canfield



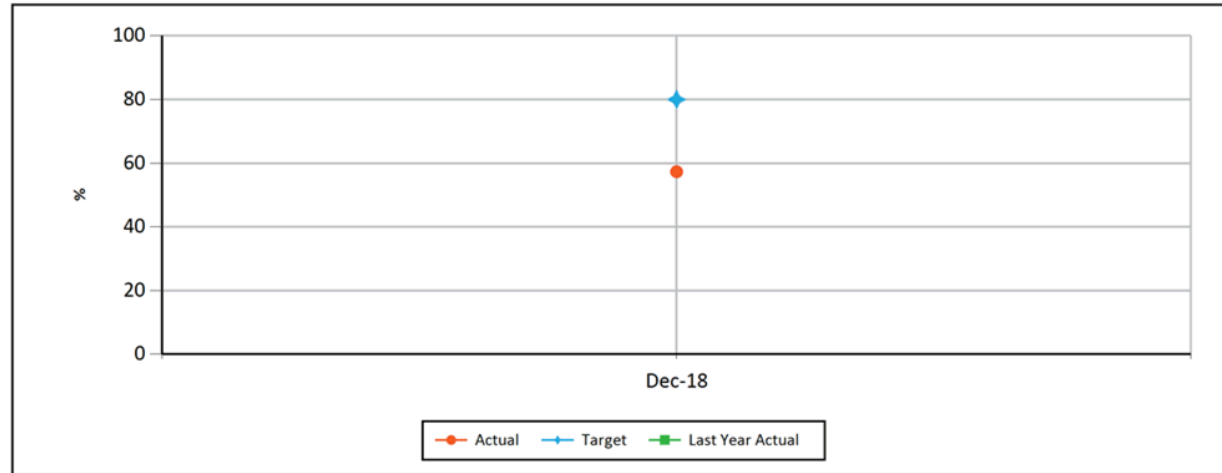
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	%	0.00	4.38	No target set.
Aug-18	RED	%	0.00	3.92	No target set.
Sep-18	RED	%	0.00	2.91	No target set.
Oct-18	RED	%	0.00	4.87	No target set.
Nov-18	RED	%	0.00	3.67	No target set.


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	%	0.00	1.84	No target set.

**KPI : LPF-C Percentage staff with current development plans in place**

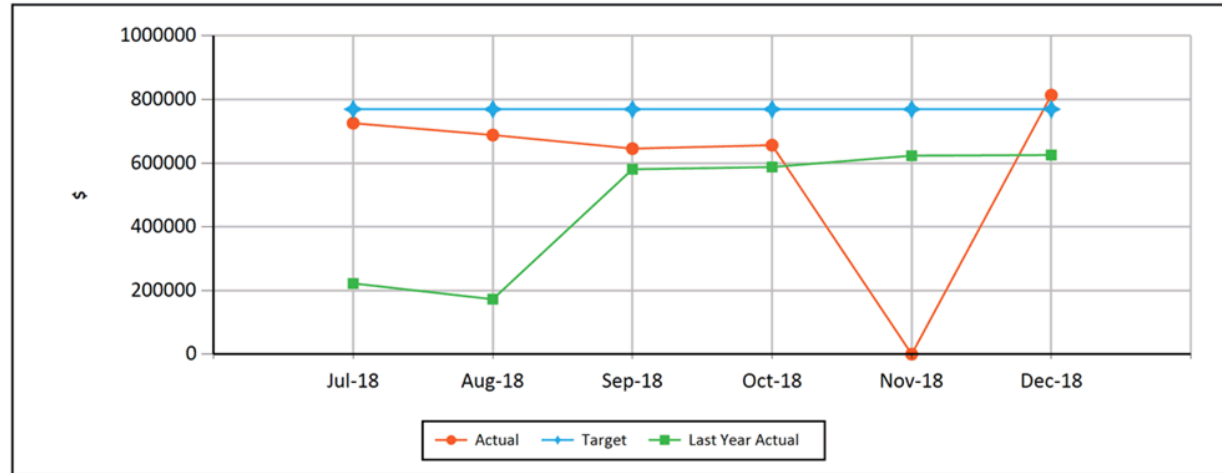
Responsible Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	%	80.00	57.32	


**KPI : LPF-C Workcover Statistical Claims Estimate**

Responsible Officer: Carol Canfield  
Reporting Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	\$	769,404.00	725,512.00	Data not provided at time of reporting.
Aug-18	GREEN	\$	769,404.00	688,344.00	Target is less than June 2018 figure. SCE Estimate has reduced by \$37,168 for the month of August
Sep-18	GREEN	\$	769,404.00	645,716.00	A reduction is estimate for the month of \$42,628
Oct-18	GREEN	\$	769,404.00	656,460.00	Increase of \$10,744 due to claim being reassessed
Nov-18	GREEN	\$	769,404.00	0.00	No figure available at time of reporting

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	\$	769,404.00	813,789.00	Increase due to large claim costs



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## KPI Report

Loddon Shire Council



*Print Date: 06-Feb-2019*

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## REPORT FILTERS

**Hierarchy:** LPF

**Hierarchy Level:** Theme

**Hierarchy Node:** Internal Business Processes

**Responsible Officer:** All

**Reporting Officer:** All

**Period:** All

**Aggregation:** All

**Calculation Method:** All

**Agency:** All

**Related Plan:** All

**Show Additional KPI Info:** No

**Show KPI Data Grid:** Yes

**Show KPI Line Graph:** Yes

**Show Archived KPIs:** No

**Show Confidential KPIs:** No

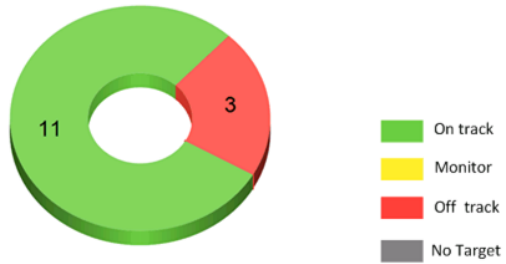
**Show Rollup KPI Hierarchy Structure:** No

**KPI Filter:** Loddon Performance Framework



KPI Summary

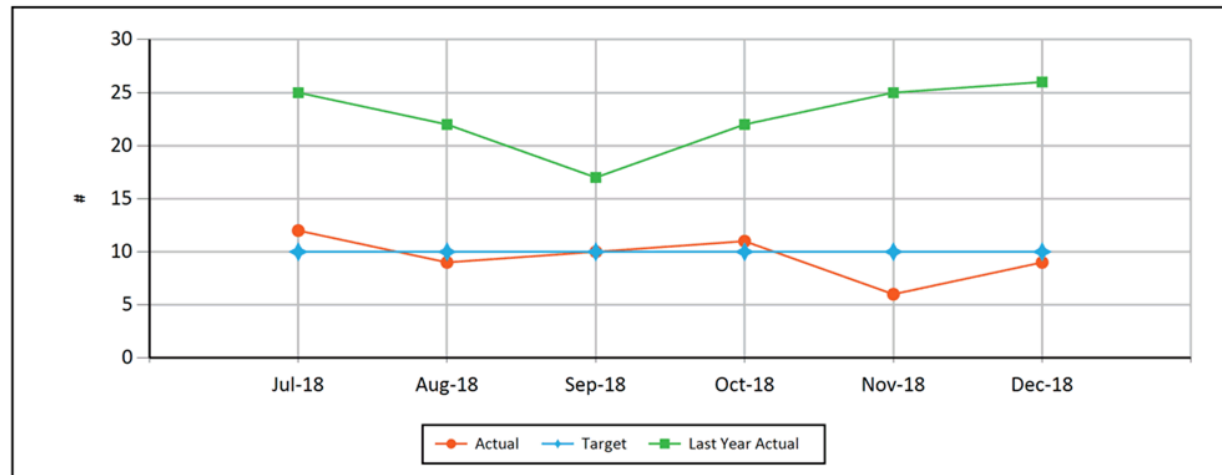
Loddon Performance Framework



Loddon Performance Framework



KPI : LPF-I Customer Request (Merit) Overdues

Responsible Officer: Michelle Hargreaves  
Reporting Officer: Michelle Hargreaves



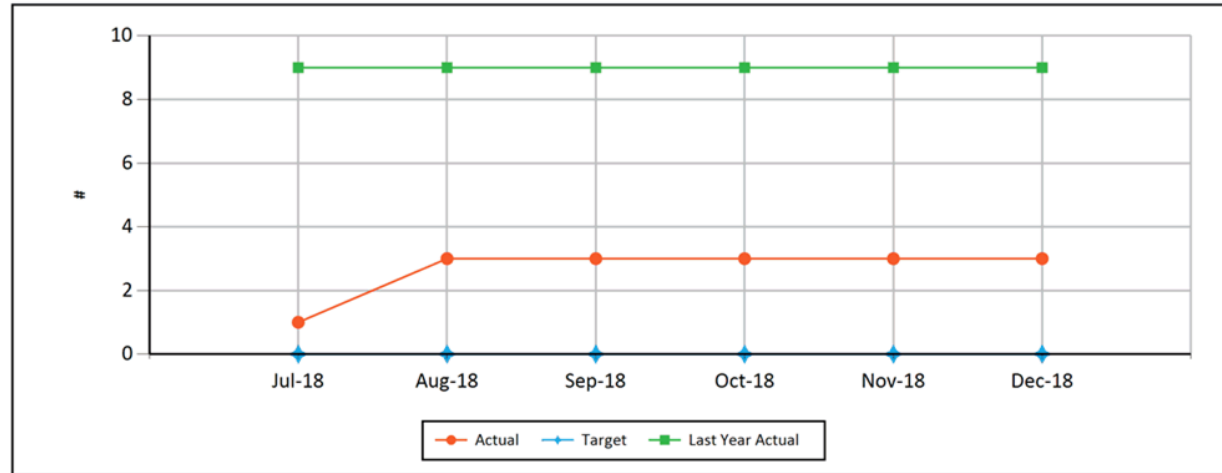
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	#	10.00	12.00	
Aug-18	GREEN	#	10.00	9.00	Below target
Sep-18	GREEN	#	10.00	10.00	
Oct-18	RED	#	10.00	11.00	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 GREEN	#	10.00	6.00	
Dec-18	 GREEN	#	10.00	9.00	


**KPI : LPF-I High-Very High Risks Outstanding**

Responsible Officer: Carol Canfield



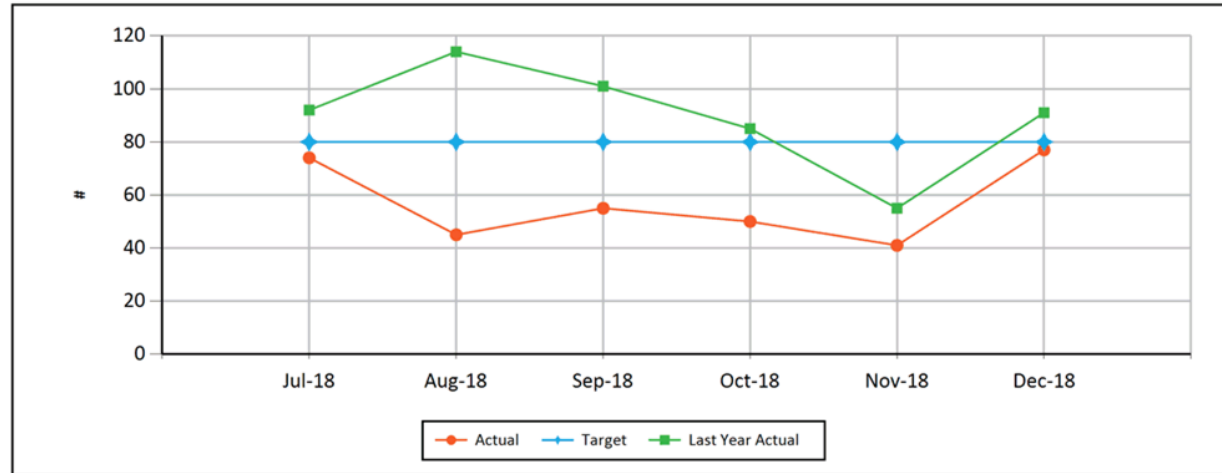
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	#	0.00	1.00	One high risk
Aug-18	RED	#	0.00	3.00	Three high risks
Sep-18	RED	#	0.00	3.00	Three high risks
Oct-18	RED	#	0.00	3.00	Three high risks
Nov-18	RED	#	0.00	3.00	Three high risks

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	#	0.00	3.00	Three high risks


**KPI : LPF-I Infovision Overdues**

Responsible Officer: Peter Williams



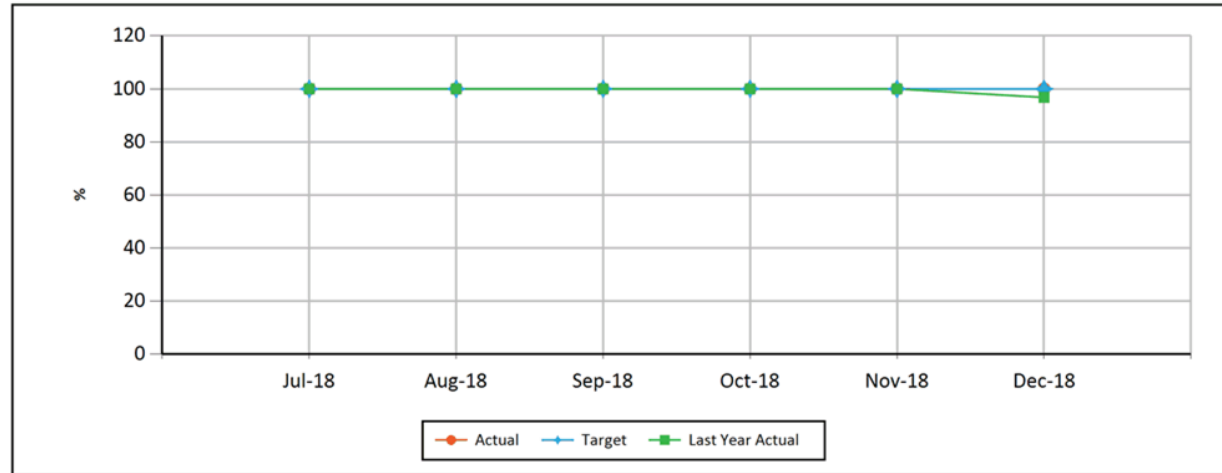
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	80.00	74.00	The InfoVision overdues have crept up due to annual leave within the period. Action has been requested to the relevant team manager.
Aug-18	GREEN	#	80.00	45.00	The InfoVision overdues have reduced and are better than target.
Sep-18	GREEN	#	80.00	55.00	The InfoVision overdues have increased slightly but are better than target.
Oct-18	GREEN	#	80.00	50.00	The InfoVision overdues have reduced slightly and are better than target.
Nov-18	GREEN	#	80.00	41.00	The InfoVision overdues have reduced slightly and are better than target.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	80.00	77.00	The InfoVision overdues have crept up due to annual leave within the period. Action has been requested to the relevant team manager.

**KPI : LPF-I IT Backups**


Responsible Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	%	100.00	100.00	All backups completed successfully for the month of July.
Aug-18	GREEN	%	100.00	100.00	All backups completed successfully for the month of August.
Sep-18	GREEN	%	100.00	100.00	All backups completed successfully for the month of September
Oct-18	GREEN	%	100.00	100.00	All backups completed successfully for the month of October
Nov-18	GREEN	%	100.00	100.00	All backups completed successfully for the month of November.

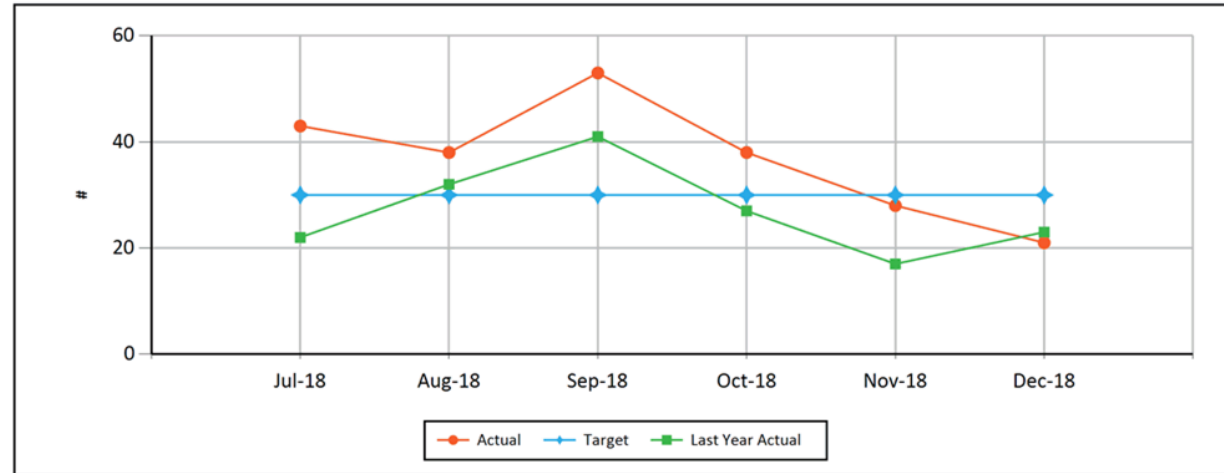


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of December.



**KPI : LPF-I IT Helpdesk Tickets Logged**

Responsible Officer: Peter Williams  
Reporting Officer: Michael Ralph



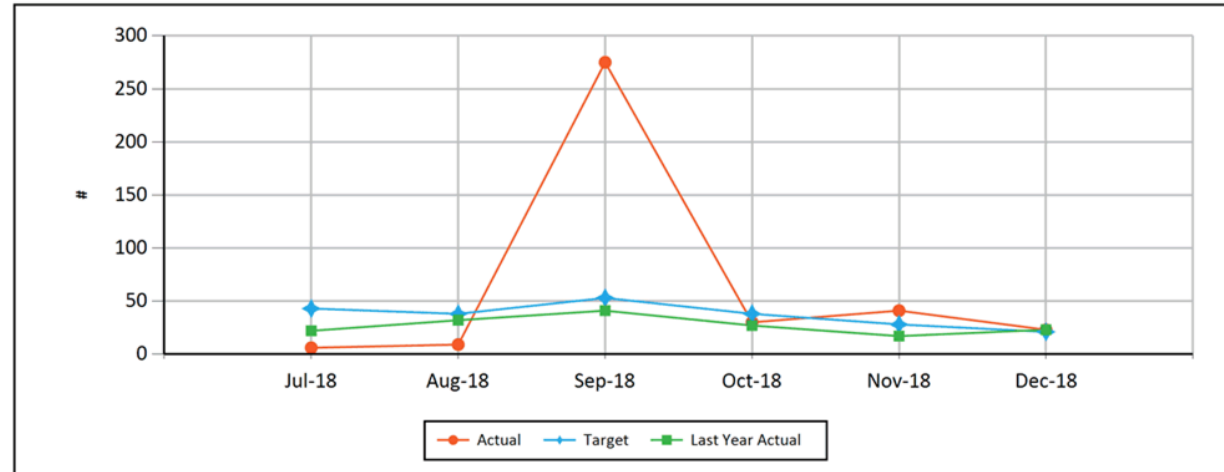
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	AMBER	#	30.00	43.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities..
Aug-18	AMBER	#	30.00	38.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities. Recruitment of the additional IT Officer will help to alleviate this issue.
Sep-18	RED	#	30.00	53.00	We saw items raised increase to over 50 this month, but these items are adding up as the IT Officer continues to work on other priorities. Recruitment of the additional IT Officer will help to alleviate this issue.
Oct-18	AMBER	#	30.00	38.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities..

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 GREEN	#	30.00	28.00	As significant reduction in items raised this month.
Dec-18	 GREEN	#	30.00	21.00	Another reduction this month in items raised.


**KPI : LPF-I IT Helpdesk Tickets Resolved**

**Responsible Officer:** Peter Williams  
**Reporting Officer:** Michael Ralph



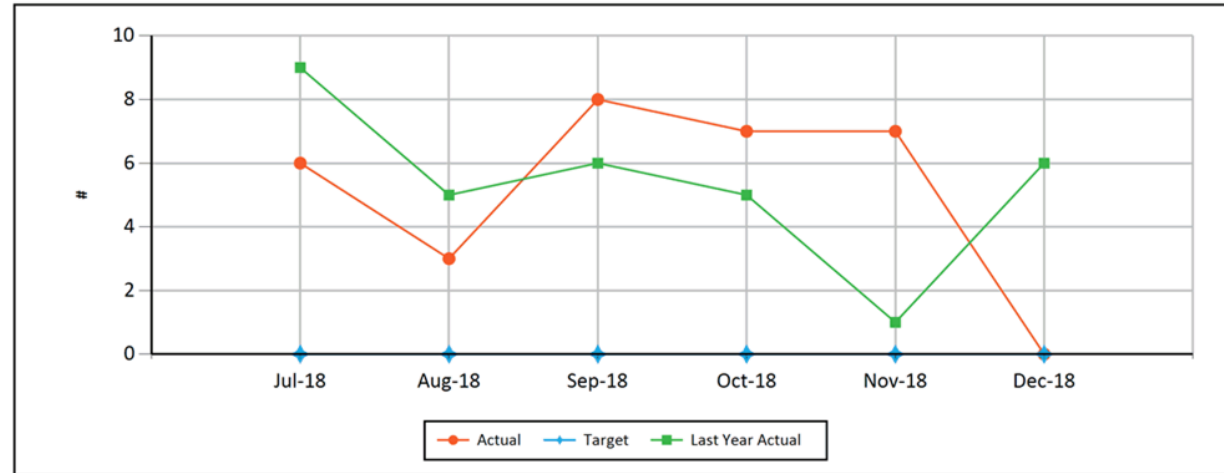
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	#	43.00	6.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Aug-18	RED	#	38.00	9.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Sep-18	GREEN	#	53.00	275.00	Made a correction to the helpdesk system as it was not completing tickets correctly.
Oct-18	RED	#	38.00	30.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Nov-18	GREEN	#	28.00	41.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.



Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		#	21.00	23.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.


**KPI : LPF-I Legislative Obligations (Advent) Outstanding at the end of month**

Responsible Officer: Sharon Morrison  
Reporting Officer: Michelle Hargreaves





PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	0.00	6.00	Refer to "Responding to our customers" weekly email sent by Michelle for details
Aug-18	 RED	#	0.00	3.00	6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary ROAD MANAGEMENT PLANS Availability of road management plan 6 - Infrastructure and Essential Services - Victoria PART 4 - RESPONSIBILITIES OF MUNICIPAL COUNCILS Section 20 Municipal emergency management plan

Loddon Shire Council KPI Report


PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Sep-18	 <b>RED</b>	#	0.00	8.00	1 - Governance, Finance and Trade Practices - VicLG PART 6 - PLANNING AND ACCOUNTABILITY REPORTS Section 131 - Annual report - contents 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 4 - Health and Human Services - Victoria PART 6 - REGISTRATION OF FOOD PREMISES Division 3 - Registration of food premises Annual inspection of premises by registration authority 7.10 OHS (Vic) - Scheduled Carcinogenic Substances PART 4.2 - SCHEDULED CARCINOGENIC SUBSTANCES Regulation 175 - Records 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 4 - Health and Human Services - Victoria PART 2 – CONTROLS RELATING TO TOBACCO PRODUCTS AND E-CIGARETTE PRODUCTS Division 1 – No smoking areas Vicinity of Victorian public premises—no smoking signs

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Oct-18	 RED	#	0.00	7.00	1 - Governance, Finance and Trade Practices - VicLG PART 4 - COUNCIL ADMINISTRATION DIVISION 1 – THE MAYOR AND OTHER COUNCILLORS 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 7.10 OHS (Vic) - Scheduled Carcinogenic Substances PART 4.2 - SCHEDULED CARCINOGENIC SUBSTANCES Regulation 175 - Records 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 2 - Animal and Pest Control - Victoria PART 4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION
Nov-18	 RED	#	0.00	7.00	6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dangerous, menacing or restricted breed dogs to Secretary

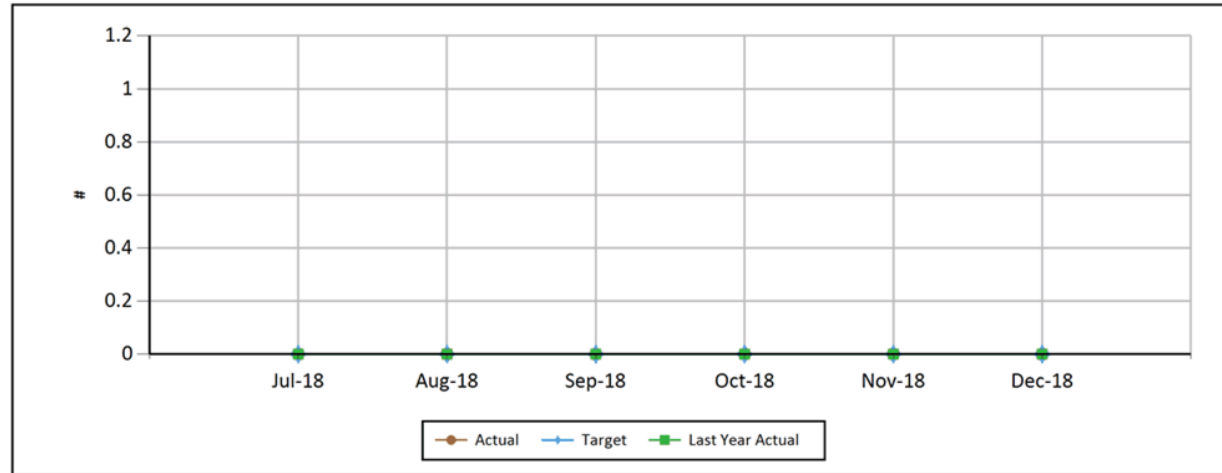


Loddon Shire Council KPI Report

					2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dogs destroyed in certain circumstances to Secretary 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 7.14 OHS (Vic) - Municipal Councils - Consultation and Notification PART 5.2 - MAJOR HAZARD FACILITIES Division 6 – Safety duties of operators
Dec-18	 GREEN	#	0.00	0.00	None to report


**KPI : LPF-I Losses of personal privacy data**

Responsible Officer: Sharon Morrison



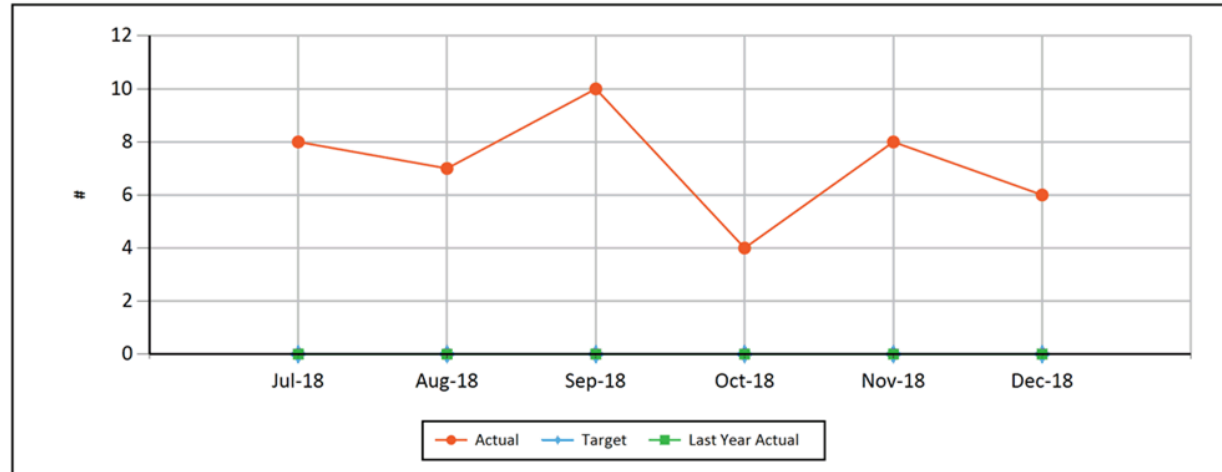
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	None known for July
Aug-18	GREEN	#	0.00	0.00	None confirmed
Sep-18	GREEN	#	0.00	0.00	None known for September
Oct-18	GREEN	#	0.00	0.00	None known for October
Nov-18	GREEN	#	0.00	0.00	None known for November

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	0.00	0.00	None known for December


**KPI : LPF-I Number of high risk audit actions outstanding**

**Responsible Officer:** Sharon Morrison  
**Reporting Officer:** Michelle Hargreaves



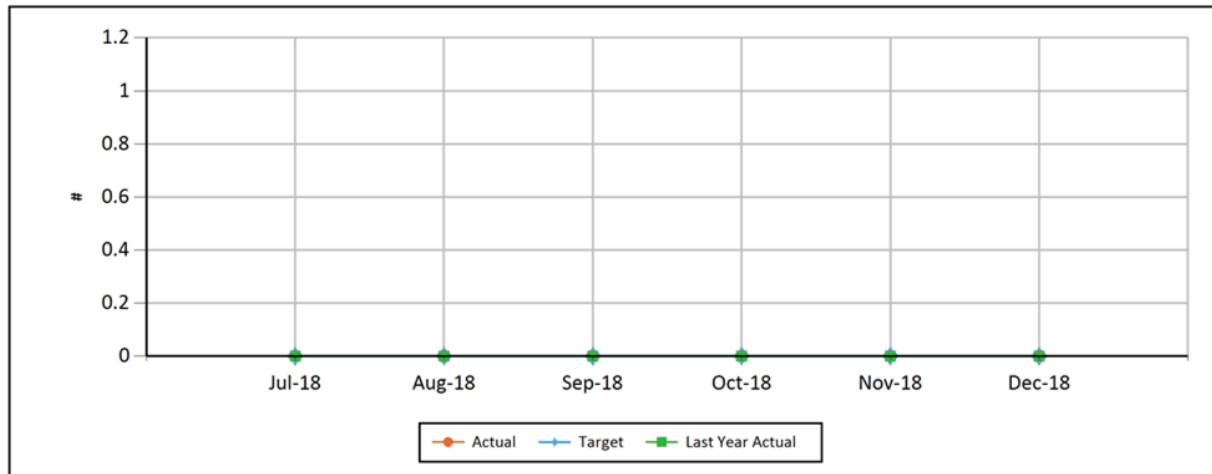
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	#	0.00	8.00	This is an increase from June when the number was 5, however the results of the latest follow up audit have not yet been entered.
Aug-18	RED	#	0.00	7.00	Three out of seven high risk audit actions are overdue which relate to the Records Management Strategy. The Strategy is currently being reviewed by Loddon Leaders.
Sep-18	RED	#	0.00	10.00	Majority of high risk actions relate to records management
Oct-18	RED	#	0.00	4.00	Outstanding audit actions report has recently been completed noting the completion of a number of outstanding actions.
Nov-18	RED	#	0.00	8.00	Mostly related to records management strategy

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	#	0.00	6.00	3 related to records management; 1 related to succession planning; 2 related to building management services


**KPI : LPF-I Number of privacy breaches**

Responsible Officer: Sharon Morrison



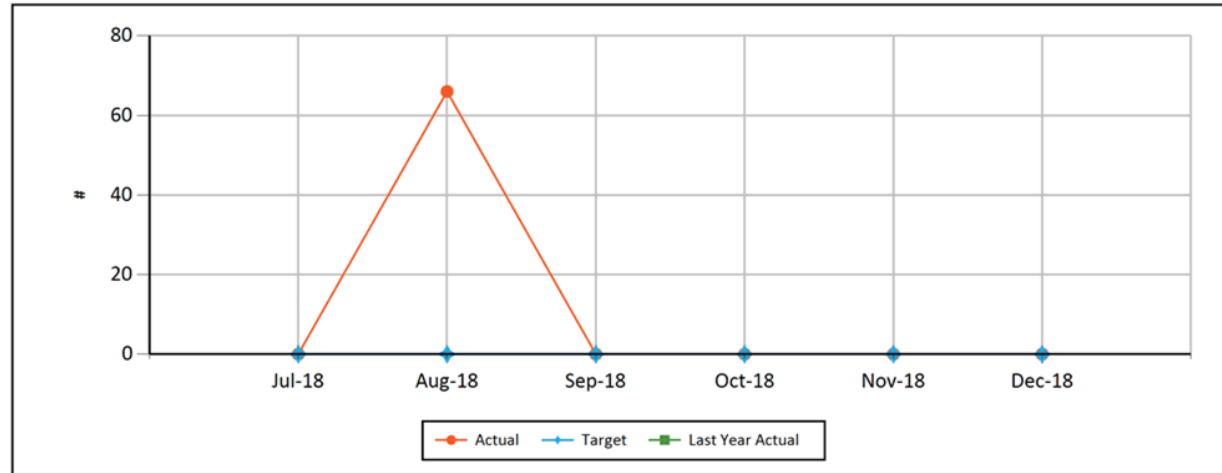
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	None known for July
Aug-18	GREEN	#	0.00	0.00	None confirmed
Sep-18	GREEN	#	0.00	0.00	None known
Oct-18	GREEN	#	0.00	0.00	None known
Nov-18	GREEN	#	0.00	0.00	None known

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	0.00	0.00	None known

**KPI : LPF-I Number of staff completing privacy training within last 3 years**


Responsible Officer: Carol Canfield  
Reporting Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	
Aug-18	GREEN	#	0.00	66.00	Information Privacy training is now part of induction requirements. This training was not one of the three courses required to be done in the first 12 months of introducing the e-learning module.
Sep-18	GREEN	#	0.00	0.00	
Oct-18	GREEN	#	0.00	0.00	
Nov-18	GREEN	#	0.00	0.00	

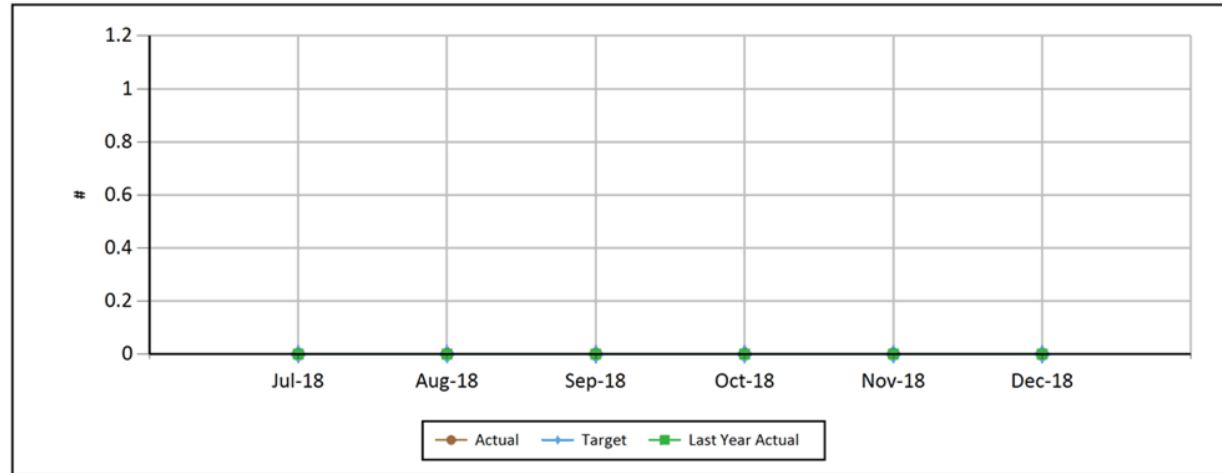


Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	0.00	0.00	


**KPI : LPF-I Number of system outages during business hours**

Responsible Officer: Peter Williams



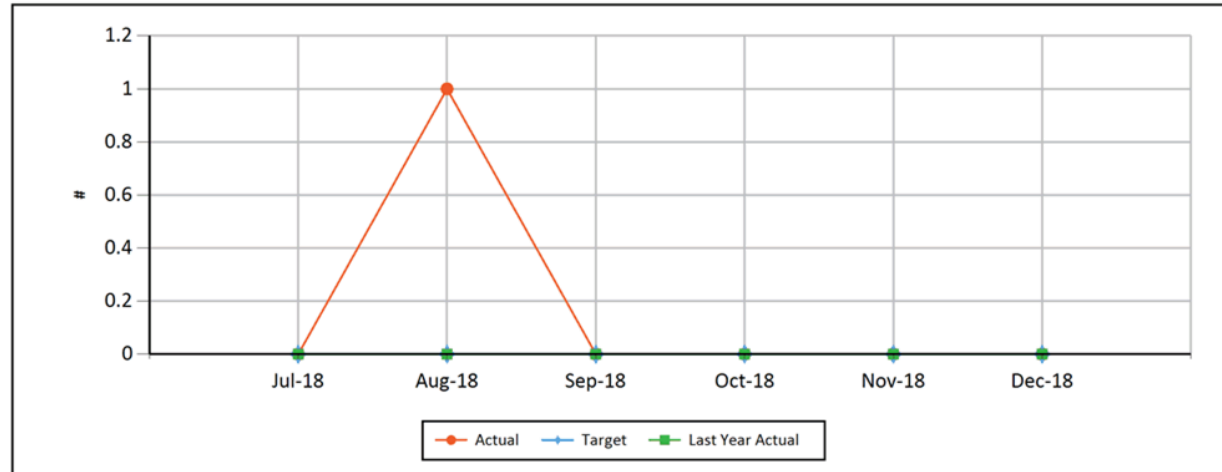
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	No unplanned outages during business hours in July 2018.
Aug-18	GREEN	#	0.00	0.00	No unplanned outages during business hours in August 2018.
Sep-18	GREEN	#	0.00	0.00	No unplanned outages during business hours in September 2018.
Oct-18	GREEN	#	0.00	0.00	No unplanned outages during business hours in October 2018.
Nov-18	GREEN	#	0.00	0.00	No unplanned outages during business hours in November 2018.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in December 2018.


**KPI : LPF-I Reported concerns regarding privacy**

Responsible Officer: Sharon Morrison



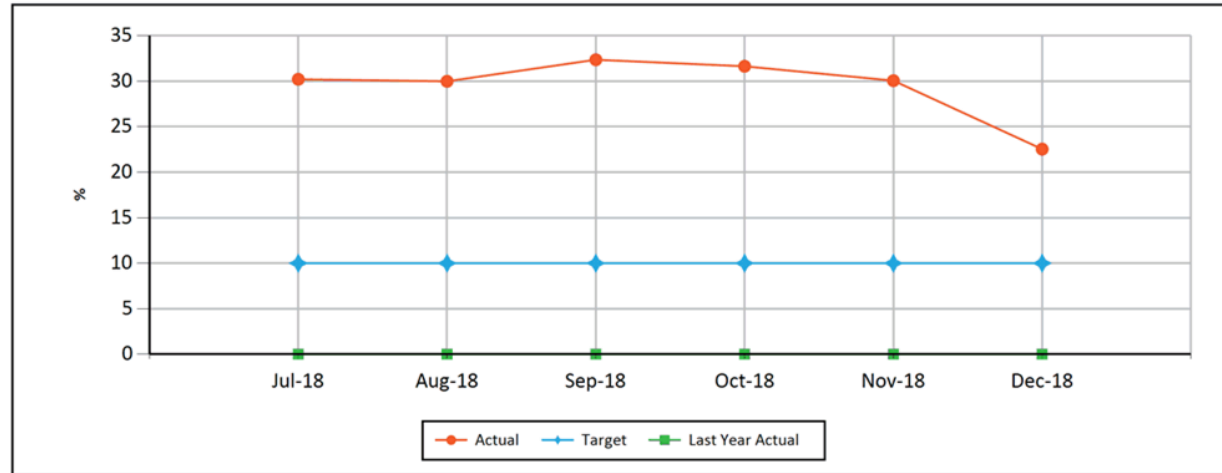
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	0.00	0.00	None known for July
Aug-18	RED	#	0.00	1.00	One concern was raised but not proven and has been dealt with as a general issue with the employee involved.
Sep-18	GREEN	#	0.00	0.00	None known
Oct-18	GREEN	#	0.00	0.00	None received
Nov-18	GREEN	#	0.00	0.00	None known

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 GREEN	#	0.00	0.00	None known


**KPI : LPF-I Strategic documents overdue**

**Responsible Officer:** Lynne Habner  
**Reporting Officer:** Christine Coombes



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	RED	%	10.00	30.22	
Aug-18	RED	%	10.00	30.00	
Sep-18	RED	%	10.00	32.37	
Oct-18	RED	%	10.00	31.65	
Nov-18	RED	%	10.00	30.07	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	%	10.00	22.54	



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## KPI Report

Loddon Shire Council



*Print Date: 05-Feb-2019*

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## REPORT FILTERS

**Hierarchy:** LPF

**Hierarchy Level:** Theme

**Hierarchy Node:** Customer Service

**Responsible Officer:** All

**Reporting Officer:** All

**Period:** All

**Aggregation:** All

**Calculation Method:** All

**Agency:** All

**Related Plan:** All

**Show Additional KPI Info:** No

**Show KPI Data Grid:** Yes

**Show KPI Line Graph:** Yes

**Show Archived KPIs:** No

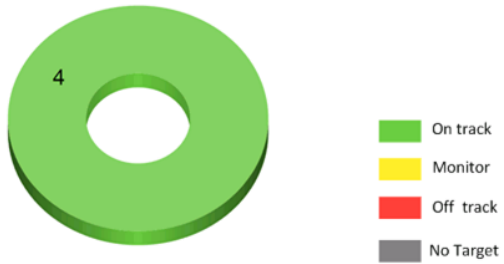
**Show Confidential KPIs:** No

**Show Rollup KPI Hierarchy Structure:** No

**KPI Filter:** Loddon Performance Framework

KPI Summary

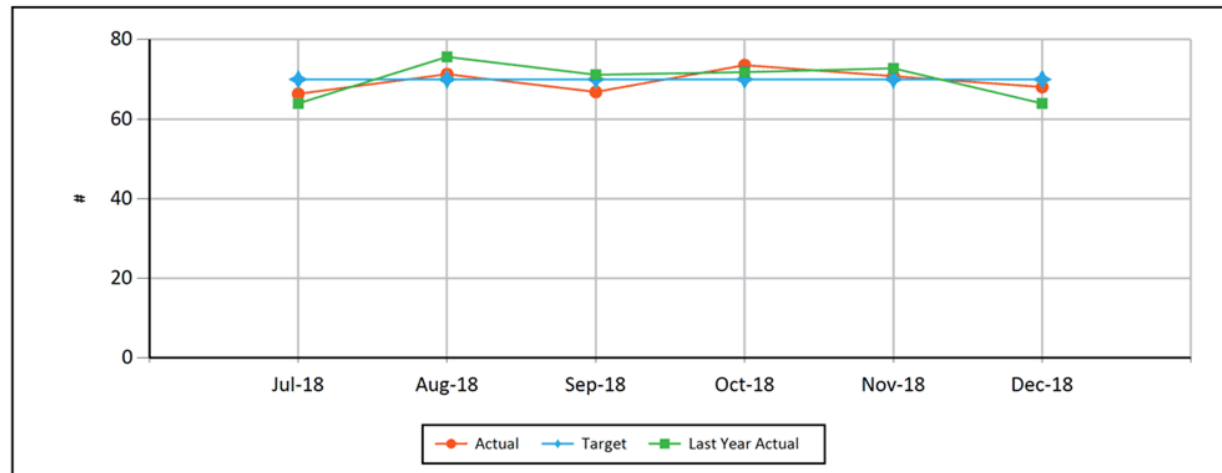
Loddon Performance Framework



**Loddon Performance Framework**

**KPI : LPF-CS Average 54941200 calls incoming per day**

Responsible Officer: Peter Williams  
Reporting Officer: Peter Williams



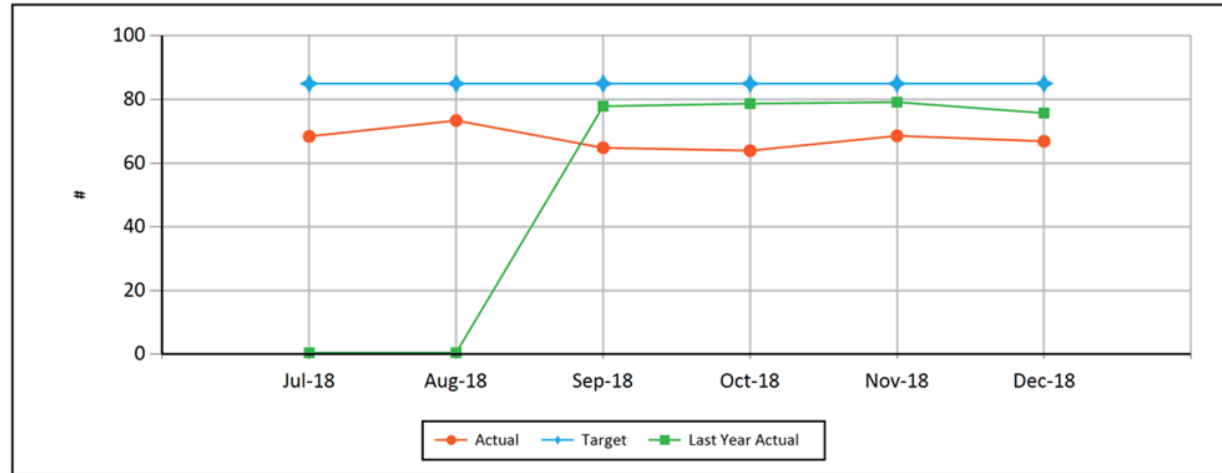
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	70.00	66.36	Our target average inbound is in the order of 70 per day.
Aug-18	GREEN	#	70.00	71.30	Our target average inbound is in the order of 70 per day.
Sep-18	GREEN	#	70.00	66.84	Our target average inbound is in the order of 70 per day.
Oct-18	GREEN	#	70.00	73.57	Our target average inbound is in the order of 70 per day.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 GREEN	#	70.00	70.81	Our target average inbound is in the order of 70 per day.
Dec-18	 GREEN	#	70.00	68.07	Our target average inbound is in the order of 70 per day.


KPI : LPF-CS Average duration (seconds) of 54941200 calls

Responsible Officer: Peter Williams



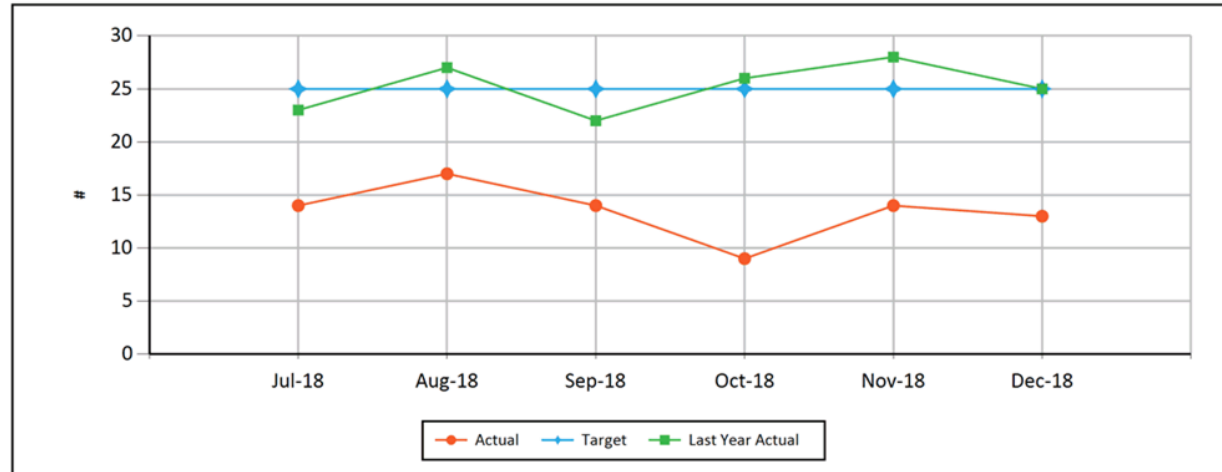
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	85.00	68.41	Average Call duration was 68 seconds for the Month of July, better than our target of 85 secs and lower than last months average.
Aug-18	GREEN	#	85.00	73.39	Average Call duration was 73 seconds for the Month of August, better than our target of 85 secs but slightly higher than last months average.
Sep-18	GREEN	#	85.00	64.82	Average Call duration was 65 seconds for the Month of September, better than our target of 85 secs and slightly lower than last months average.
Oct-18	GREEN	#	85.00	63.92	Average Call duration was 64 seconds for the Month of October, better than our target of 85 secs and slightly lower than last months average.
Nov-18	GREEN	#	85.00	68.58	Average Call duration was 69 seconds for the Month of November, better than our target of 85 secs and slightly higher than last months average.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18		#	85.00	66.87	Average Call duration was 67 seconds for the Month of December, better than our target of 85 secs and slightly higher than last months average.



KPI : LPF-CS Average time (seconds) waiting for answered calls

Responsible Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	#	25.00	14.00	We saw average time waiting for answer maintained at 14 seconds this month as there was reduced call volumes than in past months, combined with ad-hoc secondary resourcing due to leave commitments at front counter. Given the circumstances, we've done well to maintain the wait times so low, as the call volumes were still higher than the same time last year.
Aug-18	GREEN	#	25.00	17.00	We saw average time waiting for answer increase slightly to 17 seconds this month due to rates related call increase. The call volumes were slightly lower than the same time last year.
Sep-18	GREEN	#	25.00	14.00	We saw average time waiting for answer reduce slightly to 14 seconds this month. The call volumes were slightly lower than the same time last year.
Oct-18	GREEN	#	25.00	9.00	We saw average time waiting for answer reduce slightly to 9 seconds this month. The call volumes were higher than the same time last year, but one of our receptionists returned from leave.

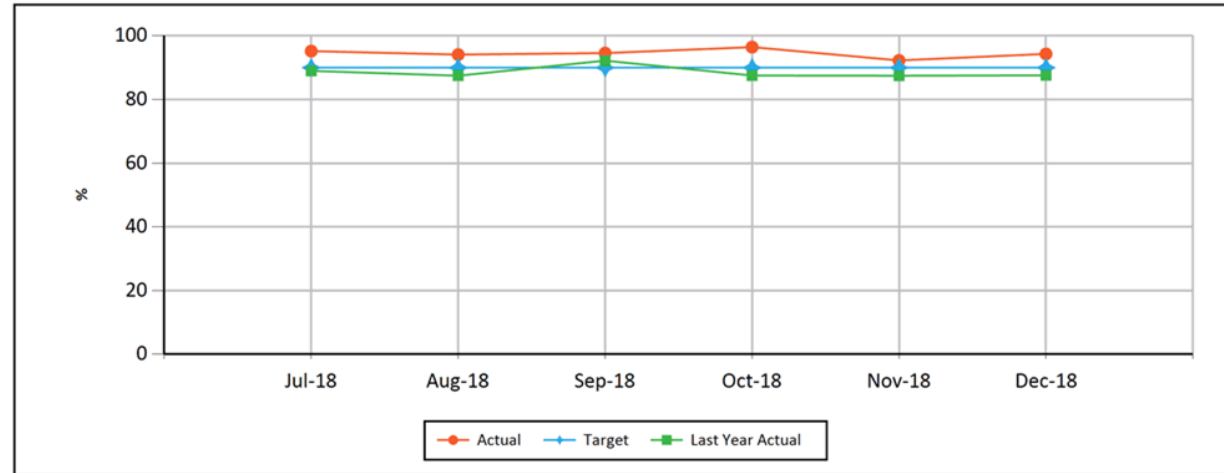
Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 GREEN	#	25.00	14.00	We saw average time waiting for answer increase slightly to 14 seconds this month. The call volumes were slightly lower than the same time last year.
Dec-18	 GREEN	#	25.00	13.00	We saw average time waiting for answer reduce slightly to 13 seconds this month. The call volumes were slightly higher than the same time last year.





**KPI : LPF-CS Percentage 5494 1200 incoming calls answered versus on hold/call waiting**

Responsible Officer: Peter Williams  
Reporting Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	GREEN	%	90.00	95.20	At 95.20% of calls answered, second best result we have achieved. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis through appropriate resourcing at front counter.
Aug-18	GREEN	%	90.00	94.09	At 94.09% of calls answered, this is still well ahead of the 12 month rolling average of 90.09%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis through appropriate resourcing at front counter.
Sep-18	GREEN	%	90.00	94.57	At 94.57% of calls answered, this is still well ahead of the 12 month rolling average of 90.79%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Oct-18	GREEN	%	90.00	96.45	At 96.45% of calls answered, this is well ahead of the 12 month rolling average of 91.54% and the second best result in the last 12 months. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-18	 GREEN	%	90.00	92.27	At 92.27% of calls answered, this is well ahead of the 12 month rolling average of 91.94%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Dec-18	 GREEN	%	90.00	94.32	At 94.32% of calls answered, this is well ahead of the 12 month rolling average of 92.50%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.



## Audit Committee –14/02/18

### Risk Management Report

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#### Introduction

This Risk Management Report provides the Audit Committee with a summary of the OH&S Meeting and the Risk Management Meeting as well as the Risk Register Report and other risk items of interest.

#### OH&S Committee Meeting

The OH&S Committee Meeting was held on 18 December 2018.

Items on the agenda included:

- Incidents are reviewed at each meeting with :
  - 56 Incidents in the 6 months to December 2018
  - 14 personal injuries to staff – 6 incidents resulted in WorkCover claims, 2 minor and 4 full claims
    - Full claims are claims over 10 days lost time or \$707 medical expenses.
- Policies and procedures that were reviewed:
  - Workplace Inspection procedure
  - Incident and Investigation Procedure
- WorkSafe Visit

The Committee was advised of a visit from a WorkSafe to the office on 29 November 2018. WorkSafe had received a complaint from an ex-employee in respect to bullying and harassment. The inspectors advised the allegations were in relation to:

- Management of workplace bullying
- Bullying prevention training
- Consultation
- Allegation of workplace bullying

Council was provided with an Entry Report that outlined the discussions. The Inspectors were happy with Council's responses and no further action was required.

- General Business, the following were discussed:
  - Heavy Vehicle Regulations 2018 – updated SWIMS
  - Discussion in respect to footwear provided to staff
  - Defensive driving training – feedback that the training was well received
  - Sun protection – staff requested sunscreen that is 50+
  - Replenishment of first aid kits
  - New OH&S Officer has now commenced and he is here for advice and assistance

### Outstanding Actions

#### Summary of status of outstanding actions

Meeting Reference	Item	Officer	Status and details
6 10/17	Hep B Injection	Carol Canfield	<b>Work in Progress</b> – Bendigo Community Health have been approached to conduct these sessions

### Risk Management Committee Meeting

The Risk Management Committee Meetings have been held on 12 December 2018.

The Committee discusses the Risk Register, reported incidents, the status of insurance claims, policies and procedures relevant to the committee, OH&S and identifies any emerging risks.

Items on the agenda included:

- reported incidents – Committee received a report on the incidents received
- insurance claims update
  - Break-in at the Pound – claim finalised
  - Storm Damage – Boort Sailing Club shade sails – claim finalised
  - Theft – Dingee Bowling Club - pump – claim finalised
  - Break in – Wedderburn Harness Clubrooms – no claims made – locks replaced

#### Summary of status of outstanding actions from the Risk Management Committee

Meeting Reference	Item	Officer	Status and details
1 – 10/17	Targeted Risk Appraisal for the Bridgewater Swimming Hole	Manager Organisational Development	<b>Work in Progress</b> – Insurers were to conduct the appraisal in September/October 2018 – following up on when this will now be scheduled
1 07/18	Incident notification escalations in Advent Manager don't appear to be working	Manager Organisational Development	<b>Work in Progress</b> – Program administrators have been advised of the issue
3 07/18	Review the Car Pool Policy	Director Corporate Services	<b>Not started</b>

### Risk Register Report

At the time of the August Committee Meeting 133 risks had been identified and input into Council's Organisational Risk Register. Of those risks five (5) were assessed as HIGH. The five HIGH risks have been reassessed which has resulted in three HIGH risks remaining of those five.

The 133 risks identified to date have resulted in 275 CAR's (Corrective Action Requests), 267 of these have been actioned and closed. Of the remaining 8, 7 are overdue but are all a work in progress.

The CAR's for risks identified by the Internal Auditors will now be actions in the new CAMMS program.

Page 2 of 4

The table below shows the change in status of the Risk Register since November 2017:

Risk Level	November 2017	February 2018	August 2018	February 2018
Very High	0	0	0	0
High	9	9	5	3
Medium	71	71	78	78
Low	44	44	50	52
<b>Total Risks Identified</b>	<b>124</b>	<b>124</b>	<b>133</b>	<b>133</b>

The three HIGH risks are:

Risk No	No of CAR's	Register	Risk	Risk Level
57	1	Strategic Risk Register	Council's Ageing Workforce	High
130	1	Strategic Risk Register	Changes in Legislation	High
133	0	Strategic Risk Register	Changes in community expectations	High

#### RISK 57 - Council's Ageing Workforce

**IMPACT:** Could lead to a reduction in long term knowledge and experience due to retirement and resignations.

Three CAR's have been identified to address this risk, one remains outstanding, it is:

CAR 2	Officer	Status	Due Date
Development of a Workforce Strategy	Manager Organisational Development	Work in Progress	01/12//2016
<b>Comments:</b> Council is part of a working group of 6 regional councils working with LGPro on a project to develop a workforce planning model for LG in Victoria that is scalable for large and small, rural and metro councils. Staff have been attending workshops with the consultant engaged to deliver the project and the draft document is coming together from the learnings of project, in September each Council will present on the progress of each of their plans at a workshop conducted in Wangaratta. The toolkit developed by the workgroup is now in its final stages and will be finalised shortly. Council's Workforce Strategy is currently being developed utilising the learnings from the project.			

#### RISK 130 – Changes in legislation

**IMPACT:** Could lead to Council being non-compliant

One CAR has been identified to address this risk.

CAR 1	Officer	Status	Due Date
Collaborate with neighbouring Councils to develop responses to changing legislation	Director Corporate Services	Work in Progress	30/06/2019
<b>Comments:</b> The due date for this risk has been identified as June 2019 mainly due to the new Local Government Act, but as legislation can change regularly it will be an ongoing risk.			

**RISK 133 – Changes in community expectations****IMPACT: Community dissatisfaction with Council's ability to respond to their needs**

<b>CAR 1</b>	<b>Officer</b>	<b>Status</b>	<b>Due Date</b>
Conduct service planning in consultation with the community	Director Corporate Services	Work in Progress	31/12/2019
<b>Comments:</b> This action is being undertaken with the support of CT Management and is consistent with recent recommendations in the Service Planning Internal Audit.			

**9.7 SERVICE DELIVERY REVIEW - AGRIBUSINESS**

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

**RECOMMENDATION**

That Council adopts the recommended actions outlined in this report to the extent that they can be done within existing resources.

**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 12 February 2019, 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.

**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 with input from Councillors and officers. Through a number of workshops, the Management Executive Group prioritised 18 services for review based on the following criteria set by Councillors: cost of service, services with a high proportion of staff, services where there is a gap between satisfaction and the importance of that service to the community, whether the service was mandatory or not, the impact of the service on the organisation or community, whether undertaking a particular service delivery review is of particular focus for elected Council. It was agreed 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. Agribusiness is now presented to Council.

**ISSUES/DISCUSSION**

It should be noted that the time taken to conduct the review has resulted in some of the data and information being out of date. This does not affect the intent of the recommendations. The recommendations will be taken into consideration in the development of the new Economic Development and Tourism Strategy.

The methodology for the review included:

- undertaking a desktop audit of existing documentation to establish the current situation in relation to the service, including current demographics and identification of the major business sector data
- a benchmarking exercise with Buloke Shire Council, Gannawarra Shire Council and Northern Grampians Shire Council
- stakeholder engagement, including councillors, staff, external partners, local business owners and community leaders.

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

1. Should Council be in this service? Why or why not?
2. Are there any other providers in our community that can provide this service?
3. What has changed since the role has been in place? What results have been demonstrated?
  - Are actions to improve economic viability and sustainability strategic, evidence based and sufficiently resourced?
  - How can Council increase the efficiency of agribusiness in Loddon Shire?
  - Do relevant stakeholders have access to the service across the Shire?
4. How clear is the branding of Agribusiness versus Economic Development?
5. Do we have the right balance of support for existing versus new business and is the service being delivered for the right mix of industry/business/activity?
6. What are the linkages to Loddon Shire Council Regional Partnerships Priorities?
7. Are there businesses or activities that are not being supported by this service that could be?

The proposed recommendations from the review include:

1. That Council continue to provide agribusiness development as an element of its economic development function within a wider range of economic development services (such as support for existing businesses) to optimise Council's chances of achieving Council's vision and mission and to support all sectors within our community.
2. That the Economic Development Strategy is added into the CAMMS software program to help with monitoring and reporting on strategic progress.
3. That confidential reporting of economic development progress to Council is implemented monthly to provide evidence of progress.
4. That management give consideration, as part of the ongoing process of monitoring and reviewing the organisation structure, about whether or not there is any benefit in the realignment of the service to operate within another directorate.
5. That the communication plan as per strategic item 2.3 of the Economic Development Strategy 2015-2019 is developed with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.
6. That the branding of agribusiness development returns in with economic development, as agribusiness is one function of a wider service offered by Council.



7. That contact information is maintained for all identified business stakeholders and community “development” groups. This could be delivered within the scope of the Customer Records Management (CRM) element of the new corporate system.

**COST/BENEFITS**

The costs and benefits of implementing the recommendations are set out in the attached report.

**RISK ANALYSIS**

The risk of implementing the recommendations is an increase in workload for staff. However, the development of a new Economic Development and Tourism Strategy will help to identify resourcing and priorities.

**CONSULTATION AND ENGAGEMENT**

The service delivery review included consultation and engagement with a range of stakeholders including staff, councillors, businesses and benchmark councils.

# LODDON SHIRE COUNCIL

## SERVICE DELIVERY REVIEW AGRIBUSINESS DEVELOPMENT



## DOCUMENT INFORMATION

DOCUMENT TYPE: Internal report

DOCUMENT STATUS: Draft

POLICY OWNER POSITION: Manager Executive and Commercial Services

INTERNAL COMMITTEE ENDORSEMENT: Not applicable

APPROVED BY: Council

DATE ADOPTED: [Click here to enter date of approval](#)

VERSION NUMBER: 1

REVIEW DATE: N/A

DATE RESCINDED:

RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:

RELATED LEGISLATION:

EVIDENCE OF APPROVAL:

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Signed by Chief Executive Officer

FILE LOCATION: K:\Service Delivery Review\Loddon Service Review plans and documents\Reviews\Agribusiness\Reports\Drafts\Draft Report on Agribusiness Development Service Delivery Review V6 20180205.docx

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**What are the opportunities for improvement?**

Through a combination of desktop reviews of existing documents within the organisation and across the sector at a regional and state level, benchmarking, stakeholder engagement and interviews, this service delivery review identified a number of opportunities for improvement including:

- providing a more diverse service to optimise our chances of achieving Council's mission and to support all sectors within our community - a change in the way the current service is offered is proposed
- the option of funding specific projects that are identified as adding economic development value, which could be delivered by external providers to Council on a project by project basis, in lieu of an in-house funded position
- increasing Council's presence in community organisations and groups, regional partnerships, government departments, financial institutions and private enterprise
- continuing to work through the actions and priorities in Council's Economic Development Strategy 2015-2019 that pertain to agribusiness development
- developing a communication plan that will help identify the service gaps and ensure stakeholders have a better awareness of the services they can access
- reverting service branding back in with economic development to align with a wider understanding, and meet the needs, of the broader community.

During stakeholder interviews one comment was:

*"Evidence around current actions to improve economic viability is not always measurable".*

By implementing the opportunities for improvement summarised above and detailed in this report, Council will ensure the community has a high awareness of the service and can establish a strong connection with key community leaders and groups. It should also include measures to ensure that, where possible, in the future Council is better placed to measure actions and their success.

A sustainable economy delivers both a prosperous and inclusive society, as well as creating a great place to live. To create a more prosperous economy and liveable society, Council needs to work to create jobs now and into the future, and advocate for quality transport networks, to foster communities that are vibrant and diverse and to improve liveability across the Shire. This can be stimulated through facilitation of a well-structured service that involves the collaboration of stakeholders.

**Recommendations:**

1. That Council continue to provide agribusiness development as an element of its economic development function within a wider range of economic development services (such as support for existing businesses) to optimise Council's chances of achieving Council's vision and mission and to support all sectors within our community.
2. That the Economic Development Strategy is added into the CAMMS software program to help with monitoring and reporting on strategic progress.
3. That confidential reporting of economic development progress to Council is implemented monthly to provide evidence of progress.
4. That management give consideration, as part of the ongoing process of monitoring and reviewing the organisation structure, about whether or not there is any benefit in the realignment of the service to operate within another directorate.
5. That the communication plan as per strategic item 2.3 of the Economic Development Strategy 2015-2019 is developed with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.
6. That the branding of agribusiness development returns in with economic development, as agribusiness is one function of a wider service offered by Council.

7. That contact information is maintained for all identified business stakeholders and community “development” groups. This could be delivered within the scope of the Customer Records Management (CRM) element of the new corporate system.

## 1 PURPOSE

The service review will consider outcomes relating to agribusiness development of the Council Plan priorities as identified in 2014 and the Economic Development Strategy 2015-2019 in order to identify benefits to the Loddon Shire. The review will also identify and consider additional entrepreneurial initiatives which have come about through ongoing Council support from the agribusiness development service.

## 2 REVIEW OBJECTIVE

The review's main objective is to seek a more effective and efficient use of resources whilst providing services to meet the needs of the community. This service delivery review first considered whether Council should be in the service before undertaking research to establish the community's needs. The review has also identified additional entrepreneurial initiatives which have come about through ongoing Council support from the agribusiness development service.

The review excluded broader economic development areas such as management of caravan parks, sale of Council properties and housing estates, proposals for introduction of water and sewerage to townships (e.g. Newbridge, South West Loddon Pipeline), tourism and day to day economic development activities unrelated to agribusiness.

Agribusiness is the collective term to describe the economic function that earns most or all of its revenues from agriculture. It includes agrichemicals, breeding, crop production (farming and contract farming), distribution, farm machinery, processing, and seed supply, as well as marketing and retail sales. All agents of the food and fibre value chain and those institutions that influence it are part of the agribusiness system.

## 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 desktop audit of existing documentation to establish the current situation in relation to the service, including current demographics and identification of the major business sector data
- a benchmarking exercise with Buloke Shire Council, Gannawarra Shire Council and Northern Grampians
- stakeholder engagement, including councillors, staff, external partners, local business owners and community leaders.

**To assist with limiting the scope of the review to a manageable level, given the resources and time available, the review sought to answer the following questions:**

1. Should Council be in this service? Why or why not?
2. Are there any other providers in our community that can provide this service?
3. What has changed since the role has been in place? What results have been demonstrated?
  - Are actions to improve economic viability and sustainability strategic, evidence based and sufficiently resourced?
  - How can Council increase the efficiency of agribusiness in Loddon Shire?
  - Do relevant stakeholders have access to the service across the Shire?



- |   |
|---|
| 4. How clear is the branding of Agribusiness versus Economic Development?   |
| 5. Do we have the right balance of support for existing versus new business and is the service being delivered for the right mix of industry/business/activity? |
| 6. What are the linkages to Loddon Shire Council Regional Partnerships Priorities?  |
| 7. Are there businesses or activities that are not being supported by this service that could be?   |

#### 4 KEY ELEMENTS

The following information was gathered in order to help inform responses to the key questions and to help identify themes and detect gaps of service to better meet the needs of the community.

##### 4.1 Desktop audit

###### 4.1.1 About our Council

The 2016 census data is anticipated to be released after the completion of this report; expected to be available in late December. Therefore the information provided in the report is from the 2011 census with estimates for 2016.

The following information highlights the main business in our region being agriculture and agriculture related industries and similarly the projections for value adding.

###### Population and Gross Regional Product:

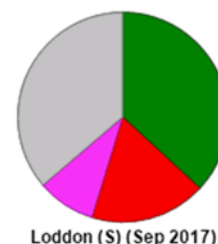
Loddon Shire Council overview	
ABS 2016 Estimated Residential Population:	7,555
ABS 2011 Census Place of Usual Residence Population:	7,460
Land Area (ha):	669,644
Census Population Density (persons / ha):	0.011
Gross Regional Product (\$M):	\$364
Per Hectare Gross Regional Product (\$):	\$544

###### Outputs:

Total output in the area is estimated at \$740.21 million.

The major contributors to output are:

Industry sector	\$M	%
Agriculture, Forestry & Fishing	\$273	36.9%
Manufacturing	\$132	17.9%
Rental, Hiring & Real Estate Services	\$67	9.0%
Other	\$268	36.2%



Value-added

Total Value-added in the area is estimated at \$328.997 million.

The major contributors to Value-added are:

Industry sector	\$M	%
Agriculture, Forestry & Fishing	\$115	34.9%
Rental, Hiring & Real Estate Services	\$51	15.5%
Manufacturing	\$28	8.5%
Other	\$135	41.1%



Loddon (S) (Sep 2017)

Employment

Total Employment in the area is estimated at 2,475 jobs.

The major contributors to Employment are:

Industry sector	Jobs	%
Agriculture, Forestry & Fishing	1,120	45.3%
Health Care & Social Assistance	230	9.3%
Education & Training	190	7.7%
Other	935	37.8%



Loddon (S) (Sep 2017)

**Key themes**

- Major industry sector – agribusiness
- Value adding sector – agribusiness
- Major employment sector - agribusiness

4.1.2 Documentation reviewed

The following is a list of the key documents used to establish common themes and background information about the service:

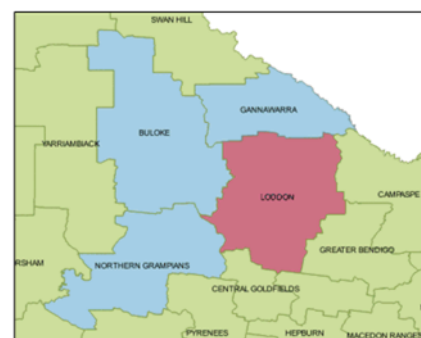
1. Loddon Shire's Economic Development Strategy 2015-2019
2. Loddon Shire Council Plan 2017-2021
3. Regional Economic Development and Services Review final report 2015
4. Framework for Regional Economic Development
5. Victoria's Regional Statement Your voice, your region, your state
6. Agriculture Infrastructure and Jobs Fund
7. Economic Building Blocks for Victoria 2016
8. Ministerial Statement on Local Government

**Key themes identified**

- Planning scheme requirements linked to new business
- Road infrastructure linked to new business needs
- Jobs linked to individuals' self-worth
- Economic development linked to community wellbeing

**4.2 Benchmarking**

The local government councils targeted are regional or rural, have a mixture of urban, semi-rural and rural landscapes, a combination of service considerations, and a population no greater than 12,000 people. This task provided a considered assessment of how our benchmarking councils deliver their service.



The deliverables include an analysis of resources required to undertake the service and assist the Council to help determine what is considered common practice. The services and levels of service provided vary between local government due to differences in location and community characteristics.

A summary of discussions, compared with practice at Loddon Shire, is included at Attachment 1.

**Key themes identified**

The identified themes would support the future development of the service Council currently offers by increasing its presence within the Shire and providing initial support to new investors.

- Investment documents are tools that can be used to highlight the region’s potential and area for prospective growth to encourage more investment.
- Some councils find annual face to face visits useful to disseminate and collect information.
- Some councils proactively work with current businesses to look at value adding to ensure ongoing viability and expansion.
- Councils provide potential investors with support at both Council and State level in relation to statutory requirements, planning and other applications and grant funding.

**Stakeholder engagement**

A number of methodologies were undertaken to ensure the review engaged with as many stakeholders throughout the broader community and within the organisation as possible. The different forms of engagement were used to ensure the review was able to collect a widespread view of our current service, and to understand if that meets the requirements needed in the community of Loddon Shire.

The methods of engagement used included:



4.2.1 OurSay forum

In order to include the community in the early stage of the review process, an online forum was hosted to identify how Loddon Shire Council could improve the agribusiness service to bring economic benefits to the community. To accomplish this goal the following information was posted on the OurSay website inviting community members to comment. All comments received are shown below including a breakdown of the site usage.

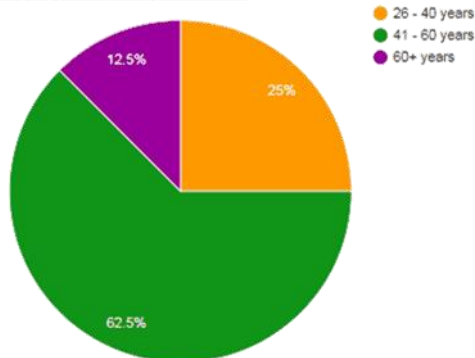
**OurSay Forum details:**

This table represents the information for the online forum site.

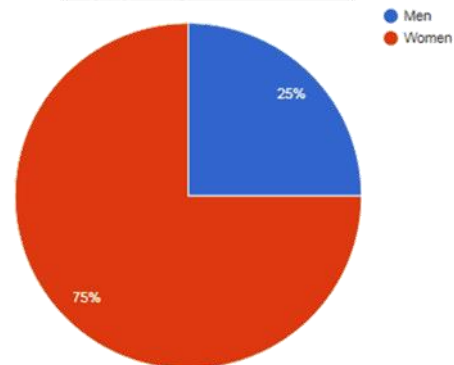
Forum title:	Agribusiness Development, we need your input.
Forum description:	Loddon Shire Council currently provides an agribusiness service which includes providing support and guidance to current and potential agribusiness enterprises to bring economic benefits to Loddon Shire.  How could Loddon Shire Council improve the agribusiness service within our Shire?
Start date:	4 September 2017
End date:	8 October 2017 (5 weeks)
Forum image:	

**Demographics chart:**

Engaged by Age cohort

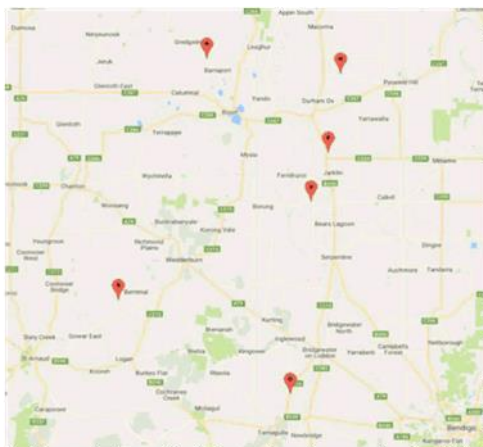


Engaged by Gender cohort

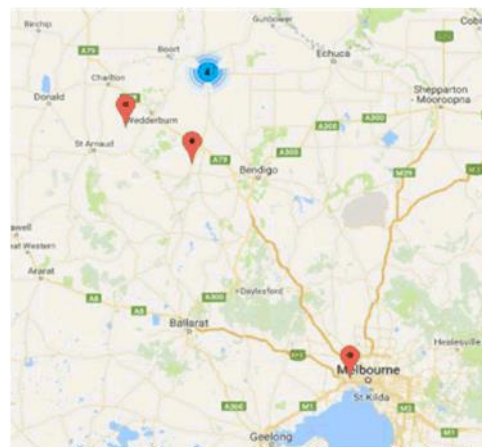


**Interactive map engaged:**

These maps represent the location of comments received from the participants.



Loddon Shire Council



Victoria

**Ideas received from forum – verbatim**

**Ideas and comments received**

1. Maintain your gravel roads! We as well as two other farming businesses live down a gravel road which got flooded last year and has no gravel remaining in spots making it slippery and dangerous when wet for us to use, let alone if we need to get trucks down it to cart livestock, grain, fertilizer etc. The road was already in poor condition before the floods.
2. A public weigh bridge would be a fantastic acquisition to be accessed by locals, farmers and transport operators, particularly those carting hay and grain. Currently, trucks are forced to make an educated guess at the risk of hefty fines if VicRoads find that they are overloaded.
3. The agribusiness officer has and is doing a great job helping farmers expand. Bringing in new businesses to the Shire. Bringing in New grants and infrastructure. Has helped us a lot with setting up a new Agribusiness in the Loddon shire.  
  
Comment: Well done Darryn, a great project for the north of the shire, hopefully many more to come
4. What support do you offer for people to undertake regenerative farming, particularly for some of the smaller acreage land holdings (and/or poorer farm land) in order that they might be able to sustain multi-faceted avenues of earning income to make farming a viable option? For example, pursuing farming similar to Taraniki Farm near Woodend - utilising the farm to table principle and increasing that style/size of farm in the Loddon area (keeping in mind Bendigo's predicted growth in the future and the potential for supplying local markets there - restaurants, organic outlets, etc.).
5. I think the Agribusiness service situation is absolutely outstanding with the work that Darryn Hartnett does. I have heard nothing but extremely positive reports about the work he has done and how he assists people. It's the rest of the Economic Development area that appears to be exceptionally poor. No-one hears from them and I hear nothing but poor comments. Sustainability of our towns is totally dependent on economic development and yet I see nothing happening. I am consistently hearing complaints about the lack of economic development in our towns and no effort to take things in a positive direction.

**Ideas including ranking, comments, votes, likes and dislike count**

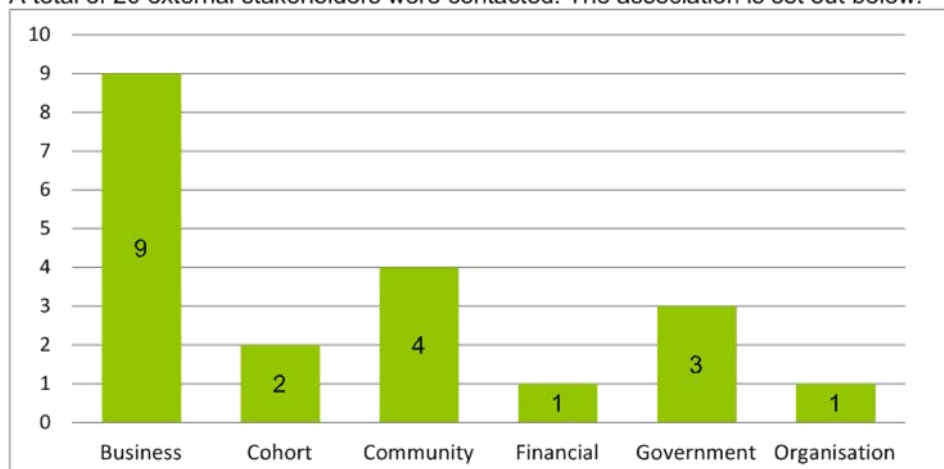
Page	Rank ?	Comments	Votes	Like	Dislike
1. Maintain your gravel roads! We as well as two other farming businesses live down a gravel road which got flooded last year and has no gravel remaining in spots making it slippery and dangerous when we...	2	0	2	2	2
2. A public weigh bridge would be a fantastic acquisition to be accessed by locals, farmers and transport operators, particularly those carting hay and grain. Currently, trucks are forced to make an educ...	2	0	2	2	2
3. The agribusiness officer has and is doing a great job helping farmers expand. Bringing in new businesses to the Shire. Bringing in New grants and infrastructure. Has helped us a lot with setting up...	1	1	0	0	0
4. What support do you offer for people to undertake regenerative farming, particularly for some of the smaller acreage land holdings (and/or poorer farm land) in order that they might be able to sustain...	1	0	1	1	1
5. I think the Agribusiness service situation is absolutely outstanding with the work that Darryn Hartnett does. I have heard nothing but extremely positive reports about the work he has done and how he...	0	0	0	0	0

**Key themes identified:**

- Testimonial on the satisfaction of the current service from business owners and the community who have had dealings with Council over the past few years.
- Need for Council to maintain the gravel road networks more regularly especially after major damage. This relates directly to strategic item 3.8 of the Economic Development Strategy 2015-2019 Ensure there is ongoing and formalised discussions within Council on road maintenance and upgrading priorities to ensure economic development opportunities are a key input consideration.
- A community need for a public weighbridge to support the agriculture sector.

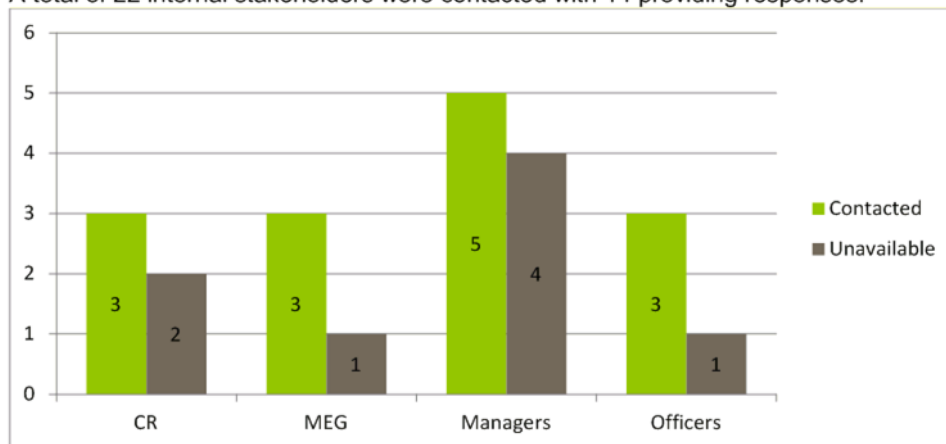
**4.2.1 External stakeholders**

A total of 20 external stakeholders were contacted. The association is set out below:



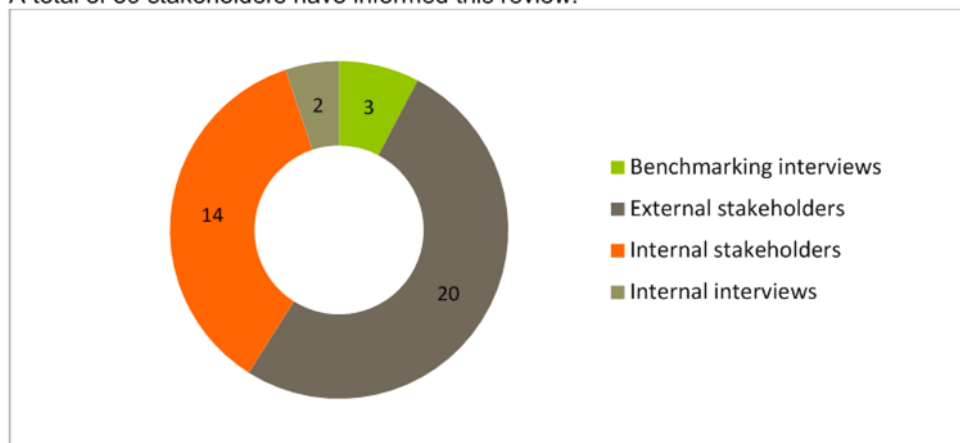
4.2.1 Internal stakeholders questionnaire

A total of 22 internal stakeholders were contacted with 14 providing responses.



4.2.2 All engagements

A total of 39 stakeholders have informed this review.



**5 KEY QUESTIONS**

**5.1 Should Council be in this service? Why or why not?**

A business case for a presence in an economic development role for Council within agribusiness development, whilst not specifically having been done, is likely to be strong. To deliver Council’s Vision ‘to be a prosperous, vibrant and engaged community’ and mission ‘to enhance the sustainability and liveability of Loddon Shire’, economic development needs to play a key role.

The results from the stakeholder engagements overwhelmingly supported this view also.

Comments received include:

1. Council should support all businesses in Loddon Shire, with agriculture being our main industry, agribusiness would be a priority.
2. An advisory role is needed to work with stakeholders on initiatives that benefit the agribusiness sector.

3. The role should be broader if Council is to continue to invest in this role, with rebranding economic development not just agribusiness.
4. Council should be more proactive in attracting new industries that create jobs in the Shire to grow our population.
5. Agribusiness is important to generate employment, increase population and improve the financial wellbeing of the Shire.
6. The Shire's economy is mainly agriculture based so efforts are needed in this area to progress it.
7. It is not clear that a dedicated resource is needed in this area.
8. New business brings new jobs, families and children.

**Observation:**

It is clear that all stakeholders in some way agree that Council should play a role in this service, and that it is best placed to do so. However, the way in which Council provides the service may not be sufficient to meet the needs for the wider community, as some areas are not being supported as the focus is only in one sector.

**Recommendation:**

1. That Council continue to provide agribusiness development as an element of its economic development function within a wide range of economic development services (such as support for existing businesses) to optimise Council's chances of achieving Council's vision and mission and to support all sectors within our community.

**5.2 Are there any other providers in our community that can provide this service?**

Identifying other providers who could provide the service required to support the community was challenging, a single entity would not be able to individually meet these needs. There are certainly other groups that provide various parts of the service at varying levels; e.g. regional partnerships, progress associations and like organisations. However, they would not be able to encompass all aspects required, especially the interaction with other levels of government and within Loddon Shire's internal departments; e.g. Planning, Building and Infrastructure.

Some stakeholders advised that other regions have a separate economic development association such as Sunraysia Mallee Economic Development Board and Wimmera Development Association.

**Observation:**

In order to effectively and efficiently provide a service, Council needs to take on the role of key facilitator in order to stimulate growth as well as maintaining its links to regional partnerships, government departments, community organisations and groups, financial institutions and private enterprises.

**5.3 What has changed since the role has been in place? What results have been demonstrated?****5.3.1 Are actions to improve economic viability and sustainability strategic, evidenced based and sufficiently resourced?**

Loddon Shire Council Economic Development Strategy 2015-2019 (the strategy) sets out the strategies for Council to work through, including numerous actions that relate to the agribusiness service.

The document is detailed in the actions and priorities needed to realise Council's goals. As the strategy is only at the midpoint it is not easy to measure the success of all actions but there are advancements that have been achieved already, particularly in the form of attracting new development opportunities, which is a key strategic action for this service.



Actions from the strategy relating to the function of agribusiness include:

- Item 1.2 Assess demand trends, including for residential, commercial and industrial land use, opportunities for council owned land rationalisation, and discuss need for essential worker housing solutions with major employers.
- Item 1.5 Ensure the Council's economic development team has the resources to identify and take advantage on emerging economic development opportunities.
- Item 2.1 Identify and document any impediments to cooperation within Council, particularly between economic development and planning.
- Item 2.2 Include in this analysis, a review of the organisation structure and positions necessary to ensure it is the most efficient form.
- Item 2.3 Prepare a communication plan with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.
- Item 2.4 Prepare a one-page planning changes guide to inform residents and investors of the opportunities arising from the new state planning arrangements.
- Item 2.5 Address perceptions – Promote the idea of Loddon as part of a regional economy, identify and approach regional business operators presenting the opportunities in Loddon for accessing industrial or commercial floor space.
- Item 2.7 Attend forums, events and meetings to discuss and develop investment opportunities in Loddon and promote the Loddon brand and its competitive advantages, particularly in affordable agricultural land for intensive farming (e.g. piggeries). Ensure funds are available for subsidising Loddon business operators to participate in this.
- Item 2.8 Convene and host an annual business forum for Loddon businesses and prospective investors. Forums need representatives from the agribusiness sector as well as tourism, residential development and major employers. Consider partnering with the Central Victorian Agribusiness Forum in this work.
- Item 3.4 Renewable energy - use the economic development forum to discuss opportunities for investing in renewable energy showcasing in Loddon. Consider joint investment with neighbouring shires if feasible.
- Item 3.8 Ensure there is ongoing and formalised discussions within Council on road maintenance and upgrading priorities to ensure economic development opportunities are a key input consideration.
- Item 4.1 Is for the employment of an Economic Development Officer with expertise in agribusiness development matters. Consider discretionary funding for outsourcing specialist skills as required.
- Item 4.2 As the first task of this officer, convene a municipal wide stakeholder forum with a view to establishing it as an ongoing local economic development forum with clear terms of reference to provide information to Council.

During the past few years there have been some identifiable outcomes that support the improvement in economic viability, through new business ventures. However due to the nature of the work outcomes cannot always be measured, achieved or guaranteed but there have been some tangible results:

1. Initial contact and consequent agreement of establishing a new poultry farm development in the Boort area valued at \$10-\$20M. Provide new job opportunities and bringing new families to the area, as well as value adding for local farming enterprises once the operation is up and running in the future.
2. Working with Ceremet, a renewable energy engineering company, which is starting up in Bridgewater valued at \$30M; they estimate they will create 35 new jobs.
3. An increased number of investors/industries are becoming aware of Loddon Shire and are exploring the opportunities that Loddon has to offer, that may not have been aware of previously. However, this does not always lead to new business but it shows Loddon is now being considered.

In order to increase the efficiencies and effectiveness of the service and to provide a better service to all businesses, there is an opportunity to look at how Council resources this function. There is an obvious gap in making regular contact with existing businesses within our Shire, which was identified through the benchmarking exercise. It was established that some of our neighbouring councils are very active in providing support and regular contact in this area.

**Observation:**

Council's Economic Development Strategy 2015-2019 has been well developed and Council is in a prime position, being at the midpoint to reflect on whether all actions are being achieved. It is evident that there have been achievements in the agribusiness area but there is also evidence to support the fact that Council may need to do more for existing business to be able to provide support.

**Recommendations:**

2. That the Economic Development Strategy is added into the CAMMS software program to help with monitoring and reporting on strategic progress.
3. That confidential reporting of economic development progress to Council is implemented on a monthly basis to provide evidence of progress.
4. That management give consideration, as part of the ongoing process of monitoring and reviewing the organisation structure, about whether or not there is any benefit in the realignment of the service to operate within another directorate.

5.3.2 How can Council increase the efficiency of agribusiness in Loddon Shire?

Through benchmarking, interviews and research, opportunities for increased efficiencies have been identified across several areas including:

- update and expand Council's investment document that can be provided to prospective businesses, to place Council in a better position to attract new businesses
- establish a working relationship with local businesses and groups to better understand their needs and show that Council is committed to supporting them
- continue to advocate to federal and state government for funding and support
- improve stakeholders' understanding of Council's agribusiness function in relation to the factors that can influence attracting new businesses e.g. planning requirements, road network, technology, aggregation of properties, etc. This would help in terms of identifying where Council's efforts should be placed
- increase advertising and celebration of achievements to promote the shire, the work being performed and the industries that we attract
- involve regulatory staff in the provision of advice early in the process to avoid potential delays and frustrations for clients i.e. planning, drafting, engineering and environmental health.

5.3.3 Do relevant stakeholders have access to the service across the Shire?

Access to the service across the Shire for all stakeholders is limited due to the fact that having access to a service depends on knowing about what is available from that service.

The service needs to be promoted so people know what is available; this is not the case at the moment as the main focus for agribusiness development is on bringing new businesses into the Shire and not necessarily actively supporting current business. However, this will also affect the resourcing to accommodate an increase in activity in this area and needs to be considered if changes are to be implemented.

It also relates directly to strategic item 2.3 of the Economic Development Strategy 2015-2019 – 'Prepare a communication plan with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.'

**Recommendation:**

5. That the communication plan as per strategic item 2.3 of the Economic Development Strategy 2015-2019 is developed with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.

**5.4 How clear is the branding of agribusiness versus economic development?**

The use of the term agribusiness rather than economic development has proven to be very limiting and throughout the review it shows that most people do not identify with it and said that economic development would be the preferred brand. In relation to the Economic Development Strategy 2015-2019, it is also clear that the functions that are needed to deliver on the outcomes required are not linked solely to agribusiness.

**Recommendation:**

6. That branding of agribusiness development returns in with economic development, as agribusiness is one function of a wider service offered by Council.

**5.5 Do we have the right balance of support for existing versus new business and is the service being delivered for the right mix of industry/business/activity?**

Support for existing businesses in relation to the agribusiness service is deficient, mainly due to the fact that the primary focus of the current service is to bring new business to the Shire. To achieve a better balance there would need to be an increase in resourcing and/or a change in the focus of the current service offered.

In relation to the right mix of industry/business activity, again the issue is in relation to the fact that the primary focus is in the area of agribusiness. This limits diversity which impacts on outcomes in relation to the Council Plan but could be resolved by active involvement in the community to gauge a better understanding of the business that already exist and their requirements.

This relates directly to strategic item 4.2 of the Economic Development Strategy – ‘As the first task of the Economic Development Officer; convene a municipal-wide stakeholder forum with a view to establishing it as an ongoing local economic development forum with clear terms of reference to provide information to the Council.’ This action is yet to be completed, as at this stage only sector specific forums have been held.

**Observation:**

To obtain balance would require a change in the way that the current service is offered. This may include additional resources to cover the gaps in supporting existing businesses to help facilitate the increase in demand on the service. The completion of strategic item 4.2 of the Economic Development Strategy 2015-2019 as listed above would help to better inform this change.

**5.6 What are the linkages to Loddon Shire Council Regional Partnerships Priorities?**

Priorities that could assist Council with developing agriculturally based business include rail infrastructure upgrades, improvements to digital technology, and renewable energy initiatives. Other priorities that aim to improve liveability and education will all contribute to making the Shire a more attractive place to operate a business in order to make Loddon more attractive for current and future development opportunities.

Council works closely with the Bendigo office of Regional Development Victoria to identify state government funding opportunities for businesses, and to provide support with other forms of assistance to businesses.

**5.7 Are there businesses or activities that are not being supported by this service that could be?**

There is a gap in the provision of the agribusiness development service. Support is available to all, but has been focussed on attracting new businesses. In saying that, support has been given in the instances where Council has been contacted.

**Recommendation:**

7. That as part of development of the communication plan, contact information is maintained for all identified business stakeholders and community "development" groups. This could be delivered within the scope of the Customer Records Management (CRM) element of the new corporate system.

## 6 COSTING AND FUNDING OF ACTIONS

Recommendation	Net cost to Council	Proposed funding source
1. That Council continue to provide agribusiness development as an element of its economic development function within a wide range of economic development services (such as support for existing businesses) to optimise Council's chances of achieving Council's vision and mission and to support all sectors within our community.	Nil - within current resources	Operational budget
2. That the Economic Development Strategy is added into the CAMMS software program to help with monitoring and reporting on strategic progress.	Nil - within current resources	Operational budget
3. That confidential reporting of economic development progress to Council is implemented on a monthly basis to provide evidence of progress.	Nil - within current resources	Operational budget
4. That management give consideration, as part of the ongoing process of monitoring and reviewing the organisation structure, about whether or not there is any benefit in the realignment of the service to operate within another directorate.	Nil - within current resources	Operational budget
5. That the communication plan as per strategic item 2.3 of the Economic Development Strategy 2015-2019 is developed with the objective of ensuring there is high community awareness of the services the Shire can and does provide with respect to starting a business in Loddon.	Nil - within current resources	Operational budget
6. That the branding of agribusiness development returns in with economic development, as agribusiness is one function of a wider service offered by Council.	Nil - within current resources	Operational budget
7. That as part of development of the communication plan; contact information is maintained for all identified business stakeholders and community "development" groups. This could be delivered within the scope of the Customer Records Management (CRM) element of the new corporate system.	Nil - within current resources	Operational budget

## 7 REFERENCES

1. Loddon Shire Economic Development Strategy 2015-2019
2. Loddon Shire Council Plan 2017-2021
3. Regional Economic Development and Services Review final report 2015  
[https://www.rdv.vic.gov.au/\\_data/assets/pdf\\_file/0008/1226942/9484-DEDJTR-REDS-Review-Document-WEB.pdf](https://www.rdv.vic.gov.au/_data/assets/pdf_file/0008/1226942/9484-DEDJTR-REDS-Review-Document-WEB.pdf)
4. Victoria's Regional Statement Your voice, your region, your state  
[https://www.rdv.vic.gov.au/\\_data/assets/pdf\\_file/0005/1228343/Regional-Statement\\_Web.pdf](https://www.rdv.vic.gov.au/_data/assets/pdf_file/0005/1228343/Regional-Statement_Web.pdf)
5. Agriculture Infrastructure and Jobs Fund  
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6. Economic Building Blocks for Victoria 2016  
[https://www.dpc.vic.gov.au/images/Economic\\_Building\\_Blocks\\_for\\_Victoria.pdf](https://www.dpc.vic.gov.au/images/Economic_Building_Blocks_for_Victoria.pdf)
7. Ministerial Statement on Local Government  
[https://www.localgovernment.vic.gov.au/\\_data/assets/pdf\\_file/0024/47490/Ministerial-Statement-on-Local-Government-DELWP-1c-Ministerial-Statement\\_1g.pdf](https://www.localgovernment.vic.gov.au/_data/assets/pdf_file/0024/47490/Ministerial-Statement-on-Local-Government-DELWP-1c-Ministerial-Statement_1g.pdf)



### ATTACHMENT 1: SUMMARY OF DISCUSSIONS WITH BENCHMARK COUNCILS

	Buloke	Gannawarra	Northern Grampians	Loddon
Individuals interviewed	Jessie Holmes, Director Community Development	Roger Griffiths, Economic Development Manager	Debbie Bach, Director Economic and Community	Lynne Habner Manager Executive and Commercial Services
Location Area Population	West 8,004 km <sup>2</sup> 6,384	North 3,732 km <sup>2</sup> 10,563	South 5,918 km <sup>2</sup> 11,719	6,700 km <sup>2</sup> 7,555
Organisational relationships and resourcing	Reports to CEO Supervises (2) <ul style="list-style-type: none"> <li>• Economic Development and Tourism</li> <li>• also other Council areas listed below</li> </ul>	Reports to CEO Supervises (2) <ul style="list-style-type: none"> <li>• Tourism Coordinator</li> <li>• Business Liaison Officer</li> </ul>	Reports to CEO Supervises (3) <ul style="list-style-type: none"> <li>• Manager Economic Growth</li> <li>• Coordinator Economic Development (2)</li> <li>• also</li> <li>• Coordinator Planning (3 plus contractor)</li> </ul>	Reports to CEO Supervises (6 directly) <ul style="list-style-type: none"> <li>• Executive and Commercial Services Officer</li> <li>• Communications Officer</li> <li>• Tourism and Marketing Officer (supervising 2 staff)</li> <li>• Policy and Strategy Officer</li> <li>• Administrative Officer Executive and Commercial Services</li> <li>• Australia Day Administrator</li> </ul>
Responsible for	<ul style="list-style-type: none"> <li>• Economic Development and Tourism</li> <li>• Community Development</li> <li>• Town Planning</li> <li>• Building Surveying</li> <li>• Local Laws</li> <li>• Environmental Compliance</li> <li>• Youth</li> <li>• Environmental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Tourism</li> <li>• Visitors Centres in Kerang and Cohuna</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Attraction</li> <li>• Business and Tourism Services</li> <li>• Statutory and Strategic Planning</li> <li>• Community Services and Development</li> <li>• Recreation, Arts and Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Executive support/ administration</li> <li>• Economic development</li> <li>• Tourism and marketing</li> <li>• Visitor information centre</li> <li>• Media and communications</li> <li>• Australia Day awards and ceremonies</li> </ul>



	Buloke	Gannawarra	Northern Grampians	Loddon
	<ul style="list-style-type: none"> <li>• Immunisation</li> <li>• Aged and Disability Service</li> <li>• Material and Child Health</li> <li>• Library</li> </ul>		<ul style="list-style-type: none"> <li>• Major Events</li> <li>• Economic Development</li> <li>• Grant Management</li> </ul>	<ul style="list-style-type: none"> <li>• Policy and strategy development (cross-organisation)</li> </ul>
Economic Development Strategy	Being developed by Street Ryan Consultants	Currently creating a new strategy, engaging with community on this now	Considering development of strategy, none exists	Strategy is current 2015-2019
New investment documentation	Investment material is available from the council's web site which covers the main business area identified, looking at revising	A business pack has been developed to hand out to prospective new large scale investments	Investment prospectus in the past at a high level document included new residents. Working on creating a business pack refined to the needs	Grow, Build, Invest booklet has been used for several years. Now considering project to develop resources to update and expand on this information.
Engaging with your community	<ul style="list-style-type: none"> <li>• Face to face contact to establish a strong working relationship annually</li> <li>• Also good old fashioned customer service and relationship building during the project management phase</li> </ul>	<ul style="list-style-type: none"> <li>• Attends community progress association meetings</li> <li>• General engagement with community</li> </ul>	<ul style="list-style-type: none"> <li>• Not proactive – mainly deal with those who approach Council.</li> <li>• Try to map gaps in retail where possible</li> </ul>	<ul style="list-style-type: none"> <li>• Attend meetings with community groups and associations</li> <li>• Responsive to those who approach Council</li> <li>• Provide relevant targeted information directly to specific businesses, e.g. grant opportunities, workshops</li> <li>• Prepare and release general media about opportunities that apply to the broader business/tourism sector</li> </ul>

	Buloke	Gannawarra	Northern Grampians	Loddon
Council Plan 2017-2021	<p><u>Strategic Objective:</u> Diversify and enhance our local economy -</p> <p><u>Priority Action:</u> Review the Economic Development strategy to incorporate agricultural diversification that capitalises on water supply and intensive animal husbandry.</p>	<p><u>Strategic Objective:</u> Facilitate a growing and prosperous economy</p> <p><u>Priority Action:</u> Facilitate the development of external commercial business investments with interested parties</p>	<p><u>Strategic Objective:</u> Boost Economic Growth</p> <p><u>Strategies For Achieving</u></p> <ul style="list-style-type: none"> <li>• Increase new investment into the shire.</li> <li>• Provide support to existing businesses to ensure long term sustainability.</li> <li>• Workforce and investment attraction.</li> <li>• Advocacy for regional development.</li> </ul>	<p><u>Theme:</u> Economic Prosperity</p> <p><u>Strategies:</u> Economic development</p> <ul style="list-style-type: none"> <li>• Develop a comprehensive, cohesive and compelling story which positions and promotes Loddon Shire as "Victoria's natural playground"</li> <li>• Attract new business opportunities and maintain support for traditional industries</li> <li>• Provide support to existing business to encourage take up of self-improvement opportunities</li> <li>• Ongoing advocacy for water security initiatives which support economic development</li> <li>• Advocate for, and where appropriate, deliver quality roads and strategic freight routes and improved reliability and capacity of essential services</li> </ul>

**9.8 APPOINTMENT OF AUDIT COMMITTEE CHAIR FOR 2019**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council endorses the Audit Committee's recommendation to appoint Ken Belfrage as Audit Committee Chair to 28 February 2020 or the date of the Ordinary Meeting of Council in February 2020 where a resolution for appointment of Chair for the new term will be made, whichever is the earlier.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Nil

**BACKGROUND**

The Audit Committee Charter v6 at 5.2(g) states:

- (a) At the first Audit Committee meeting each year an election of Chair from the external members of the committee will be held.

At the first Council Meeting following the election, the Chair will be appointed by Council on advice of the committee.

The term of the new chair will commence at the conclusion of the current Chair's term, and will be for a period of 12 months.

**ISSUES/DISCUSSION**

At the Audit Committee meeting held on 14 February 2019 Ken Belfrage was the only nominee for the position of Chair, and accepted the nomination.

This report seeks Council's approval of the committee's recommendation that Ken Belfrage be Chair of the Audit Committee.

Although the Audit Committee Charter currently states "for a period of 12 months", in practicality, the term of the Chair ends at the Ordinary Meeting of Council following the February Audit Committee Meeting where the committee provides a recommendation for the new Chair to the Council.

It is suggested that the recommendation cater for what happens practically, which in this instance will be an end of term for the Chair on 28 February 2019, or the date of the Ordinary Meeting of Council in February 2019 where resolution for appointment of the Chair for the new term will be made, whichever is the earlier.

**COST/BENEFITS**

The chair of the Audit Committee receives an additional payment per year equivalent to one meeting attendance allowance.

**RISK ANALYSIS**

Appointment of the Chair by Council will ensure compliance with the Audit Committee's Charter.

Appointment of an external member of the committee as Chair is in line with good governance principles, and increases transparency and accountability of the committee.

**CONSULTATION AND ENGAGEMENT**

The Audit Committee has been consulted in the preparation of this report.

**9.9 RE-OPENING PUBLIC ACCESS TO SPILLWAY RESERVE, LAANECOORIE**

**File Number:** 15/08/003  
**Author:** Wendy Gladman, Director Community Wellbeing  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council:

1. enter into an Occupation and Maintenance lease with Goulburn Murray Water for the Laanecoorie Spillway Reserve to allow the site to be re-opened for public access
2. restrict the level of amenity provided at the site as provided in the report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council was provided with a briefing paper at the February 2019 Council forum.

**BACKGROUND**

The Laanecoorie community, through community planning meetings and the Laanecoorie Community Plan, has expressed a desire to have the site known as Laanecoorie Spillway Reserve re-opened for public access. Spillway Reserve previously provided public access, but the site has been closed to the public since the area was damaged in the 2011 flood event.

**ISSUES/DISCUSSION**

Laanecoorie Spillway Reserve is a Goulburn Murray Water (GMW) site. To facilitate the site being re-opened to public access, Council will be required to enter into an occupation and maintenance licence agreement with GMW.

An initial review of the licence document indicates that Council would take responsibility for:

- a 20 year licence term
- payment of licence fee of \$1.00 annually (if and when demanded)
- seeking consent before constructing or improving anything on the licence area
- seeking consent to remove an existing approved structure and reinstate the land (at Council's cost)
- providing public liability insurance to a minimum sum of \$20,000,000
- agreeing to release and indemnify GMW from any actions in relation to damage, loss, death or injury
- the use and maintenance of the licence area and approved structures for the purpose of public recreational purposes
  - maintain the licence area and approved structures in good repair and clean and free from rubbish
  - when notified to do so - upgrade, replace or repair the licence area and approved structures
- opening and closing the site.

GMW has agreed that they will continue to mow at Spillway Reserve at their cost and at times

determined by them.

A number of the repair works have been completed at the reserve to repair the damage from the flood event. Some additional works would be required before the site could be opened for public access. These works would be the responsibility of Council. The following items were originally identified, but another inspection would be completed to ascertain if other works were needed to ensure that the site was suitable for public access:

- general clean-up of the site
- installation of gates (to allow the reserve to be closed)
- removal of limb and tree debris
- removal of the old BBQ area
- painting of existing tables and chairs.

### **COST/BENEFITS**

GMW has indicated that they would provide the materials required for the reinstatement works.

The following costs associated with re-opening the reserve have been identified. The costs noted are a best estimate and will vary based on the level and nature of the interventions required.

Initial reinstatement works	\$1,200 - \$2,000
Tree maintenance (in response to customer requests)	up to \$10,000 annually
Site inspections	up to \$1,000 annually
Rubbish removal/site clean-up	up to \$5,000 annually
Internal supervision and administration	up to \$2,400 annually

It is recognised that introducing any new public open space conflicts with Council's endeavour to rationalise its property holdings and maintenance costs. This activity would increase the workload for Council's townscape services team, have the potential to incur some direct additional costs (such as tree lopping if required) and subtly impact on Council's continued financial sustainability.

The following actions are suggested to reduce this impact:

- there are currently no bins or public toilets at the site, with these items available at nearby Brownbill Reserve. It is suggested that this continues.
- no other amenities, such as BBQ's or shade structures are provided.
- when existing seating infrastructure reaches end of life, the structures are to be decommissioned and only replaced if funding is sourced (such as Community Planning or other external funding).
- review the direct expense incurred annually to respond to activities related to maintaining the site as an open public space.

### **RISK ANALYSIS**

The re-opening of the Spillway Reserve site to public access would present some risk to Council.

There are a range of strategies suggested in the body of this report, to attempt to reduce the financial impact on Council. There is a risk that community expectation of the level of amenity provided may not be met when these strategies are enacted. It will be important that the community is provided with information on the level of amenity that can be expected at the site.

The annual costs are a best estimate on the types and levels of intervention and/or maintenance that will be needed at the site. There is a reliance on visitors to the site acting responsibly, for example by taking their rubbish with them when they exit the area. There is a risk that mistreatment of the site will require increased intervention by Council which will increase the costs associated with the maintenance of the area. Signage at the site would ensure that visitors to the area were aware of their responsibilities. An annual review of the direct costs associated with any

maintenance of the site would allow Council to revisit public access to the site if these costs escalated to an unsustainable level.

**CONSULTATION AND ENGAGEMENT**

Residents attending Laanecoorie community planning meetings and the Laanecoorie Community Plan have identified the opening of the Spillway Reserve as a priority for the Laanecoorie community. Ward Councillor, Cr Geoff Curnow, and officers from Council's Community Support department have attended a number of meetings where the opening of the Laanecoorie Spillway Reserve has been discussed.

**9.10 FINALISATION OF CENTENARY OF ANZAC PROGRAM**

**File Number:** 16/04/030  
**Author:** Wendy Gladman, Director Community Wellbeing  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council provide \$9,848 to be shared equally (\$1,969.60) by the RSL sub-branch or Historical Society representing each area of Boort, East Loddon, Pyramid Hill, Inglewood and Wedderburn to undertake a nominated local commemorative or restorative project.

**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 Council discussion regarding the finalisation of the Centenary of Anzac Program.

**BACKGROUND**

Between 2014 and 2018 Australia commemorated the Centenary of Anzac, marking 100 years since the Nation's involvement in the First World War 1914-1918.

Council formed the Loddon Shire Anzac Centenary Organising Committee (the Committee) to plan how the Centenary of Anzac 2014-18 would be commemorated throughout the municipality.

The Committee, chaired by Cr Geoff Curnow (2012-13) and Cr Gavan Holt (2014-15), included representatives from local RSL sub branches, Historical Societies and Council and met regularly between July 2012 and February 2015. Funds provided to support the activities included \$150,000 contribution from Council, with additional funding for the commemorative sculptures at Wedderburn of \$20,000 from the Australian Government's Anzac Centenary Local Grants program and \$30,000 from the Victorian Government's Anzac Centenary Major Grants program.

A range of activities were undertaken during the centenary period including:

- Anzac Centenary Service – held 24 April 2015 (Serpentine)
- Major General Edwin Tivey bronze bust (Inglewood)
- restoration of Anzac photo at Bridgewater on Loddon Memorial Hall
- production of books; Inglewood and Districts Soldiers Memorials WW1 and Inglewood Tidings from the Front WW1
- East Loddon Remembers memorial pillars
- Albert Borella and Albert Jacka commemorative sculptures (Wedderburn)

**ISSUES/DISCUSSION**

On completion of the identified activities, funds of \$9,848 remain unspent. On 19 November 2018, representatives from the participating RSL sub-branch and Historical Societies were invited to attend the final gathering of the Committee to allow Council to acknowledge the work of the Committee and the breadth of activities that were undertaken during the Centenary of Anzac. During the review of the completed activities, a number of additional projects were identified in



each area, with those in attendance indicating their support for any remaining funds to be divided equally between each of the five areas of Boort, East Loddon, Inglewood, Pyramid Hill and Wedderburn; to be spent on a commemorative or restorative project as determined by the local RSL sub-branch and Historical Society.

**COST/BENEFITS**

Council provided funds of \$150,000, supported with additional funding of \$50,000 from the Australian and Victorian Governments to undertake a range of commemorative activities during the Centenary of Anzac 2014-2018. Following completion of the planned activities, \$9,848 funds remain unspent.

**RISK ANALYSIS**

No risks have been identified.

**CONSULTATION AND ENGAGEMENT**

Representatives from RSL sub-branches and Historical Societies in Boort, East Loddon, Inglewood, Pyramid Hill and Wedderburn, Council staff and Councillors have been consulted regarding the use of the remaining Loddon Shire Centenary of Anzac funds.

**10 INFORMATION REPORTS****10.1 PUBLIC HEALTH ACTIVITY REPORT**

**File Number:** 12/02/001  
**Author:** Teresa Arnup, Senior Public Health Officer  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Public Health activity report

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2018 – 2019 financial year, summarising public health activities within the Development and Compliance Department.

**BACKGROUND**

Loddon Shire Council is responsible for the administration and enforcement of a number of Acts including the:

- Food Act 1984
- Public Health and Wellbeing Act 2008
- Residential Tenancies Act 1997
- Environment Protection Act 1970
- Tobacco Act 1987.

Council's Public Health officer has regular contact with business operators, community groups, home owners and developers whilst administering the above Acts. Activities undertaken by the staff include inspection of registered premises, the taking of food and water samples, the issuing of septic tank permits and complaint investigations.

**ISSUES/DISCUSSION****Registered Premises**

Council undertakes annual inspections of premises that are registered under the Food Act, Public Health and Wellbeing Act and Residential Tenancies Act. Inspections are also undertaken of public swimming pools and of properties that are required to meet the requirements of the Tobacco Act. Table 1 provides a summary of the inspections undertaken during the reporting period.

*Table 1: Registered premises inspections*

1 October 2018 to 31 December 2018		
Governing Legislation	Inspection Outcome	Number of inspections
Food Premises	Compliant*	23
	Major Non Compliance	3
Health Premises	Compliant*	1
Caravan Parks	Compliant*	2

Swimming Pools	Satisfactory	6
<b>Total number of inspections for reporting period</b>		<b>35</b>

\*compliant includes sites that were fully compliant and some sites that required minor actions to become compliant

All unsatisfactory inspections are followed up with the businesses to ensure remedial actions are taken. All major non-compliance matters identified in this report have now been resolved.

Additional to the inspection program, registrations are due for renewal by the 30 September each year. The registration renewal program runs over Quarter 1 and Quarter 2 reporting periods with the bulk of the registration renewals being completed during September and October.

At the completion of the renewal program the number of registered premises by type is given in Table 2.

*Table 2: Number of Registered and Notified premises*

31 December 2018		
Governing Legislation	Class	Number of premises registered or notified
Food Act 1984	Class 1	3
	Class 2	120
	Class 3	41
	Class 4 (Notification)	87
<b>Food Act Total</b>		<b>251</b>
Public Health and Wellbeing Act 2008	Accommodation	10
	Hairdressing / Beauty Services	10
<b>Public Health and Wellbeing Act Total</b>		<b>20</b>
Residential Tenancies Act 1997	Caravan Parks	6
<b>Total number of Registered and Notified Premises</b>		<b>277</b>

*Please note: the number of premises registered under the Food Act includes all fixed, temporary and mobile food premise either registered directly with Loddon Shire or using the Streatrader System*

### **Tobacco Act**

Council is funded to undertake a set number of Tobacco inspections throughout the year. Most of the inspections are carried out in conjunction with Food Act inspections, however a number of them are non-smoking public outdoor venues such as at kindergartens, schools, play grounds and hospitals. Table 3 summarises the Tabaco Act activities undertaken during the reporting period.

*Table 3: Tobacco inspections*

1 October 2018 to 31 December 2018	
Inspection Type	Number
Retailer	2
Indoor Drinking and Dinning Areas	2
Outdoor Drinking and Dinning Areas	2
Public Outdoor Venues	5

<b>Total number of Inspections</b>	<b>11</b>
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### **Sampling Program**

The number of food samples that are to be taken by Council is set annually in the government gazette. The program focuses on the microbiological quality of the food items that are being sampled to ensure that safe food handling practices are being implemented within food premises. The focus is on sampling locally made and sold food products. This approach to the program also assists local businesses in verifying the content on the food label of their products. Food labelling is quite complex and small home businesses benefit by having their labels checked by the analysis.

At the commencement of the swimming season all public pools are assessed for water quality, with water samples taken from each pool. Council maintains five public swimming pools and one pool at a caravan park. There are a varying number of pools at each site with each pool being sampled individually.

Table 4 summaries the sampling program activities undertaken during the reporting period.

*Table 4: Sampling program summary*

<b>1 October 2018 to 31 December 2018</b>				
<b>Sample Type</b>	<b>Number</b>	<b>Testing</b>	<b>Outcome</b>	
Food	14	Microbiological	Satisfactory*	13
			Unsatisfactory	1
		Labelling	Satisfactory	0
			Unsatisfactory	2
Swimming Pool	13	Microbiological	Complies	9
			Does not comply	4
<b>Total number of Samples</b>	<b>27</b>			

\*satisfactory microbiological results include samples that were marginal

All unsatisfactory samples are followed up with the businesses that produced and/or sold the product including the swimming pools to ensure remedial actions are taken.

At the commencement of the swimming season all public pools are assessed under the sampling program. As part of that assessment a water sample is taken from each pool. A follow up sample is taken on pools that return a result of does not comply. Follow up samples of the pools that failed were undertaken in early January at which time all the pool passed.

### **Septic Systems**

Table 5 summarises septic system permit applications processed during the reporting period.

*Table 5: Septic system permits*

<b>1 October 2018 to 31 December 2018</b>	
<b>Permit Type</b>	<b>Number</b>
Installation or alteration	5
Certificate to use	2
Time Extensions or Change to Existing Permit	1

<b>Total Number of Permits</b>	<b>8</b>
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The average processing time for permits to install or alter is seven days.

Table 6 summarises the activities associated with management of septic tank applications and installed systems.

*Table 6: Septic system activity*

<b>1 October 2018 to 31 December 2018</b>	
<b>Activity / Inspection Type</b>	<b>Number</b>
Application Inspection	4
Installation Inspection	1
Final Inspection	3
Requested Inspection	0
AWTS Project Site Visits	0
<b>Total Number of Inspections</b>	<b>8</b>

### **Public Health Complaints**

Council is responsible for the investigation of nuisance complaints under the Public Health and Wellbeing Act. Complaints of nuisance can be complex and time consuming. Table 7 summarises the complaints during the reporting period

*Table 7: Public health complaints*

<b>1 October 2018 to 31 December 2018</b>				
<b>Nature of complaint</b>	<b>Number carried over from previous reporting period</b>	<b>Number received</b>	<b>Number resolved</b>	<b>Number currently pursuing resolution</b>
<b>Food Premises</b>	1	2	3	0
<b>Odour</b>	0	0	0	0
<b>Noise</b>	0	2	1	1
<b>Mosquitoes</b>	0	0	0	0
<b>Wastewater</b>	1	0	1	0
<b>Tobacco</b>	0	0	0	0
<b>Other</b>	0	2	1	1
<b>Total</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>2</b>

### **COST/BENEFITS**

The actual expenditure for the second quarter of 2018 – 2019 financial year of the public health unit activities contained within this report is \$30,324

Administration of the Acts that the Public Health officer has responsibility for includes significant field work, with staff regularly in the field engaging with business operators, developers, residents and ratepayers.

This investment increases significantly when compliance issues are identified within registered premises and when complaints are received.

The benefits that stem from this investment include:

- improved public health and safety within registered premises
- improved local amenity
- full implementation by Council of our responsibilities under the various Acts and regulations.

### **RISK ANALYSIS**

Failure of Council to adequately administer and enforce the provisions of the applicable legislation would pose the following possible risks:

- the spread of infectious diseases through the community including food poisoning
- a barrier to the new developments and economic growth within Council
- Council's reputation as a regulatory authority
- contamination of the local environment
- failure to meet obligations set within the relevant legislation.

### **CONSULTATION AND ENGAGEMENT**

The Public Health Officer regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts which can range from annual assessments/inspections to the provision of advice for the processing of septic tank permits. Any business operator, developer, residents or ratepayer that is subject to enforcement action is regularly consulted with during the enforcement process.

**10.2 ROAD MANAGEMENT PLAN DEFECT RECTIFICATION COMPLIANCE REPORT**

**File Number:** 14/01/022  
**Author:** Daniel Lloyd, Manager Works  
**Authoriser:** Steven Phillips, Director Operations  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the road management plan defect rectification compliance report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2018 - 2019 financial year, summarising road network defect rectification compliance against requirements specified within the Loddon Shire Road Management Plan (RMP).

**BACKGROUND**

This report is produced quarterly and provides statistical data with respect to the Organisation's performance in managing the road network. Performance is measured through a comparison of actual defect rectification timeframes against requirements specified in the RMP.

**ISSUES/DISCUSSION**

Table 1 below provides a summary of the compliance against the schedule of road and street inspection regimes as set in the RMP.

*Table 1: Inspection summary report*

Quarter 2 (01/10/2018 – 31/12/2018)					
District	Number of scheduled inspections	Number completed by due date	Number completed after due date	Number not completed	Compliance
Loddon Plains	66	65	1	0	98.5%
Loddon Goldfields	72	70	2	0	97.2%
<b>Total</b>	<b>138</b>	<b>135</b>	<b>3</b>	<b>0</b>	<b>97.8%</b>

During the second quarter of 2018 – 2019 financial year, 97.8% of the programmed inspections were completed according to the schedule. This is below the target of 100% set in the RMP. Extended staff leave and backfilling roles have hampered our efforts to complete the required inspection by their due dates. All inspections have now been completed.

Table 2 below provides a summary of compliance of actual response times for rectification works of defects as detailed in the defect intervention levels and response timetables of the RMP.

*Table 2: Defect rectification summary report*

Quarter 2 (01/10/2018 – 31/12/2018)								
District	Number of Defects				Compliant with RMP			
	Adhoc	Requests	Defects from inspections	Total	Yes	No	Not complete	%
Loddon Goldfields	45	16	497	558	555	3	0	99.5%
Loddon Plains	109	9	768	886	881	5	0	99.4%
Shire Wide	59	8	566	633	631	2	0	99.7%
Townscape Services	17	2	82	101	100	1	0	99.0%
<b>Total</b>	<b>230</b>	<b>35</b>	<b>1913</b>	<b>2178</b>	<b>2167</b>	<b>11</b>	<b>0</b>	<b>99.5%</b>

Table 2 comprises a summary of defects that have been identified through programed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as adhoc work actions. During the second quarter of 2018 – 2019 financial year, 99.5% of all date imposed defects were completed before their due date. This is 0.5% below the target of 100% set in the RMP.

Table 3 provides a summary of performance against the unsealed road maintenance grading program, defects as identified through programed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as adhoc work actions. The maintenance grading program identifies each road segment by its road hierarchy and grading frequency as detailed in the RMP.

*Table 3: Maintenance grading program*

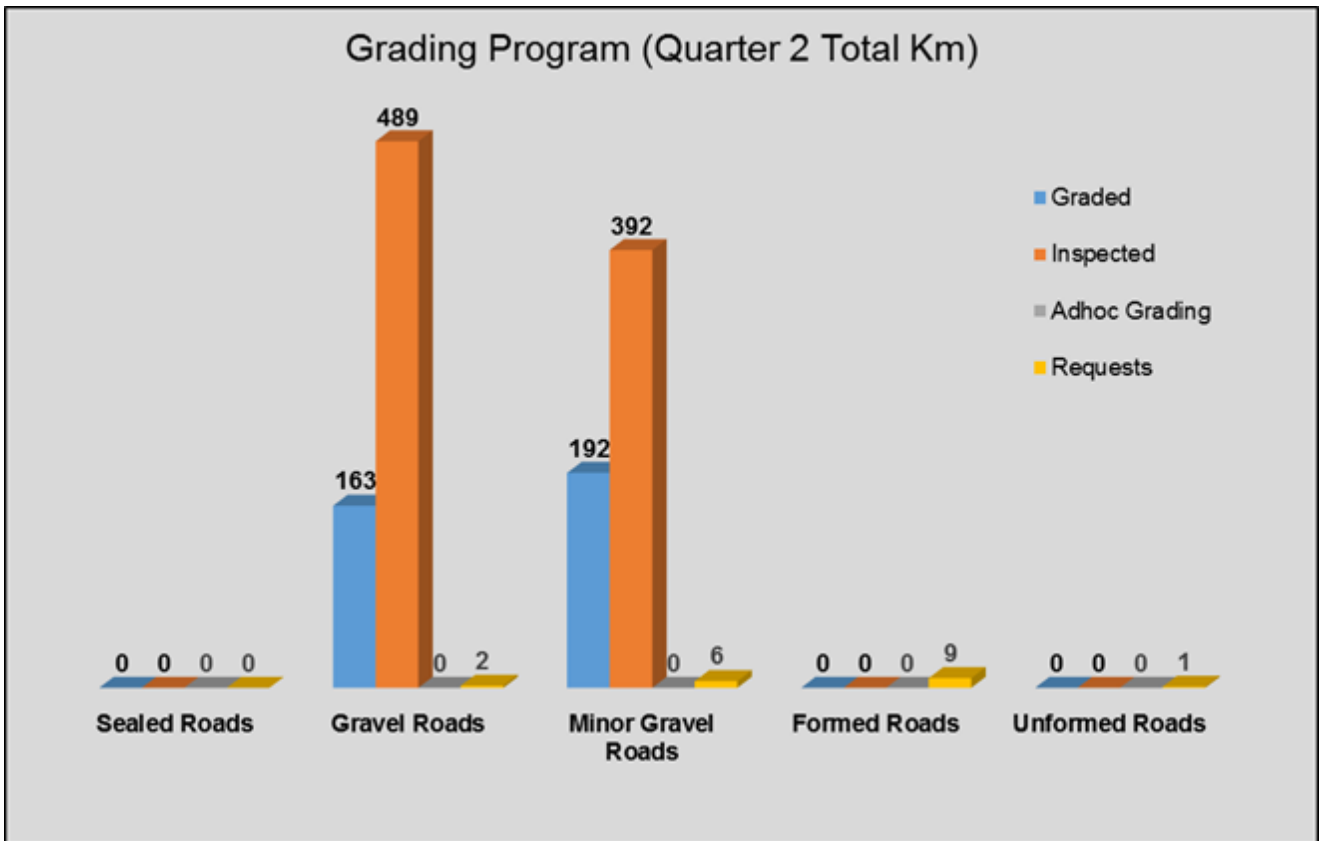
Quarter 2 (01/10/2018 – 31/12/2018)									
District	Number of Grading Work Actions					Compliant with scheduled timeframes			
	Programmed Maintenance Grading	Defects Done	Requests Done	Adhoc Done	Total	Yes	No	Not completed	%
Loddon Goldfields	663	6	5	8	682	678	0	4	99.4%
Loddon Plains	447	2	5	38	492	477	0	15	97.0%
<b>Total</b>	<b>1110</b>	<b>8</b>	<b>10</b>	<b>46</b>	<b>1174</b>	<b>1155</b>	<b>0</b>	<b>19</b>	<b>98.4%</b>

The data in table 3 indicates that 1155 grading work actions were completed for the second quarter of the 2018 – 2019 financial year. There is no set level of compliance for the maintenance grading program in the RMP.

A graph has been provided in Chart 1 indicating a breakdown of the grading work actions, by road hierarchy and kilometres. The sealed roads section relates to shoulder grading work actions on the Sealed Road network. The gravel road section includes all grading work actions on Gravel Collector and Gravel Access roads. The Gravel Minor and the Formed Road sections relate directly to Council's road hierarchy and show all grading work action on roads within that hierarchy.



Chart 1: Maintenance Grading Program



**COST/BENEFITS**

The year to date actual expenditure to the end of second quarter of 2018 – 2019 financial year of the Local Road Maintenance Program is \$3,319,768. The expenditure for the second quarter was \$1,383,691.

The benefits to the community in complying with the RMP are that it ensures a safe road network.

**RISK ANALYSIS**

Repairing 100% of all date imposed defects before their due date limits Council’s liability for any claims for damage made against Council.

**CONSULTATION AND ENGAGEMENT**

No internal or external consultation is required in the formation of this report.

### **10.3 UPDATE ON THE ANNUAL INFRASTRUCTURE PROGRAM 2018 - 2019, FLOOD RESTORATION PROGRAM AND OTHER PROJECTS**

**File Number:** 14/01/001  
**Author:** Adam Cooper, Project Management Coordinator  
**Authoriser:** Steven Phillips, Director Operations  
**Attachments:** 1. Annual Infrastructure Program 2018 - 2019  
2. Flood Restoration Program  
3. Other Projects 2018 - 2019

#### **RECOMMENDATION**

That Council note the update on progress of the Annual Infrastructure Program 2018 - 2019, Flood Restoration Program and Other Projects as at December 2018.

#### **CONFLICT OF INTEREST**

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

#### **PREVIOUS COUNCIL DISCUSSION**

This is the report for the second quarter of 2018 – 2019 financial year, providing an update on the progress of the Annual Infrastructure Program and Flood Restoration Program. The status of other projects that are delivered by the Technical Services Department but are not part of the Annual Infrastructure Program or the Flood Restoration Program are also included in the report.

#### **BACKGROUND**

This report is produced quarterly and is provided to Council for the purpose of reporting progress of the Annual Infrastructure Program, Flood Restoration Program and other projects that the Technical Services Department is responsible for delivering. The information in this report covers progress up until the end of December 2018.

#### **ISSUES/DISCUSSION**

##### Annual Infrastructure Program

Attachment 1 provides a progress summary for the end of quarter one of the 2018 - 2019 financial year of the Annual Infrastructure Program. There are 92 individual projects, including carryovers from previous financial years that form the Annual Infrastructure Program 2018 - 2019.

##### Flood Restoration Project

Attachment 2 provides a progress summary for the end of quarter one of the 2018 - 2019 financial year of the Flood Restoration Project. The recorded damages are continuously monitored and reassessed which has resulted in consolidation of multiple damages and as such the total number of recorded damages may vary from previous reports. The flood restoration team has now awarded all the restoration projects to suitably qualified contractors. Works are on track for the program to be completed in April 2019.

## Other Projects

In addition to the Annual Infrastructure Program and Flood Restoration Program, the Technical Services Department is responsible to oversee the delivery of a number of different projects. Attachment 3 provides a summary of the other projects at the end of second quarter of 2018 - 2019 financial year.

## **COST/BENEFITS**

The total proposed expenditure for the 2018 - 2019 financial year for the Annual Infrastructure Program is \$4,531,425. The total expenditure for the year to date is \$1,771,329. Attachment 1 gives a summary of individual project costs that has incurred as at 31 December 2018 including carryover projects from previous financial year.

The total amended expenditure for the 2018 – 2019 Flood Restoration Program is \$14,073,630. Expenditure in the second quarter of the 2018 - 2019 financial year is \$2,731,536, and \$9,588,337 for the year to date. The Flood Restoration Program underwent a re-evaluation which increased the total expected expenditure by \$883,630. Progress is summarised in Attachment 2. The major flood restoration projects at Tandarra Serpentine Road and Rothackers Road have been completed. The final expenditure of the combined works on these roads was around \$4.5 million. Other major flood works at Pyramid-Yarraberb Road, Sebastian Road, Wilkinson Swamp Road and Sebastian Bridge will commence in 2019, with an estimated combined total of \$2,626,866.

The Technical Services Department is currently managing other significant projects covered in Attachment 3 which are in different stages of progress. The combined value of such projects is in excess of \$1.5 million.

## **RISK ANALYSIS**

There are a number of risks associated with the delivery of the Annual Infrastructure Program, the Flood Restoration Program and other significant projects. The following is a list of some but not all of the associated risks:

- delivering within timeframe and budget
- meeting community expectations
- delivering projects in accordance with engineering standards
- compliance with procurement legislation

Council officers are committed to monitoring and managing the risks associated with the Annual Infrastructure Program, the Flood Restoration Program and other significant projects to ensure that any issues are minimised.

## **CONSULTATION AND ENGAGEMENT**

The information provided in this report is presented after consultation between Manager Technical Services, Flood Restoration team and the Works Department.

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Local Road Resheet	LRS1159	Yarrowalla West Rd	Poly Tah Treatment	\$ 17,845.00	100%	Complete
	LRS1156	Lanyon Rd	Resheet 1.8km x 4.6m x 100mm	\$ 47,742.00	100%	Complete
	LRS1157	Bora Swamp Rd	Resheet 2.9km x 4.6m x 100mm	\$ 76,865.00	100%	Complete
	LRS1180	Campbells Rd M	Resheet 1.1km x 4.7m x 100mm	\$ 26,458.00	100%	Complete
	LRS1181	Campbells Rd M	Resheet 3.1km x 4.7m x 100mm	\$ 72,744.00	100%	Complete
	LRS1187	Salathiels Rd (new section of road)	New gravel road 2.6km x 4.6m x 100mm	\$ 24,887.00	100%	Complete
Local Road Shoulder Sheet	LRSS0357	Prairie Rd	Shoulder resheet 1.5km x 1.5 x 100mm x 2 sides (0.73-1.13, 1.26-2.46 and 2.44-3.49 under flood restoration)	\$ 33,593.00	100%	Complete
	LRSS0359	Yarrowalla South Road	Shoulder resheet 4.4km x 1.5m x 100mm x 2 sides	\$ 95,106.00	100%	Complete
	LRSS0355	Dunns Rd [EL]	Shoulder resheet 1.6km x 1.5m x 100mm x 2 sides	\$ 1,926.00	5%	
	LRSS0356	Prairie Rd	Shoulder resheet 1.5km x 1.5 x 100mm x 2 sides	\$ 32,178.00	100%	Complete
	LRSS0360	Rheola Llanelly Rd	Shoulder resheet 1.4km x 1.8 x 100mm x 2 sides	\$ 26,226.00	100%	Complete
Local Road Construction	LRC0474	Bridgewater Raywood Rd	Rehabilitation & widening of existing pavement & seal - from 3.8m to 7.0m m width	\$ 52,475.00		Commence in late third quarter.
	LRC0471	Tandarra Serpentine Rd	Rehabilitation of existing pavement and 7.0m seal for road sections not completed by 2016 flood works	\$ 4,362.00	25%	
	LRC0472	Pyramid Yarraberb Rd	Rehabilitate existing pavement & seal to 7.0m.	\$ 10,993.00	5%	Commenced
	LRC0475	Pyramid Yarraberb Rd	Rehabilitate existing pavement with 7.0m seal.	\$ 143,056.00	100%	Complete
	LRC0477	Echuca Serpentine Rd	Rehabilitation & widening of existing pavement & seal - from 3.8m to 7.0m m width	\$ 284,281.00	100%	Complete
	LRC0439/0440	Sebastian Road	Rehabilitate existing failing pavement and seal	\$ -		Carried forward from 2016/17. Projected requires rescope to include traffic near Bridgewater silo, removed from this years program and will be rescheduled following redesign.
	LRC0479	Newbridge Road	Rehabilitation	\$ -		Grant Funded, designs underway.
Safety	SAF0028	Gowar Logan Rd (SN 0197)	Replace failing bridge railing on Bridge. Existing rail is in very poor condition with rotting wood and some end posts have fallen over.	\$ -		To be awarded in 2019
Township St Improvement	TSI0431	Station St, Boort	Replace broken and uneven concrete footpath on western side and around corner on King St West.	\$ -		Award at January Council Meeting
	TSI0442	Godfrey St, Boort	Replace 25m of uneven pavers & replace broken footpath sections on north side of road	\$ -		Award at January Council Meeting
	TSI0435	Godfrey St, Wedderburn - Section 1	Construction of new strategic concrete footpath (130m x 1.5m) along the Southern side of Godfrey Street from Hospital St to Street b/s Nardoo Creek	\$ -		Award at January Council Meeting
	TSI0440	Lyndhurst St, Bridgewater	Construction of new strategic concrete footpath (85m x 1.5m) from the intersection with Eldon St to Lily St (exclude railway reserve) on southern side	\$ -		Award at January Council Meeting
	TSI0436	Godfrey St, Wedderburn - Section 2	Construction of new strategic concrete footpath (140m x 1.5m) along the Southern side of Godfrey Street from High St towards Nardoo Creek	\$ -		Award at January Council Meeting

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
	TSI0438	Lyon St, Newbridge	Construct new concrete footpath from edge of existing bitumen path outside hotel heading West to Nelson St	\$ -		Award at January Council Meeting
	TSI0434	Joffre St, Mitiama	Replace existing asphalt footpath	\$ -		Award at January Council Meeting
	TSI0425	Market St, Inglewood	Installation of new footpath to service properties on west side	\$ 57,040.00	100%	Complete
	TSI0426	Coutts St Footpath	Replace existing footpath and continue with new footpath to the intersection	\$ -		Commence in Jan/Feb 2019
	TSI0430	High St, Wedderburn	Replace footpath to connect streetscape project with Racecourse Rd footpath	\$ 30,565.00	100%	Complete
	TSI0429	Hospital St, Wedderburn	Construct new footpath to connect P-12 and Calder Highway	\$ 66,550.00	100%	Complete
	TSI0382	Railway Ave, Pyramid Hill	Construct a new footpath from Victoria St to PH Railway Station	\$ -		Commence in January 2019
Local Bridges and Culverts	LBCC0375	Woodstock Rd (SN0153)	Replace bridge	\$ 16,154.00		Tender Awarded - works to commence in 2019
	LBCC0374	Scollarys Road (SN0191)	Upgrade bridge for B-double use	\$ 5,000.00		Subject to Northern Grampians Shire program
	LBCC0351	Connors Rd (SN0134)	Bridge needs replacing with box culvert 1200x1200 with floodway	\$ -		To be tendered in early 2019
	LBCC0373	Hudson La	Replace twin cell box culvert	\$ -		To be advertised in January 2019
	LBCC0364	Kingower Brenanah Rd (SN230)	Replace timber deck	\$ 69,000.00	100%	Complete, carried forward from 2017/2018
	LBCC0368	Mologa Durham Ox Rd (SN 051)	Replace wooden bridge with box culvert and concrete crossover.	\$ -		To be advertised in January 2019
	LBCC0369	Pigeonhole Rd	Install concrete apron and headwall on upstream side.	\$ -		To be advertised in January 2019
	LBCC0358	Janevale Bridge	Carry out significant repairs to structure as detailed in level 2 report	\$ 275,702.00	100%	Complete
Reseals	31 Projects	Multiple	Spray Seal Contract	\$ -		Awarded, works to commence in March 2019
Urban Drainage	TSD0142	Verdon & Southey Street	North Side of Verdon Street from main drain to Southey Street and west side of Southey Street from Verdon to railway line. Install underground drainage from pit 633 to Pit 645 as per Inglewood Drainage plans and install a section of 450 RCP from pit 645 across Southey to pick up flow from twin pipes under railway line. Provide and end wall with depressed inlet at this location. Pit types to be determined to achieve high volume water access. Pipe length approx. 250 metres and 7 pits approx.	\$ 11,975.00		Split into two projects. Main drain to Southey St to be advertised in January 2019. Southey St to rail line subject to VicTrack approval.
	TSD0138	Old Inglewood Reservoir	Repair seepage points on embankment for further rehabilitation	\$ 27,556.00	50%	Carry over from 2017/2018. Halted to complete Risk Consequence assessment. DEWLP funding to be arranged after upgrade options are evaluated and selected.
	TSD0137	Wilson Kerr St, Wedderburn	Install new drainage pits and pipes	\$ 33,650.00	100%	Carried forward from 2017/2018
	TSD0133	Sugar gum drive	Install new drainage pits and pipes	\$ 103,085.00	100%	Carried forward from 2017/2018

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
	TSD0145	Bridgewater Maldon Rd	Western corner at intersection of Calder Hwy and Bridgewater Maldon Rd. Install 360m of 300mm pipe & 6 x pits to provide drainage where water pools at low point and pipe to join Camp St pipe.	\$ -		To be advertised after Verdon St drainage awarded.
Townscape Services	PGC017	Inglewood Town Hall	Landscape garden beds, new plants, new garden edging. New bollards around the outside	\$ -		Commence in third quarter.
	PGC018	Lake View St	To renew shelter over BBQ area as the shelter is very rusty and unsafe and renew BBQ money.	\$ -		Commence in fourth quarter
	PGC019	Tree Replacement	Tree removal and replacement - high priority trees first	\$ 7,368.00	25%	
Buildings	BLD010	Boort Pre-School and MCH	Exterior painting - fascia boards, windows, exterior wall as appropriate	\$ 12,767.00	100%	Complete
	BLD011	Inglewood Senior Citizens/Pre-School & MCH	replace fascia board & exterior painting - fascia boards, windows, exterior wall as appropriate	\$ 13,099.00	90%	
	BLD012	Wedderburn Pre-School	Exterior painting - fascia boards, windows, exterior wall as appropriate	\$ 8,134.00	100%	Complete
	BLD013	Serpentine EPU - Unit Number 3	Replace/rehab outdoor concrete path section	\$ -		Commence in fourth quarter
	BLD014	Pyramid Hill MAV EPU Unit Number 2	Replace outdoor concrete path section	\$ -		Commence in fourth quarter
	BLD015	Pyramid Hill MAV EPU Unit Number 3	Replace outdoor concrete path section	\$ -		Commence in fourth quarter
	BLD016	Pyramid Hill MAV EPU Unit Number 4	Replace outdoor concrete path section	\$ -		Commence in fourth quarter
	BLD017	Pyramid Hill MAV EPUs	Fascia board painting for all, Unit 4 needs fascia replacement & painting & plumber to confirm cause for water damage	\$ 8,250.00	100%	
	BLD018	Dingee EPUs	Fascia board painting for all, Unit 4 needs fascia replacement & painting & plumber to confirm cause for water damage	\$ -		
	BLD019	Pyramid Hill Senior Citizens Centre	Exterior timber repairs (fascia, window frames, verandah) & painting	\$ 7,335.00	100%	Complete
	BLD020	Pyramid Hill Historical Museum	Exterior painting - fascia boards & doors as appropriate	\$ 1,726.00	100%	Complete
	BLD021	Newbridge Public Toilet/Hall	Retaining wall hand rails and add seat bench & roof at end of toilets	\$ -		Project not proceeding.
	BLD022	Inglewood Senior Citizens/Pre-School & MCH	Investigate roof rehab in north side & renew ceiling	\$ 748.00	100%	Complete
	BLD023	Bridgewater Caravan Park	Granite sand - 1m barrier around buildings for termite protection	\$ -		Commence in fourth quarter
	BLD024	Wedderburn decking shade sail	Add shade sail to outdoor decking	\$ 18,258.00	100%	Complete
	BLD025	Inglewood Community Neighbourhood House	Upgrade emergency phone in lift	\$ 4,590.00	100%	Complete
	BLD026	Pyramid Hill Public Hall (Memorial Hall)	Expected removal of asbestos required - therefore need to replace sheets. Drainage works (storm water pit) to keep water away from building, additional downpipes & rising damp investigation.	\$ -		Commence in fourth quarter
BLD027	Korong Vale Public Toilets	Upgrade toilets to minimise blockages (remove dual flush and fix plumbing)	\$ -		Commence in fourth quarter	

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
	BLD028	Wedderburn Public Hall - Mechanics Hall & Lion's Club	Landscaping around building to remove vegetation & moisture for termites/rising damp	\$ -		Commence in third quarter
	BLD029	Allocation for updating Building floor plans	Providing new floor plan drawings for nominated list of buildings	\$ -		Commence in third/fourth quarter
	BLD030	Electrical Switchboard Review & Upgrades	Undertake safety assessment of selected electrical switchboard condition & recommendations for upgrade works	\$ -		Awarded
	BLD031	Building Compliance audits & minor rectification works	Undertake 12 x buildings audits (1 per month) & minor rectification works	\$ 31,260.00		
	BLD002	Murphy Creek Rec Reserve	Demolish the existing building	\$ 7,480.00	100%	
	BLD032	Relay pavers around Boort Memorial Hall	Replay pavers leading into building and around ANZAC square	\$ 3,300.00	25%	

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## Attachment 2

As at 31 Dec 2018  
Status Report - Flood Damage Restoration Works

S. No.	Rectification work category	Number of damages recorded	Number of damages rectified	Number of damage rectification currently in progress or quote sought	Remaining jobs for Scoping	% Complete
1	Sealed Roads Damage	78	72	6	0	92
2	Grading required	289	289	0	0	100
3	Shoulder Failure	112	106	6	0	95
4	Grading with Material required	783	783	0	0	100
5	Gravel Resheet required	441	416	25	0	94
6	Bridge Repair	3	3	0	0	100
7	Major tree Removal	12	12	0	0	100
8	Minor Tree Removal	40	40	0	0	100
9	Floodways reinstatement and repair	177	162	15	0	92
10	Major Culvert Damage and cleaning works	26	22	4	0	85
11	Minor Culvert Damage and Cleaning works	135	97	38	0	72
12	Waterway Clearing works	95	95	0	0	100
13	Guardrail Damage/ Sign Damage or Lost	7	7	0	0	100
14	Others	39	39	0	0	100
	<b>Total</b>	<b>2237</b>	<b>2143</b>	<b>94</b>	<b>0</b>	<b>96</b>

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Attachment 3: Other Projects 2018 - 2019

S. No	Project Description	Estimated/Budgeted Cost	Expenditure	Responsible Officer	Activity %	Comments
1	Boort Levee	\$ 500,000.00	\$ 138,345.00	PMC, PO	20	Siphon installed. Planning permit obtained. Negotiations on land transfer with Parks Victoria have commenced. Working through the Planning Permit conditions that are required before on ground works can commence.
2	Wedderburn Pedestrian Crossing Study	\$ 22,000.00		PMC, PO	35	Awarded
3	Pyramid Hill Drainage Strategy and Drainage data capture	\$ 500,000.00	\$ 15,770.00	PMC, PO	33	Pyramid Hill drainage strategy awarded
4	Contract Management Manual	\$ 15,000.00	\$ 10,875.00	PMC, PO	90	Final draft received. Working with department heads on final version for MEG adoption.
5	Electronic Procurement System	\$ 10,000.00	\$ 9,000.00	PMC, PO	100	Solution purchased and operational
6	Contract Management System	\$ 70,000.00		PMC, PO	0	Waiting for corporate system to be finalised and procurement officer awarded
7	Roadside Management Plan	\$ 45,000.00	\$ 45,000.00	MTS	100	Community handbook completed
8	Township, Locality and Boundary sign Audits	\$ 20,000.00	\$ 20,000.00	PMC, PO	100	Completed 17/18
9	Township, Locality and Boundary sign replacements	\$ 15,000.00	\$ 6,146.00	PMC, PO	90	New signs installed
10	Asbestos Audit and Removal	\$ 66,000.00	\$ 29,960.00	BMO	33	Annual cost for 3 year contract
11	Newbridge Septic System replacement	\$ 100,000.00		PMC, PO	15	Awarded, construction commencing in February
12	Public Facilities and office cleaning (contract)	\$ 160,000.00		BMO	NA	
13	Little Lake Boort retaining wall	\$ 40,000.00		PMC, PO	100	Works complete on ski club retaining wall and rock beaching
14	Wedderburn township entrance sign	\$ 40,000.00		MTS	5	
15	Pyramid Hill title re-alignment			PMC, PO	15	Awaiting contact from Lawyer re boundary re-alignment
16	Echuca-Serpentine Road Feasibility study	\$ 15,000.00		PMC, PO	0	Grant awarded

Responsible Officer

PMC	Project Management Coordinator
PO	Project officer
MTS	Manager Technical Services
BMO	Building Maintenance Officer

**10.4 LOCAL LAWS AND PLANNING COMPLIANCE ACTIVITY REPORT**

**File Number:** 04/02/012  
**Author:** David Price, Local Laws \ Planning Compliance Officer  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the local laws and planning compliance activity report.

**CONFLICT OF INTEREST**

There is no conflict of interest for any council staff writing the report, or involved in the subject matter of the report.

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2018 – 2019 financial year, summarising the local law and planning compliance and enforcement actions taken within the Development and Compliance Department. It provides Council with a high level summary for the purpose of monitoring performance within this area.

**BACKGROUND**

Council is responsible for a range of advisory, compliance and enforcement services to the community and maintains powers under various legislation and Council local laws to enable effective animal management, planning enforcement, local law compliance and fire prevention for community and township amenity.

A number of policies and procedures have been developed, outlining the methodology and circumstances under which Council officers will undertake compliance action. Key areas of focus in respect to compliance action include:

- management of local laws, particularly with respect to unsightly properties
- effective animal management
- assessment of properties for potential fire risk/fire prevention measures
- control of roadside activities, occupation and utilisation
- investigate planning scheme breaches and enforce planning permit conditions
- intervention in public nuisance issues.

**ISSUES/DISCUSSION**Administrative and fire prevention

Table 1 provides a summary of administrative and fire prevention actions undertaken.

*Table 1: Administrative and fire prevention activities*

Quarter 2 (1 October 2018 – 31 December 2018)				
Activity	After hours call outs (*)	Littering or illegal rubbish dumping	Fire prevention notices	Local law permits issued
No. actions	7	2	442	5

(\*) Council provides a 24 hour emergency call out service in respect to animal management or local law compliance and enforcement.

### Unightly properties

A summary of activity statistics and locations that are the subject of compliance with local laws relating to unsightly properties is provided in Table 2. Identified unsightly properties are assessed and prioritised for compliance action.

*Table 2: Summary of unsightly properties activities*

Quarter 2 (1 October 2018 – 31 December 2018)																
Town/Locality	Eddington	Rheola	Newbridge	Tarnagulla	Inglewood	Bridgewater	Wedderburn	Korong Vale	Borong	Boort	Pyramid Hill	Mitiamo	Dingee	Serpentine	Rural	Total
<b>No. identified from previous report period</b>	2	0	3	1	4	2	10	2	2	1	2	0	0	0	1	<b>30</b>
<b>No. resolved during quarter</b>	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	<b>2</b>
<b>New action commenced</b>	0	0	0	1	0	1	0	7	0	0	0	0	0	0	0	<b>9</b>
<b>No. currently pursuing</b>	2	0	3	2	4	3	8	9	2	1	2	0	0	0	1	<b>37</b>
Progress Activities																
<b>Site meeting / discussion held</b>	0	0	0	1	0	1	1	5	0	0	0	0	0	0	0	<b>8</b>
<b>Letter to comply issued</b>	0	0	0	1	0	1	0	7	0	0	0	0	0	0	0	<b>9</b>
<b>Occupier has commenced clean-up work</b>	1	0	1	1	0	1	2	3	0	0	0	0	0	0	0	<b>9</b>
<b>Notice to comply issued</b>	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	<b>2</b>
<b>Contractor engaged for clean-up work</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>

Local laws staff continue to work with community members in resolving unsightly property issues. Achieving resolution of unsightly property issues can be difficult, with many property owners committing to attend to the issue and in some cases starting the process of cleaning up only to relapse. This requires an approach of escalation of interventions until compliance is reached. Many of these issues involve longstanding patterns of behaviour that will require continual intervention and time to establish significant change in individual's behaviour in order for lasting compliance to be reached.

Animal management

Table 3 provides a high level summary of animal management activities.

*Table 3: Summary of animal management activities*

Quarter 2 (1 October 2018 – 31 December 2018)						
Activity	Wandering livestock	Trespassing livestock	Dog attack	Domestic animal at large	Distribution of cat traps	General complaints / other
<b>No. of actions</b>	18	4	0	22	13	14

Table 4 summarises animal management activities that resulted in impoundments, encompassing both domestic animals and livestock.

*Table 4: Impoundment activities*

Quarter 2 (1 October 2018 – 31 December 2018)				
Animal type	Impoundments	Returned to owners	Animals rehoused	Animals disposed
Livestock	31	31	0	0
Dogs	12	6	6	0
Cats	1	0	1	23 (feral)
<b>Total</b>	<b>44</b>	<b>37</b>	<b>7</b>	<b>23</b>

Planning Compliance and Enforcement

Table 5 provides a summary of planning compliance and enforcement activities undertaken.

*Table 5: Planning compliance and enforcement activities*

Quarter 2 (1 October 2018 – 31 December 2018)					
Type	No. identified from previous report period	New action commenced	PIN's issued	No. resolved during this quarter	No. currently pursuing resolution
Land use in contravention of planning scheme without a permit	4	2	0	2	4
Native vegetation removal without a permit	2	0	0	0	2
Breach of planning permit	2	0	0	1	1
Dog breeding / animal keeping	0	0	0	0	0
Land used as a store without planning permit	3	0	0	2	1

Occupation of a shed without a planning permit	3	0	0	2	1
<b>Total</b>	<b>14</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>9</b>

Throughout all of the above compliance activities tabled, the Development and Compliance Department aims to work proactively with property and animal owners to achieve a positive outcome within the legislative framework set by the State Government and Council Local Laws.

### **COST/BENEFITS**

The expenditure for the second quarter of 2018 – 2019 financial year for the local laws and compliance activities contained within this report is \$53,442 as the identified properties are escalated through the compliance process, costs associated with legal proceedings may also be incurred by Council.

The resulting cost to Council can be significant in terms of officer(s) time; particularly undertaking various site inspections across Loddon Shire. Direct monetary costs can be significant should a matter progress to the Victorian Civil and Administrative Tribunal (VCAT) or the Magistrates Court. Therefore, it is of benefit to Council and the community that the Development and Compliance Department work through these matters in a timely and respectful manner to reach an appropriate outcome wherever possible.

Benefits derived from investing in local law and planning compliance activities include:

- improving and maintaining township amenity
- ensuring that appropriate development occurs
- maintaining and improving public safety
- encouraging good domestic animal and livestock management
- reduced bushfire risks.

### **RISK ANALYSIS**

Failure of Council to adequately manage the provisions associated with the Loddon Planning Scheme, Planning and Environment Act 1987 or other applicable legislation including the Domestic Animals Act 1994, Impounding of Livestock Act 1994, Country Fire Authority Act 1958 or Council Local Laws is considered to pose the following risks:

- barrier to development and associated economic growth within Loddon Shire
- inappropriate development
- Council's reputation as a regulatory authority
- public safety that endangers life and property
- adverse amenity of our townships
- increased bushfire hazards.

### **CONSULTATION AND ENGAGEMENT**

Land and animal owners subject to compliance and enforcement actions under the abovementioned legislation and local laws are consulted with at each stage of the process.

**10.5 PLANNING PERMIT ACTIVITY REPORT**

**File Number:** 13/01/002  
**Author:** Arvish Sharda, Town Planner  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** 1. Planning permit activity report

**RECOMMENDATION**

That Council receive and note the planning application and permit activity report for October - December 2018.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2018 - 2019 financial year summarising planning application activities undertaken within the Development and Compliance Department.

**BACKGROUND**

This report covers the planning permit activity for each quarter and provides Council with a high level summary for the purpose of monitoring performance within this area.

Council maintains powers under the Planning & Environment Act 1987 which are delegated to Planning Officers. Applications made under these powers may include (but are not limited to) the following:

- consideration of a planning application for a new use/development
- consideration of an amendment to an existing planning permit
- secondary consent applications (minor changes)
- extensions of time to existing planning permits.

**ISSUES/DISCUSSION**Planning permit activities

A detailed summary of the status of planning permits can be found in attachment 1: Planning permits status report 1 October 2018 – 31 December 2018.

Timeframes

The Planning & Environment Act 1987 requires a 60 day timeframe for the processing of planning applications by Councils. The Act details how the 60 days are to be measured following the acceptance of a planning permit application.

Table 1 provides a summary of the average timeframes in which the Development and Compliance Department assessed and issued Planning Permits during the second quarter of the 2018 – 2019 financial year and compares these to the Victorian rural average.



*Table 1: Average timeframes for decisions*

<b>Quarter 2 of the 2018/2019 financial year</b>			
<b>Month</b>	<b>Average gross days to determine</b>	<b>Completed within 60 days</b>	<b>Rural average completed within 60 days</b>
<b>October</b>	59 days	70%	73%
<b>November</b>	29 days	100%	73%
<b>December</b>	158 days	63%	75%
	<b>Total Quarterly average</b>	<b>78%</b>	<b>74%</b>

During the second quarter of the 2018 – 2019 financial year 78% of all Planning Permit applications were assessed and issued within the timeframes as set in the Planning & Environment Act 1987. The average gross days to determine applications in December are particularly high. During this month there was a notice of decision granted for the planning application for Prairie solar farm that was lodged in July 2018. There were also some Planning Permit applications that arose from enforcement actions that required additional time to process. This has significantly impacted on the overall average number of days to issue a permit.

Complex planning permit applications can require a significant amount of the Planning Officer's time to adequately assess and coordinate information required by a referral authority. The main responsibilities include contact with the applicant and objectors, contact with referral authorities, assessing an application against the scheme and other regulations, site inspections, mediation meetings and report writing.

### **COST/BENEFITS**

The expenditure for the second quarter of 2018 – 2019 financial year of the statutory planning activities contained within this report is \$54,860.

Benefits derived from investing in the planning process managed by the Development and Compliance Department include:

- well managed and appropriate development
- well informed community members who understand the value of planning within local government
- applications processed in a timely manner
- correct implementation of regulations and standards.

### **RISK ANALYSIS**

Failure of Council to adequately implement the planning scheme poses the following risks:

- inappropriate development which could endanger life and property
- Council's reputation as a responsible Authority
- breaches of the Planning & Environment Act 1987 requiring compliance action.

Insufficient investment in resources in the Development and Compliance Department may result in extended timeframes for the processing of applications.

### **CONSULTATION AND ENGAGEMENT**

The Planning Staff consult with a number of stakeholders on a regular basis including:

- applicants

- surrounding land owners
- regulatory authorities
- other Loddon Shire Council departments
- other municipalities.

File No. 13/02/004**Planning Applications Being Processed Between 01-10-2018 and 31-12-2018**

Application	Date Received	Property No	Applicant	Address of Land	Proposal	Status
5118	28/08/2015	52807700	PM Lewis	Plan No PP5391 CA 9 & 10 Section 4A Parish of Inglewood (Nixon Street Inglewood)	Residential Subdivision of 41 lots	Further Info Requested
5168.1	16/07/2018	14402400	Anthony Sawers	CA 14 Section NO SEC Parish of Leaghur (116 Canary Island-Leaghur Road Leaghur)	Change to native vegetation removed under BIOR.	Referral
5275.1	18/04/2018	46905400	Karl Lawson	CA CA 1A & 1B Section Section 15 Parish of Tarnagulla (Boyds Road Newbridge)	Modify road access to property via Yorkshire Rd & Boyds Rd North & amend locction of retarding basin.	Referral
5328	15/11/2017	53600100	Orana Agriculture Pty Ltd	CA 17 Section NO SEC Parish of Kinypanial (167 Borung-Hurstwood Road BORUNG)	Tree removal for proposed pivot and linear irrigation development	Further Info Requested
5377	04/07/2018	68000650	Sue Mitchell & Tony Hansen	Lot 1 Plan No 429858 Parish of Woosang (1179 Calder Highway Wedderburn)	Permit to store scrap metal on property	Referral
5379	20/07/2018	10726910	Gary Anderson	Lot 392352 Plan No 1 Parish of Boort (105 Godfrey Street BOORT)	Two Units for accommodation	Further Info Requested
5383	24/08/2018		Leigh Parry	CA 21to24&48A Parish of POWLETT (Inglewood North Road Powlett Plains)	Native vegetation removal for lateral irrigation infrastructure	Referral
5388	20/09/2018	45703900	Vasko Stojcevski	CA 12 Section 11 Parish of Painswick (Sporting Flat Road Dunolly)	Mushroom farm	Further Info Requested
5390	21/09/2018	32909200	Robert Hooke	CA 180 Section NO SEC Parish of Janiember East (Ettershanks Road Bears Lagoon)	Section 22 (Subdivision) Removal of easements	Referral
5394	09/10/2018	10601000	Simon Rogers	Lot 2 Plan No PS807523 (1501 Boort-Yando Road YANDO)	Native vegetation removal	Further Info Requested

Application	Date Received	Property No	Applicant	Address of Land	Proposal	Status
5404	28/11/2018		Graeme Smith	Connors Road LEICHARDT	Removal of native vegetation for replacement of timber bridge	Referral
5406	05/12/2018		Adam Cooper	Woodstock Road WOODSTOCK	Native vegetation removal adjacent to bridge replacement	Referral
5407	11/12/2018	31109600	Dave Edwards	CA 4 Section 9 Parish of Bridgewater (16 Park Street Bridgewater on Loddon)	Landscaping and 2 Lot Subdivision	Further Info Requested
5408	21/12/2018	24903800	Rod Hinton	Lot 1 Plan No TP113112 Parish of Mincha (Kennedys Road Pyramid Hill)	Rural residential use and development of the site	Referral

## PLANNING PERMITS ISSUED UNDER DELEGATION BETWEEN 01-10-2018 and 31-12-2018

APP. No	DATE RECEIVED	APPLICANT	ADDRESS OF LAND	PROPOSAL	DATE ISSUED
5251	07/12/2016	Graeme Smith	CA 16F Section G Parish of Boort (Crown Land Boort Pyramid Rd BOORT)	Provision of new earthen levees & upgrading existing levees	10/12/2018
5359	27/04/2018	Sandy Roberts	Lot 2 Plan No 413180 Parish of Janiember East (5998 Loddon Valley Highway Bears Lagoon)	Subdivide land to create a lot for an existing dwelling	18/10/2018
5371	14/06/2018	Bruce Hilton	Lot Lot 2 & 4 Plan No PS 615690S Parish of Boort (McMillans Road Boort)	Use and development of a retail premises for sale of Agricultural products	25/10/2018
5378	06/07/2018	Kelvin Morton	CA 10 Section 15 Parish of Wedderburne (6803 Calder Highway WEDDERBURN)	Proposed dwelling	18/10/2018
5380	30/07/2018	Peter Mitchell	CA CA 9A Section 7 Parish of Bridgewater (10 to 16 Camp Street Bridgewater)	2 Lot subdivision	12/11/2018
5382	09/08/2018	Bivish Ghimire	Lot 10 CA 10 Parish of TARNAGULLA (Laanecoorie Newbridge Road NEWBRIDGE)	Removal of native trees from the disposal area	02/10/2018
5384	28/08/2018	Graeme Smith	Pyramid Yarraberb Road, Ch 33,800 (Road Reserve) RAYWOOD	Removal of native vegetation for road safety & road reconstruction.	20/12/2018
5385	29/08/2018	Lily Mason	CA 12 Section 5 Parish of Tarnagulla (3011 Bridgewater-Maldon Road Newbridge)	To construct 381.25m2 shed for storing farm machinery.	16/10/2018
5389	21/09/2018	Coliban Region Water Corporation	Lot 2027 Plan No PP2200 Parish of Boort (Lake View Street Boort)	Pump relocation works	10/10/2018
5391	26/09/2018	Leon Mulquiny	Lot 3 Plan No 66415 Parish of Janiember East (16 Treloar Street SEREPENTINE)	Shed	01/11/2018
5392	05/10/2018	Michael Klei	Lot 15 Plan No 203004 Parish of Moliagul (Moliagul Drive Moliagul)	Steel framed house	05/11/2018
5270.1	08/10/2018	A Olshina	Lot 5 Plan No 126220 Parish of Wedderburne (Wedderburn-Boort Road Wedderburn)	Changes made to original plan to achieve 6 Plus energy rating & correct discrepancies.	22/10/2018
5393	09/10/2018	Laurie Maxted	CA 3 Section 2A Parish of Boort (154 to 158 Godfrey Street Boort)	Signs advertising sponsorship for Bowling Club	12/12/2018
5395	09/10/2018	Nicholas Valentine	Lot 7,8,9 Plan No TP409534U Parish of Yallook (3399 Bendigo-Pyramid Road Tandarra)	Erection of a farm shed	07/11/2018

5396	10/10/2018	Nicholas Valentine	Plan No 109556 Parish of Yarrayne (387 Old Bridgewater-Serpentine Road Bridgewater North)	Erection of a farm shed	12/11/2018
5125.2	12/10/2018	Bruce Mitchell	CA 16 Section A Parish of Tarnagulla (499 Laanecoorie-Newbridge Road Newbridge)	Amend size of pump shed and fire tank and several notes	30/10/2018
5397	18/10/2018	Andrew Curnow	Lot 1 Plan No 381730 Parish of Laanecoorie (Shelbourne Road Eastville)	Farm Shed	18/10/2018
5399	23/10/2018	Ann Lambert	CA 74-75 Section U Parish of Wedderburne (28 Calder Highway Wedderburn)	Advertising sign for business purposes.	30/10/2018
4946.1	24/10/2018	VM & BG Woodward	CA 13 Section C Parish of Wedderburne (12 High Street Wedderburn)	Extension of time	13/11/2018
5400	25/10/2018	Sherry Nuttall	Lot 1 Plan No 74560 Parish of Boort (2 Malone Street Boort)	Sign 1800mm x 1200mm attached to home based business	14/12/2018
5227.2	02/11/2018	Jason Stone	CA 41 Section B Parish of Janiembar East (5242 Loddon Valley Highway Serpentine)	Request for extension of time	02/11/2018
5401	09/11/2018	Rebecca Slater	Lot 2 Plan No 2200421Y Parish of Waanyarra (349 Waanyarra Road WAANYARRA)	Construction of a domestic storage shed	18/12/2018
4946.2	13/11/2018	VM & BG Woodward	CA 13 Section C Parish of Wedderburne (12 High Street Wedderburn)	Changing position of verandah	22/11/2018
5403	20/11/2018	Margaret Van Veen	Lot 2 Plan No 738480 Parish of Wedderburne (75 High Street WEDDERBURN)	Permit to transform vacant shop into Hair, Beauty & Massage salon.	18/12/2018
5381.1	23/11/2018	Nathan Gray	CA D10 Section D Parish of Glenalbyn (Inglewood-Rheola Road Inglewood)	Changing property boundaries	27/11/2018
5053.1	23/11/2018	David Rowe	Lot 1 Plan No 220041 Parish of Waanyarra (Waanyarra Road WAANYARRA)	Change layout of floor plan and clad in weather board rather than iron sheeting	27/11/2018
5405	30/11/2018	Chris Hetheron	CA 45 Parish of Bridgewater (903 Sebastian Road BRIDGEWATER)	Extension to existing dwelling & replacement of existing shed	18/12/2018

**10.6 STRATEGIC PLANNING ACTIVITY REPORT**

**File Number:** 13/01/002  
**Author:** Carolyn Stephenson, Statutory / Strategic Planner  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Strategic Planning Activity report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2018 – 2019 financial year summarising the strategic planning activities undertaken within the Development and Compliance Department.

**BACKGROUND**

Council undertakes strategic land use planning projects to ensure that its planning scheme is robust, relevant and is consistent with the Council Plan.

This report provides an overview of the current activities of the Strategic Planner. The Strategic Planner's time is divided between statutory planning (10 hours per week) and strategic planning (8 hours per week) activities. It is the strategic planning activities that are the subject of this report.

**ISSUES/DISCUSSION**Current Strategic Planning Projects

Table 1 provides a summary of current strategic planning projects and the activities undertaken as part of these projects during the second quarter of the 2018 – 2019 financial year.

*Table 1: Current Strategic Planning Projects*

<b>Current Strategic Planning Projects Quarter 2 (1 October 2018 – 31 December 2018)</b>			
<b>Project</b>	<b>Tasks undertaken during the quarter</b>	<b>Future tasks</b>	<b>Estimated project completion</b>
Settlement Strategy	<ul style="list-style-type: none"> <li>Draft report prepared for review by Director.</li> </ul>	<ul style="list-style-type: none"> <li>The report is to be reviewed through the strategic document approval process in preparation for presentation to Council.</li> </ul>	The report will be presented to Council in May 2019.

Serpentine Industrial Estate – INZ3 Planning Scheme Amendment	<ul style="list-style-type: none"> <li>Amendment submitted to Minister for Planning for approval.</li> </ul>	<ul style="list-style-type: none"> <li>Advise community and landowners when amendment is approved.</li> </ul>	February 2019. Project is now complete January 2019
Boort Park Housing Development	<ul style="list-style-type: none"> <li>Project brief finalised. Now seeking quotations from suitably qualified providers.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate submissions and appoint consultant to undertake project.</li> </ul>	Step 1, Feasibility assessment completed April 2019.
Planning Scheme Review	<ul style="list-style-type: none"> <li>Request for extension of time approved by the Minister for Planning.</li> <li>Commencement of report of findings and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Community input to be sought.</li> <li>Preparation &amp; presentation and adoption of report by Council.</li> <li>Submission of report to Minister for Planning.</li> </ul>	Preparation of Planning Scheme Review Report April 2019. Implementation of recommendations are to be staged over 2019 - 2022.

The Strategic Planner is still providing significant support to the temporary statutory planner while he becomes familiar with the Loddon Planning Scheme and local area. As a result of this, limited time has been available for strategic planning tasks during this quarter. Also the Strategic Planner was required to spend considerable time assisting in the assessment and reporting on the application for a solar farm at Prairie due to the complexity of this proposal.

In relation to the preparation of the Planning Scheme Review that was required to be provided to the Department of Environment Land Water and Planning (DELWP) by December 2018, Council has been provided an extension of time to complete the review by June 2019.

The strategic planner was on leave for three weeks during this quarter.

#### Upcoming Strategic Planning Projects

Table 2 outlines future strategic planning projects that have been identified to commence as soon as practicably possible.

Table 2: Upcoming Strategic Planning Projects

<b>Future Strategic Planning Projects</b>			
<b>Project</b>	<b>Overview</b>	<b>Key Tasks</b>	<b>Estimated project timeframes</b>
Heritage Framework	Council has allocated \$100,000 in reserve to be used to support restoration of heritage buildings in the municipality. It is proposed that this money be	<ul style="list-style-type: none"> <li>Preparation of guidelines, criteria and process for approval and</li> </ul>	First half of 2019



	used to provide loans to owners of buildings subject to heritage protection under the planning scheme or State legislation. The loans will be provided to successful to undertake works on their property that would support the protection of the heritage buildings within Loddon Shire.	implementation.	
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### **COST/BENEFITS**

The expenditure for the second quarter of 2018 – 2019 financial year of the strategic planning activities contained within this report is \$4,373.

Benefits derived from investing in strategic planning managed by the Development and Compliance Department include:

- clearly defined directions for land use and development that are underpinned by research and supported by the community
- a relevant and effective planning scheme that provides for economic development, population growth, attractive townships and protection of heritage and the environment.

### **RISK ANALYSIS**

Failure of Council to undertake strategic planning includes:

- outdated planning controls that do not respond to current issues and opportunities
- inappropriate development that compromises the amenity of towns and undermines economic development opportunities
- loss of opportunities for population and residential growth.

### **CONSULTATION AND ENGAGEMENT**

The strategic planning staff member consults with a number of stakeholders on a regular basis including:

- community members and organisations
- government agencies including Department of Environment Land Water & Planning, Department of Economic Development Jobs Transport & Resources, North Central Catchment Management Authority
- other Loddon Shire Council departments
- other municipalities.

**10.7 BUILDING SERVICES ACTIVITY**

**File Number:** 13/06/001, 13/08/001 & 13/08/003  
**Author:** Greg Johnston, Municipal Building Surveyor  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Building Services Activity report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council is provided with information quarterly summarising building services activities relating to permits, certificates and statutory enforcement activity undertaken within the Development & Compliance Department. This is the second quarterly report for the 2018 - 2019 financial year.

**BACKGROUND**

Council provides a range of building services through the Municipal Building Surveyor including the following:

- issuing relevant permits and certificates
- issuing report & consent determinations on matters not complying with the Building regulations
- building advisory and information services including legal point of discharge requests
- consultancy and building control functions
- administrative functions prescribed by the Building Act & Regulations including keeping records relating to the activity of private building surveyors issuing permits within Loddon Shire
- regulatory enforcement of relevant Acts.

The number of building and occupancy permits and final inspections is a basic indicator of building development and investment within Loddon Shire.

**ISSUES/DISCUSSION**Building permits

Table 1 provides the number and total value of building permits issued for the first two quarters of the 2018 – 2019 financial year and the last two quarters of the 2017-18 financial year. There is variation in the number and value of permits across the various quarters throughout any given financial year. The variation in value is largely attributable to the scale and cost of individual projects. In this quarter 4 building permits for 3 projects (1 permit had 2 stages) contributed \$4,293,998 of the total estimated value of work approved for new building permits.

*Table 1: Summary of new building permits issued*

	Quarter 3 2017-18 (01/01/2018 – 31/03/2018)	Quarter 4 2017-18 (01/04/2018 – 30/06/2018)	Quarter 1 2018-19 (01/07/2018 – 30/09/2018)	Quarter 2 2018-19 (01/10/2018 – 31/12/2018)
<b>No. of new Permits</b>	34	52	38	55
<b>Value of Works</b>	\$3,306,295	\$4,289,104.07	\$3,017,724.60	\$7,014,588.00

Table 2 provides a summary of the number of final inspections and certificates of occupancy issued for building permits during the first two quarters of 2018 – 19 financial year and the last two quarters of the 2017 – 2018 financial year.

*Table 2: Summary of final inspections and occupancy permits*

	Quarter 3 2017-18 (01/01/2018 – 31/03/2018)	Quarter 4 2017-18 (01/04/2018 – 30/06/2018)	Quarter 1 2018-19 (01/07/2018 – 30/09/2018)	Quarter 2 2018-19 (01/10/2018 – 31/12/2018)
<b>Certificates of final inspection</b>	35	39	35	39
<b>Occupancy Permits</b>	8	8	7	12

Council Building Services Staff continue to work proactively sending follow up letters with respect to the significant number of incomplete building permits that have lapsed from past years. Most people have contacted Council staff in response to these letters. Whilst some people have expressed surprise that the works have not been finalised, thinking their builder had arranged the inspection or believing the inspection had been carried out by Council staff, generally they have arranged the final inspections in order enabling these old building permits to be finalised.

#### Statutory enforcement

Table 3 provides a high level summary of statutory enforcement activities undertaken by the Municipal Building Surveyor.

*Table 3: Summary of statutory enforcement activities*

Type	Actions incomplete from previous report period	New action started	New Building notice issued	New Building order issued	No. resolved during this quarter	Legal action / solicitors letter started this quarter	Legal action ongoing
<b>Building damaged by fire</b>	1	0	0	1	0	0	1

<b>Works required to make building safe (including pools)</b>	1	0	0	0	0	0	0
<b>Carrying out building works without a permit</b>	4	6	3	3	1	0	0
<b>Illegal occupation of non-habitable building</b>	1	0	0	0	0	1	0
<b>Building with non-complying essential safety measures</b>	1	0	0	0	0	0	0

Whilst new issues requiring enforcement are identified regularly it is also noted there are some longstanding enforcement activities that are ongoing. The time spent on individual items can be significant particularly when it requires escalation to Court. Council officers work to try to resolve matters without legal intervention - unfortunately this cannot always be achieved.

### **COST/BENEFITS**

The expenditure for the second quarter of the 2018 – 2019 financial year for building services activities contained within this report is \$36,397.00.

The provision of building activity statistics informs Council of the level of building activity and statutory enforcement activity in the municipality.

The cost to Council of enforcement activity can be quite significant, particularly in terms of Council officer's time. This in turn impacts on other activities such as the timeframe for building permits. Direct monetary costs significantly escalate if matters progress to a Magistrate's hearing or the Municipal Building Surveyor needs to arrange for the work associated with any order to be completed by Council. As such, the Municipal Building Surveyor, together with Development & Compliance Department staff endeavour to work through enforcement matters in a manner that engages with property owners/occupiers to have required works completed.

### **RISK ANALYSIS**

There are risks associated with all building and development works. As such, it is imperative that Building legislation, standards and controls are administered effectively. Failure of Council to adequately enforce the provisions of applicable legislation poses the following possible risks:

- unsafe development and building works which may affect the safety of property owners, occupiers and the general public within Loddon Shire
- Council's reputation as a regulatory authority
- Council being held liable for failure to act in a matter which results in damage to other property, or injury or death to a person
- failure to meet statutory obligations set within relevant legislation.

1.

As part of the risk management process when undertaking enforcement work the Municipal Building Surveyor makes reference to the building enforcement intervention filter criteria, developed by the Victorian Municipal Building Surveyors Group and which forms part of the procedures covered in Loddon Shire Council's Building Control Policy.

A significant risk within Loddon Shire is unregulated developments in particular small allotments which are sold to purchasers that have expectations of using it for a cheap home or "weekender". Often the landholder is unable or unwilling to meet the regulatory requirements to safely utilise the site as they desire. This has led to a number of undesirable and potentially unsafe outcomes of unregulated developments. Council's current capacity to enforce compliance in every instance is limited. Enforcement matters that are followed up by the Municipal Building Surveyor are on a risk management basis.

### **CONSULTATION AND ENGAGEMENT**

The Municipal Building Surveyor regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts which can range from annual assessments/inspection to the provision of advice for the processing of building permits. Any business operator, developer, residents or ratepayer that is subject to enforcement action is consulted with during the enforcement process to give them the opportunity to avoid the next step up in enforcement action.

**11 COMPLIANCE REPORTS****11.1 SIX MONTHLY REPORT AGAINST COUNCIL PLAN**

**File Number:** 02/02/003

**Author:** Sharon Morrison, Director Corporate Services

**Authoriser:** Phil Pinyon, Chief Executive Officer

**Attachments:** 1. Six monthly report against Council Plan 2017-2021

**RECOMMENDATION**

That Council note the progress against the actions and tasks (strategic indicators) in the Council Plan contained in the attachment to this report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

The Council Plan 2017-2021 was adopted by Council on 27 June 2017.

**BACKGROUND**

The new Local Government Performance Reporting Framework (which is part of the Local Government Act) requires reporting against the Council Plan half yearly.

A half year report is presented in about February each year. A full year report is provided in the Annual Report each year.

**ISSUES/DISCUSSION**

Attached is a report on the progress of actions and tasks (strategic indicators) identified in the Council Plan. Council is currently completing Year 2 of the four year plan.

**COST/BENEFITS**

There are no costs associated with the recommendation of this report. Costs of individual projects within the plan are included in the Budget for the relevant delivery years.

**RISK ANALYSIS**

There are no risks associated with the recommendation of this report.

Reporting on a regular basis provides an opportunity to monitor progress and respond to any issues.

Reporting on a six monthly basis ensures compliance with Item 17 of the Local Government Performance Reporting Framework Governance and Management Checklist.

**CONSULTATION AND ENGAGEMENT**

Consultation was undertaken with responsible council officers in the preparation of this report.



# Action and Task Progress Report

Loddon Shire Council



*Print Date: 12-Feb-2019*



## REPORT FILTERS

**Date Select:** From 01-Jul-2000 To 30-Jun-2050

**Hierarchy:** Planning Hierarchy

**Hierarchy Level:** Vision

**Hierarchy Node:** All

**Action Responsible Officer:** All

**Agency:** All

**Action Related Plan:** All

**Budget Type:** All

**Action Grouping Category:** All

**Action Grouping:** All

**Action Status:** All

**Action Filter:**

**Task Responsible Officer:** All

**Task Related Plan:** All

**Show Overview:** No

**Show Additional Information:** No

**Show Financials:** No



Show Confidential Actions: No

Show Linkages: No

Show Task(s): No

Show Progress Comments: Yes

Show Milestone Comments: No

## ACTION PLANS



GREEN

At least 90% of action target achieved



AMBER

Between 70% and 90% of action target achieved



RED

Less than 70% of action target achieved



No target set

\* Dates have been revised from the Original dates

### 1.1 Grow and invigorate Loddon’s population

#### 1.1.1 Population growth and diversity - Develop a more balanced and sustainable demographic profile

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
1.1.1.1 Advocate for the provision of quality facilities and services which attract and retain families	Brendan Gosstray - Acting Manager Community Support	In Progress	01-May-2017	30-Jun-2021	50.00%
<p><b>ACTION PROGRESS COMMENTS:</b>                      This action has one strategic indicator:                      1. Implement the Donaldson Park Master Plan - Stage 1 of the Donaldson Park Redevelopment Project is to develop full concept and building plans for the proposed facility. An architect has been engaged and the full design process is underway and is expected to be completed by June 30 2019.                      Funding applications have been submitted to Building Better Regions Round 2 and Community Sports Infrastructure Round 1, both applications were unsuccessful. Applications have been resubmitted to both of these funding programs. Notification in regard to these applications is expected in the first half of 2019.</p> <p>Last Updated: 12-Feb-2019</p>					

#### 1.1.2 Quality childcare services - Optimise the potential for all residents to pursue employment opportunities and lifestyle choices

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
1.1.2.1 Develop feasibility study, business case and advocacy strategy for required level of childcare services	Wendy Gladman - Director Community Wellbeing	In Progress	01-Jul-2017	30-Jun-2021	25.00%
<p><b>ACTION PROGRESS COMMENTS:</b>                      There are two strategic indicators for this action:                      1. Complete business case for childcare services - The childcare business case will commence in the 2018/19 financial year.</p>					

2. Complete feasibility study for childcare services - The childcare feasibility study will commence in the 2018/19 financial year.

Last Updated: 31-Jan-2019

**1.1.3 Infrastructure, amenities and services - Support community needs with high standard infrastructure, facilities, services and programs**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
1.1.3.1 Maintain high quality roads, buildings, parks and gardens, and provide quality amenities and recreation facilities	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2021	40.00%

**ACTION PROGRESS COMMENTS:**

There are two strategic indicators for this action:

1. Completed - Complete reviews of Asset Management Plans - The Road Asset Management Plan was adopted in March 2017. The Building Asset Management Plan will be discussed at the March 2019 Council Forum. Bridges, Urban Drainage and Footpath Asset Management Plans to follow upon completion of Building Asset Management Plan.
2. Completed - 95% or more of road defects completed within timeframe allocated - During the first quarter of 2018-2019 financial year, 99.1% of all date imposed defects were completed before their due date. This is .9% below the target of 100% set in the RMP. During the second quarter of 2018-2019 financial year, 99.4% of all date imposed defects were completed before their due date. This is .6% below the target of 100% set in the RMP.

Last Updated: 31-Jan-2019

**1.1.4 Attractive housing policies - Encourage population growth by improving the ease of transition for new residents**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
1.1.4.1 Prepare Settlement Strategy to provide a suitable supply of residential land in and around towns	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2020	80.00%

**ACTION PROGRESS COMMENTS:**

There are two strategic indicators for this action:

1. New residential development in and around town - The draft Settlement Strategy was presented to Council Forum in February 2018. Community consultation was carried out in April.
2. Provision of vacant land zoned for residential development in and around towns - The draft Settlement Strategy was presented to Council Forum in February 2018. Community consultation was carried out in April.

Last Updated: 31-Jan-2019

**1.1.5 Public transport services - Improve the mobility and accessibility of residents to lifestyle needs and choices**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE
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Loddon Shire Council Action and Task Progress Report

					%
1.1.5.1 Determine the level of community need for additional public transport and advocate for appropriate public transport services	Wendy Gladman - Director Community Wellbeing	In Progress	01-Jul-2017	30-Jun-2021	27.00%
<p><b>ACTION PROGRESS COMMENTS:</b>                      There are two strategic indicators for this action:                      1. Complete feasibility study on increase to public transport - Budget bid for funding to conduct feasibility study has been deferred to the 2019/20 financial year. A project to review the current available community transport options is underway.                      2. Work in collaboration with Loddon Campaspe Regional Partnership to examine opportunities for transport for smaller communities - Work is being done with Transport for Victoria on an environmental scan of community and public transport in Loddon Shire.                      Students completing the Masters of Planning and Community Development at La Trobe University Bendigo have undertaken this work. A Loddon Campaspe Local Transport Forum was held in November 2017 to explore opportunities and develop innovative responses to improving public and community transport for our smaller towns and rural communities. The Loddon Campaspe Regional Transport Working Group has picked up this issue and met on the 12 December 2018 and reviewed the draft Top 10 Transport fact sheets, one of which relates to "Improved local and community access and connectivity ". This continues to be a work in progress.                      Last Updated: 30-Jan-2019</p>					

**2.1 Support development of a prosperous and diverse economy**

**2.1.1 Tourism - Realise Loddon’s tourism potential by supporting and promoting our natural, historical and cultural assets**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
2.1.1.1 Develop a comprehensive, cohesive and compelling story which positions and promotes Loddon Shire as ‘Victoria’s natural playground’	Lynne Habner - Manager Executive and Commercial Services	In Progress	01-Jul-2017	30-Jun-2021	5.00%
<p><b>ACTION PROGRESS COMMENTS:</b>                      There is one strategic indicator for this action:                      1. Complete a review of the Tourism Strategy - Street Ryan consultants were engaged and commenced work on a review and preparation of a new Economic Development and Tourism Strategy.                      Last Updated: 31-Jan-2019</p>					

**2.1.2 Economic development - Encourage economic development by providing support which facilitates business initiatives and growth**

Loddon Shire Council Action and Task Progress Report

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
2.1.2.1 Attract new business opportunities and maintain support for traditional industries	Lynne Habner - Manager Executive and Commercial Services	Not Started	01-Jul-2017	30-Jun-2021	0.00%

**ACTION PROGRESS COMMENTS:**  
 This action has two strategic indicators:  
 1. Continue to provide forums for business networks that provide training and support - In addition to network dinners, Loddon Shire producers and businesses are emailed with funding or support opportunities as Council becomes aware of them, and the weekly Mayoral Column is also used to alert businesses to opportunities such as drought assistance or available grants.  
 2. Completed - Maintain and enhance resources to ensure timely processing of planning and building applications - Council is provided with quarterly reports on the statistical data for planning and building applications.  
 Last Updated: 31-Jan-2019

**2.1.3 Water Security - Secure adequate water access to maintain the viability of diverse economic activities**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
2.1.3.1 Ongoing advocacy for water security initiatives which support economic development	Phil Pinyon - Chief Executive Officer	In Progress	01-Jul-2017	30-Jun-2021	50.00%

**ACTION PROGRESS COMMENTS:**  
 This action has one strategic indicator:  
 1. Pursue advocacy opportunities for water security initiatives which support economic development as they arise - The costing study for Newbridge water and sewerage has been prepared by Coliban Water with a range of options and projected capital and operational costs. These are to be discussed with the Newbridge community. The South West Loddon Pipeline project is proceeding well and current estimates are that it will be finished mid 2019. A new Loddon Economic Development and Tourism Strategy is about to be undertaken and this strategy will identify opportunities for intensive agriculture that arise due to the provision of a reliable water supply provided by the new pipeline. Advocacy has continued to encourage the Federal Government to fund their portion of the cost relating to the Mitiamo Pipeline. The Mayor participated in a delegation to Canberra in October to meet with relevant politicians and bureaucrats 2018 to argue the case.  
 The Campbells Forest Community Action Planning Group addressed Council at the December 2018 Council Briefing on a range of matters including water supply security. Councillors discussed the options for water security in the district and noted that ministerial support will be critical to progressing this matter. Council will continue to advocate for government funding towards a feasibility study.  
 Last Updated: 31-Jan-2019

**2.1.4 Economic infrastructure - Support the delivery of key public infrastructure that facilitates improved economic returns**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE
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Loddon Shire Council Action and Task Progress Report

					%
2.1.4.1 Advocate for, and where appropriate, deliver quality roads and strategic freight routes and improved reliability and capacity of essential services.	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2021	66.00%

**ACTION PROGRESS COMMENTS:**  
 There are two strategic indicators for this action:  
 1. Completed - Review Road Asset Management Plan - The Road Asset Management Plan was adopted by Council in March 2017.  
 2. Pursue advocacy opportunities for essential infrastructure and services - Council had some success in achieving positive outcomes using the "priorities" document in the recent State elections. A number of priorities remain outstanding and opportunities will be taken to promote those in the lead up to the Federal election in 2019. Loddon Shire is also actively participating in the development of the "Loddon Campaspe Investment Prospectus" that includes a number of Loddon's priorities. This Prospectus will be used as an advocacy tool for the upcoming Federal election.  
 Last Updated: 31-Jan-2019

**2.1.5 Business capability - Facilitate improvement in the business capabilities of Loddon traders and entrepreneurs**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
2.1.5.1 Provide support to existing business to encourage take up of self-improvement opportunities	Lynne Habner - Manager Executive and Commercial Services	In Progress	01-Jul-2017	30-Jun-2021	22.00%

**ACTION PROGRESS COMMENTS:**  
 This action has two strategic indicators:  
 1. Develop and implement a policy to provide a framework to access Council's heritage loans scheme - Council is working with other councils to develop policies and frameworks for a heritage loans scheme.  
 2. Provide communication and training opportunities about available grants and tender processes - Council signed up to eProcure (TenderSearch) in October 2018. All suppliers on Councils compliant supplier database were informed of the platform and requested to sign up to eProcure to be advised of future quotations and tenders. Council has completed three tenders/quotations to date with a further four being advertised currently. eProcure is Australia wide, but Council still places ads in the Bendigo Advertiser and Loddon Times where appropriate. eProcure is getting more interest/downloads of the tenders to date.  
 Last Updated: 31-Jan-2019

**3.1 Develop attractive, vibrant and well-serviced communities**

**3.1.1 Township appearance - Ensure our townships are presented to a high standard**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE
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Loddon Shire Council Action and Task Progress Report

					%
3.1.1.1 Improve character and appearance of townships	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2021	65.00%

**ACTION PROGRESS COMMENTS:**  
 This action has two strategic indicators:  
 1. Identify and manage rectification of unsightly premises - Council has been actively working with property owners to improve the presentation of their properties.  
 2. Implement streetscape improvements in key townships - The Wedderburn Streetscape Improvement Project is substantially complete with a small amount of landscaping expected to be finalised by mid-August 2018.  
 Last Updated: 31-Jan-2019

**3.1.2 Community engagement - Build relationships and foster community engagement, pride and resilience**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
3.1.2.4 Support and promote initiatives which encourage community inclusion and engagement	Sharon Morrison - Director Corporate Services	In Progress	01-Jul-2017	30-Jun-2021	27.00%

**ACTION PROGRESS COMMENTS:**  
 There are four strategic indicators for this action:  
 1. Completed - Develop a volunteer strategy - The Volunteer Strategy 2018-2022 was adopted by Council on 27 November 2018.  
 2. Explore opportunities to rejuvenate a Youth Council in partnership with 'Youth Building Places and Spaces' project - A range of activities to support the rejuvenation of the Loddon Youth Council were adopted at the June 2018 Council meeting  
 3. Provide opportunities for the community to develop community gardens - This will be actioned as opportunities arise in or from individual communities.  
 4. Continue the provision of library services - The Boort Library Agency was officially opened on 9 August 2018. The Mayor and CEO continue in their roles on the Library Board.  
 Last Updated: 31-Jan-2019

**3.1.3 Lifestyle infrastructure - Provide quality infrastructure which supports the desired lifestyles of our residents**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
3.1.3.1 Identify appropriate levels of service across all infrastructure categories within relevant Asset Management Plans	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2021	90.00%

**ACTION PROGRESS COMMENTS:**  
 There is one strategic indicator for this action:  
 1. Develop a plan for rationalisation of unnecessary assets with a direction towards future use of multipurpose facilities - The Building Asset Management Plan will be discussed at the

March 2019 Council Forum. Other Asset Management Plans will have their own asset rationalization plan.

Last Updated: 31-Jan-2019

**3.1.4 Water Security - Secure adequate water access which supports lifestyle needs and recreational choices**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
3.1.4.1 Advocate for ongoing water security initiatives which support liveability in Loddon	Phil Pinyon - Chief Executive Officer	Completed	01-Jul-2017	30-Jun-2021	100.00%

**ACTION PROGRESS COMMENTS:**

There is one strategic indicator for this action:

1. Completed - Pursue advocacy opportunities for water security initiatives which support lifestyle needs and recreation choices as they arise-As well as the involvement in the SWL Pipeline Project via the Steering Committee, work is being done to advocate for the Mitiamo pipeline project. This has been listed in the Regional Partnerships priorities as a ket outcome for the Loddon Shire.

In addition, water for the Reservoirs at Skinners Flat, Wedderburn and Inglewood is being negotiated with GWM so as to secure water at recreational lake water prices to maintain a level suitable for ongoing recreational use.

To streamline reporting, this task has been marked completed and will be reported on through the task related to water security initiative which support economic development needs. (see task 2.1.3.1).

Last Updated: 31-Jan-2019

**4.1 Provide leadership which contributes to the sustainability of our region**

**4.1.1 Economic sustainability - Ensure the ongoing economic viability of Loddon Shire Council operations**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.1.1 Undertake comprehensive service delivery reviews across council	Sharon Morrison - Director Corporate Services	In Progress	01-Oct-2016	30-Jun-2021	33.00%

**ACTION PROGRESS COMMENTS:**

There is one strategic indicator for this action:

1. Complete a minimum of three service delivery reviews per year - Recommendations from a review of procurement were adopted at the April 2018 meeting. The agribusiness review is due to be reported to Council in February 2019.



A third review on Maternal and Child Health is due to be finalised. A review of the draft service delivery review framework has been conducted and a new approach discussed with councillors in September 2018. A review of community support has commenced with Councillors at the January 2019 forum.

Last Updated: 31-Jan-2019

**4.1.2 Environmental sustainability - Deliver adequate, efficient and sustainable environment and waste management services**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.2.1 Identify and manage issues impacting on the environment	Steven Phillips - Director Operations	In Progress	01-Jul-2017	30-Jun-2021	30.00%

**ACTION PROGRESS COMMENTS:**

There are two strategic indicators for this action:

1. Complete Urban Drainage Asset Management Plan - Consultants are working on the Pyramid Hill Drainage Strategy and tender is being sought for data capture which will lead to the Urban Drainage Asset Management Plan. This project is not expected to be completed before the end of 2020.
2. Completed - Complete Roadside Management Plan - The plan was adopted in June 2018.

Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.2.2 Complete roadside management plan and associated works programs and policies	Steven Phillips - Director Operations	Completed	19-Jun-2017	30-Jun-2019	100.00%

**ACTION PROGRESS COMMENTS:**

There is one strategic indicator for this action:

1. Completed - Complete Roadside Management Plan - The Roadside Management Plan was completed and adopted in June 2018.

Last Updated: 31-Jan-2019

**4.1.3 Social sustainability - Actively promote policies and activities which facilitate community health, harmony and engagement**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.3.1 Work with the Local Learning and Employment Network to address employment, education and training opportunities in the community	Carol Canfield - Manager Organisational Development	Completed	19-Jun-2017	30-Jun-2018	100.00%

**ACTION PROGRESS COMMENTS:**

There is one strategic indicator for this action:

1. Completed - Input into the Loddon and Buloke Education and Training Needs Analysis Project - Council provided input into the Loddon and Buloke Education and Training Needs Analysis Project to help inform the strategic direction of the Local Learning and Employment Network.

Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.3.1 Promote multi-purpose facility sharing opportunities which meet community needs	Phil Pinyon - Chief Executive Officer	Not Started	01-Jul-2017	30-Jun-2021	0.00%

**ACTION PROGRESS COMMENTS:**

This action has one strategic indicator:

1. Review the Small Towns Policy - Some initial work has been completed on this. The project will resume in the 2018/19 financial year.

Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.3.1 Extend the community planning focus to develop a holistic and realistic longer term vision for Loddon Shire communities	Wendy Gladman - Director Community Wellbeing	In Progress	19-Jun-2017	30-Jun-2021	5.00%

**ACTION PROGRESS COMMENTS:**

This action has one strategic indicator:

1. Complete a long term community plan for Loddon Shire - Community plan options are currently being worked through with Council. This will form the basis for the development of a long term community plan.

Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
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Loddon Shire Council Action and Task Progress Report

4.1.3.2 Ensure appropriate levels of support for smaller communities	Wendy Gladman - Director Community Wellbeing	In Progress	19-Jun-2017	30-Jun-2021	5.00%
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**ACTION PROGRESS COMMENTS:**  
 This action has one strategic indicator:  
 1. Review the Community Support Policy - The Policy and Strategy Officer has developed a framework to undertake the review of the Community Support Policy and is gathering data on the current supports provided to the community.  
 Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.3.3 Develop a Reconciliation Action Plan at the 'Reflect' level	Wendy Gladman - Director Community Wellbeing	In Progress	19-Jun-2017	30-Jun-2021	10.00%

**ACTION PROGRESS COMMENTS:**  
 This action has one strategic indicator:  
 1. Acceptance of the Reconciliation Action Plan by Reconciliation Australia - A presentation to Council for consideration on proposed engagement steps for Reconciliation Action Plan development was made to the March Forum. A community survey has been conducted with the results presented to Council at the July Forum.  
 Last Updated: 31-Jan-2019

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
4.1.3.4 Collaborate with key stakeholders in the preparation of the Municipal Public Health and Wellbeing Plan	Wendy Gladman - Director Community Wellbeing	Completed	19-Jun-2017	30-Jun-2018	100.00%

**ACTION PROGRESS COMMENTS:**  
 This action has one strategic indicator:  
 1. Completed - Adopt the Municipal Public Health and Wellbeing Plan - Municipal Public Health and Wellbeing plan adopted by Council at September 2017 meeting.  
 Last Updated: 31-Jan-2019

**5.1 Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation**

**5.1.1 Financial management - Practise responsible and sustainable financial behaviours**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE
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Loddon Shire Council Action and Task Progress Report

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5.1.1.1 Deliver responsible cash flow management	Deanne Caserta - Manager Financial Services	Ongoing	01-Jul-2017	30-Jun-2021	-0.00%

**ACTION PROGRESS COMMENTS:**  
 This action has one strategic indicator:  
 1. Prepare 2019/20 annual budget with a budgeted cash surplus - presented to Council on 22 January. Work has commenced on the Budget for 2019/20.  
 Last Updated: 06-Feb-2019

**5.1.2 Quality customer service - Improve communication with community and customers**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
5.1.2.1 Create better opportunities for the community to access council information, services and support	Sharon Morrison - Director Corporate Services	In Progress	01-Jul-2017	30-Jun-2021	87.00%

**ACTION PROGRESS COMMENTS:**  
 This action has two strategic indicators:  
 1. Completed - Review the Customer Service Charter and develop a Customer Service Strategy - The Customer Service Charter and Strategy was adopted by Council on 27 March 2018. Council is now implementing the Strategy and delivering on the Charter  
 2. Review the Communication and Community Engagement Policy - A draft of a revised policy has been circulated for feedback and is expected to be approved during 2018/19.  
 Last Updated: 31-Jan-2019

**5.1.3 IT infrastructure - Improve internal and external service delivery**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
5.1.3.1 Implement the software purchases and upgrades as identified within the IT strategy	Peter Williams - Manager Information and Business Transformation	In Progress	01-Jul-2017	30-Jun-2021	42.00%

**ACTION PROGRESS COMMENTS:**  
 This action has two strategic indicators:  
 1. Upgrade finance, human resource, document management and payroll software - The tender process for document management software is due to be released in February 2019. Council is currently working on a business case with 10 other councils for funding for a new corporate system. The business case must be submitted by 31 March.  
 2. Completed - Replace phone system - Upgrade has been completed.  
 Last Updated: 31-Jan-2019

**5.1.4 Leadership and representation - Deliver results in line with the direction of Council**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
5.1.4.1 Implement Council Plan	Phil Pinyon - Chief Executive Officer	In Progress	01-Jul-2017	30-Jun-2021	33.00%
<p><b>ACTION PROGRESS COMMENTS:</b>            This action has one strategic indicator:            1. 80% of Strategic Indicators met by 30 June 2021-2018 June 30: Of the 45 strategic indicators for the 2017-2021 Council Plan, 15 (33%) have been completed and many are in progress. This is well on track to completing 80% by 30 June 2021.</p> <p>Last Updated: 31-Jan-2019</p>					

**5.1.5 Organisational development - Develop the necessary culture and capabilities to achieve council's strategic and operational objectives**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
5.1.5.10 Continue to develop a high-performance culture	Sharon Morrison - Director Corporate Services	In Progress	01-Jul-2017	30-Jun-2021	86.00%
<p><b>ACTION PROGRESS COMMENTS:</b>            This action has three strategic indicators:            1. Adopt a Child Safe Standards Framework and associated policies-Draft documentation is being presented to the Staff Consultative Committee in February 2019 prior to being presented to Council for consideration.            2. Complete a Workforce Strategy - A draft Workforce Plan is currently being developed utilising the toolkit developed by the consultant engaged by LGPro to develop a Toolkit for Workforce Plans for Local Government in Victoria. It is expected that the Workforce Plan will be updated annually and utilised as part of the budget process.            3. Completed - Undertake staff climate survey and address outcomes - Surveys are routinely undertaken quarterly and issues addressed as they arise.</p> <p>Last Updated: 31-Jan-2019</p>					

**5.1.6 Compliance and reporting - Meet our legislative requirements and improve internal efficiencies**

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %
5.1.6.10 Identify and implement opportunities to streamline processes which improve performance.	Sharon Morrison - Director Corporate Services	In Progress	01-Jul-2017	30-Jun-2021	80.00%

**ACTION PROGRESS COMMENTS:**

This action has two strategic indicators:

1. Completed - Implement corporate planning and reporting software - Software has been implemented and was used for audit committee reporting in August and is also being used for quarterly reporting against the Council Plan in September.
2. Maintain an ongoing focus on the principle of continuous improvement - A grant to process map financial and HR/payroll processes to identify opportunities for improvement prior to installation of new corporate system has been received from Local Government Victoria and is a collaborative project with Buloke Shire Council.

Last Updated: 31-Jan-2019

**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 26 March 2019 at Serpentine commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2018

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