



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

Date: Tuesday, 25 June 2019
Time: 3pm
Location: Council Chambers, Serpentine

AGENDA

Ordinary Council Meeting

25 June 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 28 May 2019
2. The minutes of the Ordinary Council Meeting of 28 May 2019
3. The minutes of the Council Forum of 11 June 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: Sharon Morrison, A/Chief Executive Officer

Attachments: 1. Action sheet

RECOMMENDATION

That Council receive and note the action sheet.

REPORT

Refer attachment.

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 13 June 2019 3:34:16 PM

Outstanding actions from previous meetings

Meeting	Officer/Director	Section	Subject
Council 25/09/2018	Habner, Lynne Pinyon, Phil	Decision Reports	Bridgewater Ski Club request
RESOLUTION 2018/141			
Moved: Cr Colleen Condliffe			
Seconded: Cr Neil Beattie			
<ol style="list-style-type: none"> 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"> (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 (b) the terms of the arrangement will not restrict the viability of a future lease of the caravan park (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 (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 (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 (f) that the arrangement may be reviewed by either party with appropriate notice given. 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. 3. That Council authorise the CEO to sign and seal any documentation required to put the arrangement in place. 			
CARRIED			
<p><i>2/10/2018 2:24:34 PM - Lynne Habner</i> 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.</p> <p><i>14/11/2018 2:40:41 PM - Lynne Habner</i> Draft documentation for agreement has been reviewed by staff and returned for further legal drafting. Awaiting second draft, which will be sent to ski club for consideration.</p> <p><i>30/11/2018 11:19:45 AM - Lynne Habner</i></p>			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 13 June 2019 3:34:16 PM

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.
 8/03/2019 3:14:13 PM - Lynne Habner
 Redrafted agreements have been sent back to Bridgewater Ski Club 1/3/19, and to DELWP for consideration of the draft licence agreement. Awaiting responses from both.
 8/04/2019 2:49:23 PM - Lynne Habner
 Discussions on draft agreements are continuing with DELWP and the ski club
 17/05/2019 11:31:07 AM - Lynne Habner
 Comments on the draft licence conditions were received from DELWP on 13 May 2019 and staff are continuing to liaise with DELWP and legal advice to determine the final draft licence for use of the existing camp kitchen.
 13/06/2019 4:53:09 PM - Lynne Habner
 Staff are assessing proposed changes to licensing agreement by DELWP for finalisation of document.

Meeting	Officer/Director	Section	Subject
Council 26/02/2019	Gladman, Wendy Gladman, Wendy	Decision Reports	RE-OPENING PUBLIC ACCESS TO SPILLWAY RESERVE, LAANECOORIE
RESOLUTION 2019/34			
Moved: Cr Geoff Cumow			
Seconded: Cr Neil Beattie			
That Council:			
1. enter into an Occupation and Maintenance licence 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, namely:			
<ul style="list-style-type: none"> • 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 BBQs 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. 			
			CARRIED

Finalised	Division: Committee: Officer:	Council	Date From: Date To:	Printed: Thursday, 13 June 2019 3:34:16 PM
Action Sheets Report				

12/03/2019 11:06:28 PM - Wendy Gladman
Initial contact has been made with GMW with regard to the reopening of spillway reserve.

14/04/2019 1:06:46 PM - Wendy Gladman
This action item is still in progress. A draft agreement is currently being assessed by Council officers.

14/05/2019 9:13:07 AM - Stacey Williamson
In progress - Tony Bellenger met with Dale Farnsworth. A new agreement is currently being drafted as current one has no specific information regarding who is responsible for what actions in the agreement. The new agreement should be provided to Council for consideration within the next 1-2 weeks.

11/06/2019 4:07:27 PM - Stacey Williamson
Agreement received and onsite meeting held with representative of GMW and Caravan Park to discuss works required and operational matters. A couple of minor alterations to agreement discussed and we have amended agreement and sent to GMW for final review. On track to have reserve open on 1 August 2019.

Meeting	Officer/Director	Section	Subject
Council 26/02/2019	Gladman, Wendy Gladman, Wendy	Decision Reports	FINALISATION OF CENTENARY OF ANZAC PROGRAM
RESOLUTION 2019/35			
Moved: Cr Geoff Cumow			
Seconded: Cr Colleen Condliffe			
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.			
CARRIED			
12/03/2019 11:09:05 PM - Wendy Gladman A letter has been drafted advising local RSL's and Historical Societies of Councils decision, inviting project nomination and identification of the lead agency.			
14/04/2019 1:07:26 PM - Wendy Gladman This action item is still in progress. A letter has been forwarded to RSL and Historical Societies.			
13/05/2019 3:14:04 PM - Stacey Williamson In progress - a letter was sent on 26/04/2019 to the RSL Sub-branch and Historical Societies regarding the allocation of the remaining funds. We are yet to hear back from any of the organisations.			
11/06/2019 5:00:19 PM - Stacey Williamson Letter back from Inglewood/Bridgewater RSL advising of project allocation for remaining funds.			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 13 June 2019 3:34:16 PM

Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 28/05/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Appointment of Audit Committee Chair for 2019
<p>RESOLUTION 2019/95</p> <p>Moved: Cr Geoff Cumow Seconded: Cr Colleen Condliffe</p> <p>That Council endorses the Audit Committee's recommendation to appoint Mr Rod Baker 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.</p> <p style="text-align: right;">CARRIED</p> <p>7/06/2019 11:58:07 AM - Sharon Morrison Action completed by: Morrison, Sharon Letter of confirmation sent to chair.</p>			

Meeting	Officer/Director	Section	Subject
Council 26/05/2019	Jefferies, Alexandra Phillips, Steven	Decision Reports	Planning application 5377: the use of land for materials recycling
<p>RESOLUTION 2019/96</p> <p>Moved: Cr Colleen Condliffe Seconded: Cr Neil Beattie</p> <p>That Council determines to issue a notice of decision to approve planning application 5377 for the use of the land for material recycling (scrap metal) subject to conditions.</p> <p style="text-align: right;">CARRIED</p> <p>6/06/2019 9:58:44 AM - Alexandra Jefferies Action completed by: Jefferies, Alexandra notice of decision to be sent to objectors</p>			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 13 June 2019 3:34:16 PM

Meeting	Officer/Director	Section	Subject
Council 28/05/2019	Canfield, Carol Morrison, Sharon	Decision Reports	Staff, Volunteers and Contractors Code of Conduct
RESOLUTION 2019/97			
Moved: Cr Geoff Cumow			
Seconded: Cr Colleen Condliffe			
That Council adopts the Staff, Volunteers and Contractors Code of Conduct version 3.			
CARRIED			
<i>7/06/2019 11:58:30 AM - Carol Canfield</i>			
Action completed by: Morrison, Sharon			
Memo being sent to all staff advising of adoption of Code.			

Meeting	Officer/Director	Section	Subject
Council 28/05/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Communication and Community Engagement
RESOLUTION 2019/98			
Moved: Cr Neil Beattie			
Seconded: Cr Geoff Cumow			
That Council:			
1. Rescind the Communication and Community Engagement Policy			
2. Adopt the Media and Social Media Policy			
3. Adopt the Community Engagement Policy			
CARRIED			
<i>7/06/2019 11:58:56 AM - Sharon Morrison</i>			
Action completed by: Morrison, Sharon			
Training being finalised to highlight new policy and procedure.			

Finalised	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 13 June 2019 3:34:16 PM

Meeting	Officer/Director	Section	Subject
Council 28/05/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Finance Report for the period ending 30 April 2019
<p>RESOLUTION 2019/99</p> <p>Moved: Cr Colleen Condliffe Seconded: Cr Neil Beattie</p> <p>That Council</p> <ol style="list-style-type: none"> 1. receives and notes the Finance Report for the period ending 30 April 2019 2. approves budget revisions included in the report for internal reporting purposes only. <p style="text-align: right;">CARRIED</p> <p>7/06/2019 11:59:05 AM - Sharon Morrison Action completed by: Morrison, Sharon Completed</p>			

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 MAY 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 February 2019 Audit Committee Meeting
2. Review of Data Analytics (Accounts Payable and Accounts Receivable)

RECOMMENDATION

That Council:

1. receives and notes this report on the May 2019 Audit Committee Meeting
2. receives and notes the confirmed minutes of the February 2019 Audit Committee meeting
3. endorses the performance improvement recommendations documented in the "Review of Data Analytics (Accounts Payable and Accounts Receivable)"

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 February 2019 Audit Committee Meeting at the Ordinary Meeting held on 26 February 2019.

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.

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 May 2019 meeting included the following:

Decision Reports

The minutes of the February 2019 Audit Committee meeting were endorsed.

The Audit Committee welcomed Mr Jarrah O'Shea as the new community member of the Audit Committee.

The Audit Committee nominated Mr Rod Baker to be the Chair of the Audit Committee for 2019. Mr Baker accepted the nomination and the Audit Committee recommended his appointment to Council with this being confirmed at the May Council meeting.

Ms Kathie Teasdale provided an overview of the external audit strategy while Mr Mark Holloway provided an overview of the process to develop the new internal audit strategy. Mr Holloway also provided an overview of the Review of Data Analytics (Accounts Payable and Accounts Receivable) (attached) which identified six exceptions for accounts payable and no exceptions for accounts receivable. There were six management actions in response to the exceptions. Five of them had been completed before the Audit Committee meeting.

A revised version of the Charter for the Audit Committee was discussed. A number of changes have been suggested and a new draft of the Charter is the subject of a separate Council report.

The Audit Committee reviewed a draft of version 4 of the Loddon Performance Framework and recommended it to Council for adoption with the addition of indicators in relation to complaints. This recommendation is the subject of a separate Council report.

Version 4 of the Anti-fraud and corruption policy was also reviewed and the Audit Committee recommended that Council adopt the policy with one additional amendment – the inclusion of audit committee community members within the scope. This recommendation 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 February to March quarter – the CEO provided an update
- a review of major lawsuits facing council since February 2019 – the CEO provided an update
- overview of the 2019/20 budget
- review of outstanding audit recommendations (**attached**)
- items raised by Council that may impact the Audit Committee – none raised

Information Reports

The Audit Committee also received the following information reports:

- Committee self-assessment of performance
- Monthly Finance Report
- Shell financial and performance statements – financial year ending 30 June 2019
- Update on service planning
- Ombudsman investigation of procurement
- Risks associated with acquitting grants
- VAGO report on the results of 2017-18 audits: Local Government

- IBAC review of integrity frameworks in six Victorian councils

The date of next audit committee meeting is 22 August 2019.

The next review will be HR Management and Payroll.

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, 14 February 2019
Time: 9:15am
Location: Kooyoora Room, Wedderburn Council Office, Wedderburn

MINUTES

Audit Committee Meeting

14 February 2019

Permitted

LODDON SHIRE COUNCIL	
File No.	
Referred to Council	<input type="checkbox"/>
Date	24 MAY 2019
Refer to:	
Copy	<input type="checkbox"/>
Consent	<input type="checkbox"/> Permanent _____ Years

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019**

**MINUTES OF LODDON SHIRE COUNCIL
AUDIT COMMITTEE MEETING
HELD AT THE KOOYOORA ROOM, WEDDERBURN COUNCIL OFFICE, WEDDERBURN
ON THURSDAY, 14 FEBRUARY 2019 AT 9:15AM**

PRESENT: Mr Ken Belfrage (via Skype), Mr Alan Darbyshire, Cr Gavan Holt, Mr Rod Poxon, Mr Rod Baker (temporary chair)

IN ATTENDANCE: Michelle Hargreaves (Administration Officer Corporate Services), Sharon Morrison (Director Corporate Services), Phil Pinyon (Chief Executive Officer), Mark Holloway (HLB Mann Judd Pty Ltd)

Due to the absence of Chair Ken Belfrage and the need to elect a temporary chair for this meeting, the CEO commenced the meeting and chaired items 1 to 4.

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

The CEO sought permission of the committee to bring forward item 7.1 Appointment of Chair for 2019. Ken Belfrage was nominated by Alan Darbyshire and elected as chair for 2019.

The CEO then called for nominations for a temporary chair for the meeting. Rod Baker was appointed as chair for the February meeting.

MOTION

COMMITTEE RESOLUTION 2019/1

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That Rod Baker be appointed as temporary chair for the February meeting.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

5 PREVIOUS MINUTES**5.1 MINUTES FOR NOVEMBER 2018****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Minutes of the November 2018 Audit Committee meeting**RECOMMENDATION**

1. That the Audit Committee accept the minutes of the meeting held on 8 November 2018.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 8 November 2018.
3. That the Audit Committee forward the signed minutes of the meeting held on 8 November 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.

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****COMMITTEE RESOLUTION 2019/2**

Moved: Mr Rod Poxon

Seconded: Cr Gavan Holt

1. That the Audit Committee accept the minutes of the meeting held on 8 November 2018.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 8 November 2018.
3. That the Audit Committee forward the signed minutes of the meeting held on 8 November 2018 to the next ordinary meeting of the Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

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 2019/3

Moved: Mr Rod Poxon

Seconded: Mr Rod Baker

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

CARRIED

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****7 DECISION REPORTS****7.1 APPOINTMENT OF CHAIR FOR 2019**

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

RECOMMENDATION

That Ken Belfrage be elected Chair of the Audit Committee for 2019.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

At the Audit Committee meeting on 8 February 2018 Ken Belfrage was elected Chair of the Audit Committee for 2019. At the ordinary meeting of Council on 27 February 2018, the Council resolved to endorse the Audit Committee's recommendation to appoint Ken Belfrage as Audit Committee Chair to 28 February 2019 or the date of the Ordinary Meeting of Council in February 2019 where a resolution for appointment of Chair for the new term will be made, whichever is the earlier.

At the ordinary meeting of Council on 24 April 2018, Council resolved to maintain a payment of an extra quarter remuneration to the Chair during a one year term.

BACKGROUND

Clause 5.2(g) of the Audit Committee Charter adopted 27 February 2018 states:

At the first Audit Committee meeting each calendar 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.

In the absence of the appointed Chair from a meeting, the meeting will appoint an acting Chair from the external members present.

ISSUES/DISCUSSION

The term of the current Chair expires on 27 February 2019, being the earlier of 28 February or the date of the Ordinary Meeting of Council in February 2019. Traditionally, the CEO takes the Chair during the February Audit Committee meeting to call for nominations for the position of Chair.

COST/BENEFITS

Clause 5.2(f) states that remuneration will be paid to each independent member of the Committee. The fee will be reviewed and set by the Council on an annual basis in line with setting the annual budget. At the ordinary meeting of Council on 24 April 2018, Council resolved to pay \$465 per quarter to independent members of the Audit Committee.

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****RISK ANALYSIS**

An annual nomination and election of the Chair is good governance practice.

CONSULTATION AND ENGAGEMENT

The members of the Audit Committee nominate the Chair of the Audit Committee and recommend this appointment to Council.

COMMITTEE RESOLUTION 2019/4

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Poxon

That Ken Belfrage be elected Chair of the Audit Committee for 2019.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****7.2 REPORT ON INTERNAL AUDIT - SERVICE PLANNING****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Internal Audit Report - Service Planning Review**RECOMMENDATION**

That the Audit Committee:

1. Note the recommendation in the Audit Report "Review of Service Planning"
2. Refer the Audit Report "Review of Service 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 Service Planning".

This report contains two findings with a high risk rating. There are three management actions in response to the findings:

1. Work with external Consultant to develop a Service Planning Framework.
2. Obtain approvals for framework from relevant stakeholders.

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3. Develop a plan for the implementation of Service Planning as part of the annual planning and budgeting cycle.

COST/BENEFITS

The cost of the audit is in accordance with the contract awarded 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 2019/5

Moved: Mr Rod Poxon

Seconded: Cr Gavan Holt

That the Audit Committee:

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

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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7.3 DRAFT ANNUAL REPORT OF AUDIT COMMITTEE**File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Draft Annual Report for 2018**RECOMMENDATION**

That the Audit Committee:

1. Approve the draft 2018 Annual Report
2. Refer the 2018 Annual Report of the Audit Committee 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 2017 Annual Report of the Audit Committee was recommended for referral to Council at the 9 February 2018 Audit Committee meeting.

BACKGROUND

Clause 5.4(e) of the Audit Committee Charter states that the Audit Committee shall report annually to the Council summarising the activities of the Committee during the previous financial year.

It also complies with the Department of Planning and Community Development's Audit Committees, A Guide to Good Practice for Local Government (Good Practice Guide), which states that the "LGE should undertake a period and regular review of the performance of the audit committee usually on an annual basis".

This report, along with the annual self-assessment of the committee (which will be undertaken in February-March and provided to the Audit Committee Meeting in May), satisfy the areas suggested for review by the Good Practice Guide.

ISSUES/DISCUSSION

A draft report is attached for consideration and referral to the next ordinary meeting of Council.

COST/BENEFITS

There are minimal costs involved in the preparation of this report.

RISK ANALYSIS

The provision of this report helps to meet good practice guidelines.

CONSULTATION AND ENGAGEMENT

The Audit Committee is provided with this draft so that changes or corrections can be made prior to referring the report to Council.

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****COMMITTEE RESOLUTION 2019/6**

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Poxon

That the Audit Committee:

1. Approve the draft 2018 Annual Report including additional comment on the reduction in the number of recommendations not complete.
2. Refer the 2018 Annual Report of the Audit Committee to the next ordinary meeting of Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

7.4 DRAFT CHARTER INCLUDING PROPOSED AGENDA FORMAT

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Audit Committee Charter version 7 draft

RECOMMENDATION

That the Audit Committee:

1. approve version 7 of the Audit Committee Charter
2. recommend to Council the adoption of the version 7 of the Audit Committee Charter.

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

At the Audit Committee meeting on 8 February 2018 it was recommended that Council adopt version 6 of the Audit Committee Charter.

BACKGROUND

Clause 5.4 (b) of the Audit Committee Charter states that the committee will provide Council with an annual review of the Committee's charter and its achievement of the charter.

Clause 8 states that the Director Corporate Services under direction of the Audit Committee will review the Audit Committee Charter for any necessary amendments no later than 1 year after adoption of the current version.

The current version was adopted by Council on 27 February 2018.

ISSUES/DISCUSSION

There are no substantive changes proposed for the body of the Charter. There have been changes made to the appendices to reflect current practice and details.

COST/BENEFITS

There are no costs associated with the adoption of the charter other than operational costs associated with the Audit Committee.

RISK ANALYSIS

There is a risk that failing to review the Charter would indicate a lack of good governance within Council.

CONSULTATION AND ENGAGEMENT

The Audit Committee is invited to proposed changes to the draft Charter.

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Moved: Mr Alan Darbyshire

Seconded: Mr Rod Poxon

That the:

1. Charter have further revision made including a clause on:
 - a. Attending meetings remotely
 - b. The maximum tenure of an internal auditor
 - c. The role of the audit committee in the tender process for an internal auditor
2. Revised draft of version 7 of the Audit Committee Charter be presented to the next meeting of the Audit Committee

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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7.5 DRAFT PERFORMANCE SURVEY FOR 2018/19 AND SUMMARY REPORT OF LAST SURVEY

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Summary of Results for 2017/18
 2. Draft Performance Survey 2018

RECOMMENDATION

That the Audit Committee approve the proposed 2018/19 performance survey self-assessment.

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

At the Audit Committee meeting in February 2018, the Audit Committee considered the draft performance survey for 2017/18 and summary of the last report.

At the Audit Committee meeting in May 2018, the Audit Committee was presented with the results of the performance survey self-assessment.

BACKGROUND

Clause 5.8 of the Audit Committee Charter states that the Committee will assess its performance as a Committee annually, which will include completion of a survey.

ISSUES/DISCUSSION

No changes have been proposed for the survey this year.

COST/BENEFITS

There are no costs associated with conducting the survey other than administrative operating costs. The benefit of conducting the survey is an opportunity to identify areas for continuous improvement.

RISK ANALYSIS

If the survey is not conducted there is a risk that opportunities for improvement will be missed.

CONSULTATION AND ENGAGEMENT

The Audit Committee is invited to provide feedback on the proposed performance survey.

COMMITTEE RESOLUTION 2019/8

Moved: Mr Rod Poxon
 Seconded: Mr Alan Darbyshire

That the Audit Committee approve the proposed 2018/19 performance survey self-assessment.

CARRIED

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7.6 DRAFT RISK MANAGEMENT FRAMEWORK V2 AND RISK MANAGEMENT POLICY V5 FOR REVIEW

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Draft Risk Management Framework v2
2. Draft Risk Management Policy v5

RECOMMENDATION

That the Audit Committee:

1. Endorse the draft Risk Management Framework v2 and draft Risk Management Policy v5
2. Refer the Risk Management Framework v2 and Risk Management Policy v5 to Council for adoption

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

Version 1 of the Risk Management Framework and version 4 of the Risk Management Policy was presented to the Audit Committee on 7 May 2015.

BACKGROUND

Version 1 of the Risk Management Framework and version 4 of the Risk Management Policy was adopted by Council on 26 May 2015.

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 the provision of assurance to Council.

RISK ANALYSIS

By endorsing the documents, there is a reduced risk of concerns about governance.

CONSULTATION AND ENGAGEMENT

The Audit Committee is invited to suggest changes to the document.

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

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****COMMITTEE RESOLUTION 2019/9**

Moved: Mr Ken Belfrage

Seconded: Mr Rod Poxon

That the Audit Committee:

1. Endorse the draft Risk Management Framework v2 and draft Risk Management Policy v5
2. Refer the Risk Management Framework v2 and Risk Management Policy v5 to Council for adoption

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

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 CEO provided an update.

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 2019/10

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That the Audit Committee note the Fraud Report.

CARRIED

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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

The CEO provided an update.

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 2019/11**Moved:** Mr Rod Poxon**Seconded:** Mr Alan Darbyshire

That the Audit Committee note the Major Lawsuits Report.

CARRIED

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8.3 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

Councillor Holt informed the Audit Committee of the State Government's intention to review rates.

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 2019/12

Moved: Mr Rod Poxon
Seconded: Mr Alan Darbyshire

That the Audit Committee notes the matters raised.

CARRIED

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8.4 LODDON PERFORMANCE FRAMEWORK REPORT - JULY 2018 TO DECEMBER 2018**File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services

Attachments:

1. Financial Indicators Report as at 31 December 2018
2. Internal Business Processes Indicator Report as at 31 December 2018.
3. Culture Indicators Report as at 31 December 2018.
4. Customer Service Indicators Report as at 31 December 2018

RECOMMENDATION

That the Audit Committee note the July 2018 to December 2018 Loddon Performance Framework 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 Audit Committee considered the July 2017 to December 2017 Loddon Performance Framework (LPF) Report at the February and March 2018 meetings. At those meetings it was agreed to report annually on the Local Government Performance Reporting Framework (LGPRF) indicators in Appendix 3 of the LPF and half yearly on the financial and non-financial indicators contained in Appendix 1 and 2 of the LPF.

BACKGROUND

It is a requirement of the Local Government Performance Reporting Framework that there is a six monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 131 of the Act (see measure 20 of the Governance and Management Checklist).

ISSUES/DISCUSSION

Attached is the July 2018 to December 2018 Loddon Performance Framework Report. The report includes financial and non-financial performance indicators from Appendix 1 and 2 of the LPF with minor changes to reflect emerging and declining risks.

The financial indicators do not contain Percentage of suppliers paid in 30 days or less. This indicator was removed during the year as we routinely pay suppliers every 15 days. The measure was not providing any useful data. An additional indicator of Valuations Capital Improved Value (CIV) was added to the financial indicators during the year due to recognition by management that an increase in CIV was a good proxy indicator for delivering on both our vision to be a prosperous, vibrant and engaged community and our vision to enhance the sustainability and liveability of Loddon Shire.

The financial indicators generally show a strong financial position with the exception of:

- cash flow in the past few months as Council waited to be reimbursed by the government for flood recovery work
- capital grants income where no target has been set

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- capital expenditure where the target is set at the annual revised budget

The non-financial indicators are divided into three sections:

- internal business processes
- culture
- customer service

The **internal business processes** report has some minor variations to reflect key learnings during the year about the measures that provide more useful information. Several indicators have been converted to numbers rather than percentages and one indicator (IT Helpdesk) has been divided into two measures (helpdesk tickets logged; helpdesk tickets resolved). The report indicates that there are three indicators off track as at 31 December 2018:

- **high-very high risks outstanding** – the risk report contains more detail on this measure
- **high risk audit actions outstanding** – these risks relate to records management, succession planning and building management services. All management actions in response to these risks are in progress
- **strategic documents overdue** – this measure is showing improvement in recent months

The **culture** report has a number of changes including removal of the lost time injury measure due to the difficulty in obtaining data, and the combining of excess annual leave and excess flexi leave into one measure called excess leave. Leave plans in place has been changed from a percentage to a number. The report indicates five measures are off track as at 31 December 2018:

- **workcover claims for the period** – the appointment of an OHS and Risk Officer has enabled a focus on preventative rather than responsive risk management
- **staff with leave plans in place** – a new process is being developed
- **percentage sick leave hours take** – no target has been set but sector averages are being sourced to include as a target
- **staff with current development plans in place** – human resources is following up
- **statistical claims estimate** – the appointment of an OHS and Risk Officer has enabled a focus on preventative rather than responsive risk management

The **customer service** report shows a reduction in waiting times, and the number of calls abandoned has fallen from 1 in 5 to 1 in 20. This can be attributed to better resourcing of customer service and better monitoring and management of performance.

COST/BENEFITS

There is some staff time involved in collating the results however the benefits of providing the report include an opportunity to determine whether progress is on track and an opportunity to take corrective action if progress is off track.

RISK ANALYSIS

There is a risk that if the report is not provided Council's reputation will be affected due to non-compliance with the Local Government Act.

CONSULTATION AND ENGAGEMENT

Various staff have been consulted in the collection of the data for this report.

COMMITTEE RESOLUTION 2019/13

Moved: Mr Rod Poxon

AUDIT COMMITTEE MEETING MINUTES

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Seconded: Mr Alan Darbyshire

That the Audit Committee note the July 2018 to December 2018 Loddon Performance Framework Report.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

8.5 RISK MANAGEMENT REPORT**File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Risk Management Report as at February 2019**RECOMMENDATION**

That the Audit Committee:

1. note the Risk Management Report and
2. refer it 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 Risk Management Report was considered at the August 2018 Audit Committee meeting.

BACKGROUND

Clause 5.5 (vii) 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 risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.

ISSUES/DISCUSSION

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.

COST/BENEFITS

There is minimal cost involved in the preparation of this report as it used for multiple purposes. 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 in the preparation of the attached report as a result of the membership of the OHS committee and the Risk Management Committee.

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****COMMITTEE RESOLUTION 2019/14:**

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That the:

1. the Audit Committee note the Risk Management Report and
2. the Audit Committee refer the Risk Management Report to the next ordinary meeting of Council
3. Council Officers include historical trend data for incidents and a breakdown of injury types
4. Council Officers include detail about which risks have been re-rated and the reason why.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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9 INFORMATION REPORTS**9.1 OVERVIEW OF LONG TERM FINANCIAL PLAN**

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 2019-2029 Long Term Financial Plan.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The 2018-2028 Long Term Financial Plan (the Plan) was discussed with the Audit Committee at the Audit Committee meeting in February 2018.

BACKGROUND

Each year Council produces a 10 year rolling Plan.

ISSUES/DISCUSSION

The 2019-2029 Plan has been discussed with Council at the Council Briefing on 23 January 2019. No changes were made.

A presentation on the Plan will be provided by the Manager Financial Services during the Audit Committee meeting.

COST/BENEFITS

The costs involved in preparing a Long Term Financial Plan are operational. The benefit of preparing a Long Term Financial Plan is considered.

RISK ANALYSIS

Failing to complete a Long Term Financial Plan is considered a governance risk.

CONSULTATION AND ENGAGEMENT

Councillors and senior staff have been consulted during the development of the Long Term Financial Plan.

COMMITTEE RESOLUTION 2019/15Moved: Mr Rod Poxon
Seconded: Mr Ken Belfrage

That the Audit Committee note the 2019-2029 Long Term Financial Plan.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****9.2 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 31 December 2018**RECOMMENDATION**

That the Audit Committee note the Finance Report for the period ending 31 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 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.

Due to the timing of financial reports and the Audit Committee meeting, the Manager Financial Services presented the Finance Reporting for the period ending 31 January 2019.

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.

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14 FEBRUARY 2019

COMMITTEE RESOLUTION 2019/16

Moved: Mr Rod Poxon

Seconded: Mr Ken Belfrage

That the Audit Committee note the Finance Report for the period ending 31 January 2019.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

9.3 UPCOMING POSITION FOR COMMUNITY 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:

1. the upcoming advertising of a position for a community member on the Audit Committee.
2. that clause 5.2(d) of the Audit Committee Charter states that a sitting member is able to reapply and be appointed for subsequent terms.

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

Clause 5.2(d) of the Audit Committee Charter provides for the appointment of external persons to the Audit Committee by way of public advertisement for a term of four years.

The terms of the appointment are arranged to ensure an orderly rotation and continuity of membership.

ISSUES/DISCUSSION

The term of Ken Belfrage expires 30 April 2019.

Clause 5.2(d) of the Audit Committee Charter states that a sitting member is able to reapply and be appointed for subsequent terms.

COST/BENEFITS

There is a small cost associated with advertising the position. This cost is within Council's operating budget. The benefit of advertising positions in rotation is continuity of membership.

RISK ANALYSIS

There is a risk that no applications are received. This risk will be addressed by promoting the vacancy through networks and encouraging reapplication.

CONSULTATION AND ENGAGEMENT

Clause 5.2(b) provides for the Mayor and Chief Executive Officer to undertake the evaluation of potential members and make a recommendation for appointment to Council.

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****COMMITTEE RESOLUTION 2019/17**

Moved: Mr Rod Poxon

Seconded: Mr Ken Belfrage

That the Audit Committee note:

1. the upcoming advertising of a position for a community member on the Audit Committee
2. that clause 5.2(d) of the Audit Committee Charter states that a sitting member is able to reapply and be appointed for subsequent terms.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****9.4 UPDATE ON INTERNAL AUDIT TENDER**

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 update on the internal audit tender.

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

A tender for the provision of internal audit services was issued on 24 November 2018 (Contract 445).

The tender, which sought internal audit services for the period 1 July to 30 June 2023 closed on 19 December 2018 and at that time Council received four conforming tenders.

ISSUES/DISCUSSION

At the Council meeting on 22 January 2019, Council resolved to award the contract for the period 1 July 2019 to 30 June 2023.

COST/BENEFITS

The cost of the four-year contract is within budget. The benefit of having a four-year contract is relative certainty of service provision.

RISK ANALYSIS

There is a risk that the service provider may not be able to fulfil the contract however the likelihood of this risk is minimal based upon the analysis of the tender response.

CONSULTATION AND ENGAGEMENT

An panel comprising the Director Corporate Services, Manager Financial Services and OHS and Risk Manager evaluated the tender responses before making a recommendation to Council.

COMMITTEE RESOLUTION 2019/18

Moved: Mr Rod Poxon
Seconded: Mr Ken Belfrage

That the Audit Committee note the update on the internal audit tender.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

9.5 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 Works in February 2014.

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 Works, Daniel Lloyd, was appointed to the role in December 2017.

Among Daniel's areas of responsibility are:

- Private Works
- Gravel Pits
- Depots
- Environment
- Footpaths
- Bridges
- Roads
- Waste Management
- Fleet
- Townscape Services
- Delivery of capital works roads program

Some key projects for 2018/19 include:

- Review of the Waste Management Strategy
- Delivery of VicRoads contract
- 95% or more of road defects completed within timeframe allocated

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****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 2019/19

Moved: Mr Alan Darbyshire
Seconded: Mr Rod Poxon

That the Audit Committee note the presentation by staff member.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****10 GENERAL BUSINESS**

The Audit Committee discussed risks associated with acquitting grants.

MOTION**COMMITTEE RESOLUTION 2019/20**

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Poxon

That a grant acquittal report be provided by the Director Corporate Services at the next Audit Committee Meeting.

CARRIED**11 ITEMS REFERRED TO COUNCIL**

Nil

AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019****12 NEXT REVIEW****12.1 DATA INTERROGATION****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 Data Interrogation (Accounts Payables and Accounts Receivables).

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 Data Interrogation.

BACKGROUND

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

ISSUES/DISCUSSION

The objective of the data interrogation exercise is to assess the completeness, accuracy and validity of financial systems transactional data and information obtained in the relevant master files (covering accounts payable and accounts receivable).

A sample of potential exceptions identified in the data analytics exercise will be investigated, and a complete listing of exceptions for all tests will be supplied to the Council's management for further investigation at their own discretion.

The tests to be conducted for each of the financial systems are shown below:

Accounts Payable

A comprehensive data interrogation exercise will be conducted to provide assurance over the completeness and accuracy of the supplier master file and payment related data. 100% of transactions will be analysed for the 12-month period from **1 January 2018 to 31 December 2018**. Tests will include:

- Duplicate vendor details (e.g. name, bank account, ABN / ACN);
- Duplicate/invalid ABN / ACN;
- Potentially redundant vendors;
- Vendors without a bank account;
- Benford's analysis on payments;

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AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019**

- Payments made on or before the PO date;
- Payments without an invoice number;
- Invoices without a PO;
- Invoice value exceeding the PO value;
- Payments exceeding the invoice value;
- Invoices which are not connected to a Purchase Order;
- Purchase Order without authorisation;
- Purchase Order authorisation does not meet the delegations of authority;
- Payments with unusual dates;
- Payments made on weekends;
- Negative payments;
- Offline payments;
- Payments made to vendors with a missing/incorrect ABN (we will verify processes for GST handling and withholding tax arrangements where the ABN is not provided);
- Missing cheque numbers; and
- A sample of high value payments to validate whether they have been approved in line with policy.

Required Information:

The following documents are required for review:

- Payments and accounts payable transactions data from the financial system (Period: from 1 January 2018 to 31 December 2018)
- Supplier Masterfile data

Accounts Receivable

A comprehensive data interrogation exercise over 12 months of data for sundry debtors will be conducted to determine the bona fides of receivable transactions and input controls. All transactions will be tested for the 12-month period from **1 January 2018 to 31 December 2018**. Tests will include:

- Duplicate debtor records (based on Debtor ID, name, shipping address, billing address and other details);
- Redundant debtor records (no transactions or entries processed against the debtor in the past 12 months);
- Benford's analysis on amounts outstanding from debtors;
- Trend and transactional analysis for amounts outstanding from debtors ('Summarise', 'Age' and 'Stratify' functions using ACL software);
- Duplicate sales invoice numbers;
- Missing or gaps in sales invoice numbering;
- Duplicate sales order numbers;
- Missing or gaps in sales order numbering;

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AUDIT COMMITTEE MEETING MINUTES**14 FEBRUARY 2019**

- Sales invoice created before sales order (by comparing dates for corresponding documents);
- Sales invoice or sales order created on weekends, public holidays or with unusual dates;
- Identification, analysis and validation of credit notes processed against sale invoices (e.g. refunds, and reversals); and
- Identification and validation of potential duplicate credit notes (e.g. funds and reversals processed twice).

Required Information:

The following documents are required for review:

- Revenue and accounts receivable transactions data from financial system (Period: from 1 January 2018 to 31 December 2018)
- Customer/Debtor Masterfile data

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 2019/21

Moved: Mr Alan Darbyshire
Seconded: Mr Rod Poxon

That the Audit Committee note the scope of the internal audit on Data Interrogation (Accounts Payables and Accounts Receivables).

CARRIED

AUDIT COMMITTEE MEETING MINUTES

14 FEBRUARY 2019

NEXT MEETING

The next Audit Committee meeting will be held on 9 May 2019 at Wedderburn commencing at 9:15am.

There being no further business the meeting was closed at 12:04.

Confirmed this 23 day of May 2019

2019
2018


CHAIRPERSON

INTERNAL AUDIT PLAN

LODDON SHIRE COUNCIL

Review of Human Resources Management and Payroll (incl. Data Interrogation)

May 2019



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TOGETHER WE MAKE IT HAPPEN



Project	Review of Human Resources and Payroll (incl. Data Interrogation)
Review date (Commencement)	13 May 2019
Audit Committee Meeting	22 August 2019
Client liaison officer	Sharon Morrison – Director, Corporate Services
Key staff to be interviewed	Sharon Morrison – Director Corporate Services Carol Canfield – Manager Organisational Development Lynne Habner – Manager Executive and Commercial Services (delegations register) Duncan Campbell – Financial Accountant (payroll approval) Janine Jackson – HR Co-ordinator Lyn Don – Payroll Officer
HLB Mann Judd contacts	Mark Holloway – Partner, Internal Audit Kundai Mtsambiwa – Manager, Internal Audit
HLB Mann Judd field staff	Dipti Patel – Senior Internal Auditor Vivian Zhu – Senior Internal Auditor



Background

Human Resources

The overall responsibilities for managing people are normally assigned to an organisation's Human Resources ("HR") or similar departments. HR and related departments' responsibilities include management of employee benefits, contracts, hiring, and terminations, processing of higher duties, employee payments, and other relevant matters while keeping up to date with employment laws. It also has key responsibility for governing the performance management system, change management and for workforce planning.

Loddon Shire Council (the "Council" or "LSC") should have a framework that provides key stakeholders with confidence that the organisation is fulfilling its role and obligations to employees while ensuring compliance with internal policies and procedures, and external requirements.

Payroll

Comprehensive policies and procedures with adequate levels of internal control are a core ingredient for effective payroll related activities. Accordingly, systematic and structured payroll processes should be present to ensure that LSC has adequate practices and controls to minimise risks of errors, inaccurate payroll details or potentially fraudulent activities from arising.

This review has been approved by the Audit Committee of the Council, and forms part of the 2018-2019 Internal Audit Program.

Review Objectives

Human Resources

The primary objective of the review will be to assess the adequacy and effectiveness of internal controls and processes relating to the LSC's HR management practices. More specifically, the following will be assessed:

- The adequacy and comprehensiveness of LSC's policies, procedures and delegation arrangements for the management of HR;
- Accuracy and currency of employee records;
- Validation of changes to employment conditions, including promotions and salary increases;



- Validation of contracts, agreements, arrangements and other documents relevant for employment of staff;
- The adequacy of performance management processes within LSC;
- Physical access to personnel files, including contracts of employment;
- The adequacy of monitoring and reporting processes and mechanisms over the HR function and staffing statistics; and
- Adequacy of WorkCover processes.

Payroll

The objectives of the review will be to assess the adequacy and effectiveness of controls around managing the payroll function including the following:

- Policies and procedures supporting the payroll function;
- Additions, deletion and changes to payroll employee master data;
- Proper authorisation of payroll transactions, including pay rates and rate changes and payroll adjustments;
- The accuracy of payroll calculations;
- Employee records are appropriately maintained so as to provide accurate information regarding employee entitlements; and
- Payroll reconciliation processes between payroll and finance systems; and
- Payroll system and associated controls include system access and segregation of duties, electronic transfer of funds to employee bank accounts, and review of exception and caution reports.

Data Interrogation

This review will also consist of a data interrogation exercise to provide assurance over the completeness and accuracy of relevant data. All data contained in the relevant master files will be reviewed, and 100 % of transactions will be tested for a 10-month period (*1 July 2018 – 30 April 2019*). This will provide assurance to the Audit Committee and LSC management team that input and accounting system controls are operating effectively, and that key controls are being complied with by relevant staff.



A sample of exceptions identified in the data interrogation exercise will be investigated, and a complete list of exceptions for all tests will be supplied to LSC management for further investigation at their own discretion.

Review Scope

The scope of the review will include the following:

Human Resources

- Assessment of the adequacy and comprehensiveness of key HR management related policies, procedures and guidelines;
- Identification and validation of key controls for key HR processes (i.e. selection, recruitment and appointment of staff, volunteers, terminations, promotions, salary increases, WorkCover claims and reporting etc.). Examples include:
 - New employees including volunteers - Approval for new positions and staff, advertising positions, conducting reference checks, finalisation of employee contracts before start date and compliance with probation requirements etc; and
 - Terminations including volunteers - Identification and validation of key controls for the termination of staff at LSC. Examples include the completion of termination checklists, retention of resignation letters or notice of termination and completion of exit interviews etc.;
- Assessment of LSC's HR related delegations to assess whether they are adequate, comprehensive and reflect current LSC policy, and that the delegation listing includes current employees' positions; and
- Assessment of the process used to update the LSC's HR related policies and procedures above to ensure any emerging issues are identified and addressed in a timely manner for continued adequacy and relevance as well as consistency and alignment of these documents with legislative requirements.

Effectiveness of HR Controls and Processes

- We will conduct the following:
 - Select a sample of newly appointed employees including volunteers to check that LSC selection, recruitment and appointment processes have been appropriately applied and followed;



- Select a sample of employees (including full-time, part-time and casual, new and existing) and agree HR system details to personnel files to check the accuracy of employee details (i.e. pay rates, position classifications, leave entitlements etc.);
- Select a sample of relevant employees to ensure that promotions and/or salary increases have been accounted for in line with LSC policies and relevant instrument of delegations;
- Review the processes adopted to compile relevant staffing statistics and select a sample of employees to check they are incorporated in the various stages of the reporting process;
- Select a sample of employees that ceased employment including volunteers at LSC over the past 10 months, and determine if LSC policies and protocols for employees ceasing employment have been followed (i.e. return of LSC property, de-activation of IT access etc.);
- Select a sample of WorkCover claims to ensure that the process followed is in line with LSC policies and procedures and legislative requirements;
- Select a sample of employee performance appraisals and determine whether processes were followed with respect to performance reviews undertaken;
- Review the current Human Resource related delegations to assess whether for each of the samples selected above, that appropriate delegations and approval processes have been followed.

Physical Security and Destruction of Files

- Assessment of the physical security of employee personnel files and the controls over access to these records by LSC staff; and
- Assessment of whether filing and destruction of documents occurs in line with LSC policies and delegations.

Risk Management

- Review the current risk register to ensure that HR related risks to the LSC are identified, assessed and effectively managed according to LSC's risk management framework.

Reporting

- Determine if adequate reporting mechanisms have been implemented for the management of staff at LSC. Ensure that management reports for human resources are prepared and reviewed by appropriate staff on a periodic basis, where applicable; and
- Assessment of whether there are mechanisms in place to monitor and report on workforce planning and organisational capability initiatives.



Payroll

- Assessment of the comprehensiveness and adequacy of payroll related policies and procedures to provide appropriate guidance to LSC staff;
- Assessment of whether policies and procedures are reviewed in a timely manner;
- Assessment of the delegations of authority to ensure it is up-to-date, regularly reviewed for continued relevance and followed by LSC staff;
- Assessment of segregation of duties over key payroll related activities;
- Review of the payroll system configuration to assess:
 - Adequacy of existing access controls to prevent unauthorised access to the payroll system;
 - Whether the masterfile details are adequately protected from unauthorised changes;
 - Comprehensiveness of current validity checks performed to ensure new employees, terminations and changes to employee details are processed accurately; and
 - Whether amounts transferred to employee bank accounts are accurate and consistent with the approved amounts;
- Sample based testing of payroll related transactions over a 10-month period (1 July 2018 – 30 April 2019) to determine whether appropriate authorisation is obtained for:
 - Pay rates;
 - Other individually negotiated remunerations benefits (salary packaging options);
 - Overtime (if relevant);
 - Employee commencements and termination;
 - Leave (including personal leave and carer's leave, annual leave, long service leave, leave without pay); and
 - Other payroll adjustments;
- Sample based testing of payroll related transactions over a 10-month period (1 July 2018 – 30 April 2019) to determine whether employees are being paid accurately and only for work performed:
 - Actual time recorded to payments processed for time worked;



- Accurate hourly rates are used;
- Other individually negotiated remunerations benefits (salary packing options) are correctly incorporated;
- Payment processed to amounts shown on reports; and
- Calculate/check and trace back to supporting documents for deductions, allowances, superannuation payments;
- Sample based testing of employees (both new and existing) and agree payroll system details to personnel files to check the accuracy of employee details (i.e. pay rates, position classifications, employee entitlements etc.);
- Review of monthly payroll reconciliations to ensure that they are aligned to finance systems, and are prepared, reviewed and approved in a timely manner by the relevant officers; and
- Assessment of the adequacy of reporting to management over payroll activities.

Data Interrogation Exercise

- A comprehensive data interrogation exercise over 10 months of data will also be conducted to determine the bona fides of payroll transactions and input controls. 100% of transactions will be tested for the 10-month period from **1 July 2018 – 30 April 2019**. Tests will include:
 - Duplicate employee name;
 - Duplicate employee ID;
 - Duplicate employee bank details;
 - Duplicate employee address;
 - Employees without an address;
 - Employee without bank account details;
 - Duplicate Tax File Number (TFN);
 - Employee with no TFN;
 - Employee with invalid TFN (i.e. too long or too short);
 - Employee records with no name;



- Changes made to an employee record by the same employee;
- Duplicate payments to employees;
- Payments made to employees after termination;
- Employees who are also set up as vendors within the Accounts Payable system; and
- Payments made to employee bank accounts through the Accounts Payable system.

Review Procedures

The review will consist of the following procedures:

- Conduct interviews and perform walkthroughs with key personnel involved in HR and payroll related processes to gain an understanding of key related activities and to identify key internal controls;
- Review relevant HR and payroll plans, policies and procedural documents;
- Perform sample-based testing against HR and payroll related requirements;
- Evaluate the results of the review to determine potential improvements and recommendations over HR and payroll function at LSC, as well as positive aspects of control;
- Conduct the closing meeting with the project sponsor following completion of the fieldwork to discuss:
 - Findings and potential improvements;
 - Recommendations to improve business process and internal controls;
 - Management's proposed actions to address the findings identified;
- Issue draft and final report to management which contains audit findings, recommendations and implementation plans as a basis for continual improvement of related HR and payroll processes; and
- Present the final report to management and the Audit Committee.



Required Documents

The following documents are required for our review:

Human Resources

- HR related policies, procedures and guidelines (i.e. selection, recruitment and appointment of staff, terminations, promotions, salary increases, WorkCover claims and reporting etc.);
- HR Instrument of Delegations;
- Records management policies and procedures for LSC;
- Reports and other relevant information for staffing levels (e.g. surveys, statistics, spread sheets used for analysing workforce composition);
- Organisation-wide training program or schedule for the 2017/18 and 2018/19 years;
- A list of all permanent, part time, temporary and casual (and other types if applicable) staff for LSC showing at least the start date, employee number, position/title, department, employment type, FTE salary etc.;
- Listing of all permanent, part time, temporary and casual (and other types if applicable) staff that have been terminated since 1 July 2018; and
- Risk register extract incorporating HR.

Payroll

- Policies and procedures governing payroll processes;
- Listing of all employees in master file;
- Payroll related delegations;
- Access to personnel contracts for selected employees;
- Timesheets and payroll reports;
- Employee Master File Change reports;



- Payroll reconciliation reports; and
- Data files from payroll system and accounts payable system (1 July 2018 – 30 April 2019). Specific data requirements will be provided.

Note: This list above is not exhaustive, and we may require additional documents during our audit, which will be communicated to the respective personnel. The names of documents requested are generic in nature and therefore, may not carry the exact name that is adopted in your organisation. In such circumstances, please provide us with the substitute document that will meet the intended objectives.

BUDGET = 50 HOURS

Prepared By	Mark Holloway – Partner, Internal Audit
Project Authorisation	Sharon Morrison – Director, Corporate Services

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9.2 AUDIT COMMITTEE CHARTER VERSION 7

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Audit Committee Charter version 7

RECOMMENDATION

That Council adopts the Audit Committee Charter version 7.

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 Audit Committee Charter v6 was adopted by Council 27 February 2018.

BACKGROUND

The Audit Committee Charter requires review annually.

ISSUES/DISCUSSION

At the Audit Committee meeting on 14 February 2019, the Audit Committee considered a draft version 7 of the Audit Committee Charter. Discussions included:

- inclusion of provisions relating to attendance remotely (e.g. by Skype)
- inclusion of provisions relating to the involvement of the Audit Committee in the appointment of the internal auditors including tenure of the Internal Auditor

In preparing draft provisions, multiple sources were reviewed. The Audit Committees 'A Guide to Good Practice for Local Government' dated January 2011 (the Guide) was considered and twelve council Audit Committee Charters were reviewed.

Only the Guide made reference to attendance remotely by stating: "All audit committee members are expected to attend each meeting, in person or through teleconference or video conference."

Seven councils had no reference to the role of the audit committee in the appointment of the internal auditor. Five councils made reference to the involvement of the Audit Committee in the appointment of the internal auditor:

- **Knox City Council:** [Committee] to be represented on the Committee recommending the appointment of the Internal Auditor
- **Bayside City Council:** Chairperson...shall be part of the interview panel for short listed Internal Auditors as part of a procurement process
- **South Gippsland Shire Council:** The Chair will be consulted during the evaluation of any tender to appoint an Internal Auditor. The Audit Committee, following the tender evaluation, will receive a confidential briefing on the recommendation arising from the tender evaluation and provide advice regarding the recommendation to the Council, and if applicable, to the Council officer holding the financial delegation to award the Contract
- **Manningham Council:** Involvement of the Audit Committee in the appointment of an internal audit contractor will be through the Chair of the Audit Committee (or his/her nominee in the result of unavailability) being on the interview panel.

- **Horsham Rural City Council:** To recommend to Council the appointment of the internal auditors.

Version 7 of the Charter was revised to include draft provisions in relation to these issues.

Other minor changes were made and all changes have been made in the attached proposed Charter and can be identified by the tracked changes.

COST/BENEFITS

There are no foreseeable costs associated with the proposed changes. The benefits of adopting the charter include: increased flexibility in attending meetings and consequent ability to have a quorum, and increased ownership of the internal audit process by the audit committee.

RISK ANALYSIS

There is a risk that adopting the charter will result in fewer members attending meetings in person and associated communication challenges.

CONSULTATION AND ENGAGEMENT

The draft charter was reviewed by the audit committee.

LODDON SHIRE COUNCIL

AUDIT COMMITTEE CHARTER



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Approved <u>Draft</u>
POLICY OWNER POSITION:	Director Corporate Services
INTERNAL COMMITTEE ENDORSEMENT:	Audit Committee
APPROVED BY:	Council
DATE ADOPTED:	27/2/2018 <u>25/6/2019</u>
VERSION NUMBER:	6 <u>7</u>
REVIEW DATE:	27/2/2019 <u>27/2/2020</u>
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	
	_____ Signed by Chief Executive Officer
FILE LOCATION:	K:\EXECUTIVE\Strategies policies and procedures\Documents waiting to be updated\04 STR Audit Committee Charter v6 approved by Council.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 Internet to ensure that the version you are using is up to date.

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

ACKNOWLEDGEMENT OF COUNTRY

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

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1 PURPOSE

The purpose of this charter is to outline the scope, roles and responsibilities of Council's Audit Committee.

2 BUDGET IMPLICATIONS

This document has no direct budget implications.

3 RISK ANALYSIS

The Audit Committee has a responsibility to oversee Council's risk management function, and the audit program is a risk based program. It is a requirement of Section 139 of the Local Government Act 1989 that Council establish an audit committee.

4 OBJECTIVES OF THE COMMITTEE

The Audit Committee is an independent advisory Committee to Council. 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.

5 TERMS OF REFERENCE

5.1 General

- (a) The Audit committee is a formally appointed advisory committee of the Council and is responsible to that body. The Audit Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Audit Committee does not have any management functions and is therefore independent of management.
- (b) The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter in order to facilitate decision making by Council in relation to the discharge of its responsibilities.
- (c) Meetings of the Audit Committee shall not be open to the public due to the sensitive nature of information discussed.
- (d) Council shall provide secretarial and administrative support to the Committee.

5.2 Membership

- (a) The Audit Committee will comprise of five members – one substantive Councillor appointment (and one alternate Councillor in the event that the substantive Councillor's absence or inability to attend) and four external independent persons. Council's Chief Executive Officer and Director Corporate Services will attend the meeting in an advisory capacity.
- (b) External independent persons will have senior business, governance or financial management / reporting knowledge and experience, demonstrated commitment to local communities or be conversant with the financial and other reporting requirements.

The Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills will undertake the evaluation of potential members, and a recommendation for appointment taken to Council. Council's External Financial Auditor will be approached to advise the committee where appropriate.

- (c) Members will be provided the opportunity to attend technical and professional development courses as appropriate.
- (d) Appointments of external persons shall be made by Council by way of public advertisement and be for a term of four years. The terms of the appointment should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council's elected representatives. A sitting member is able to reapply and be appointed for subsequent terms.
- (e) If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting which is open to the public, if that member so requests.
- (f) Remuneration will be paid to each independent member of the Committee. The fee will be reviewed and set by the Council on an annual basis in line with setting the annual budget.
- (g) At the first Audit Committee meeting each calendar 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.

In the absence of the appointed Chair from a meeting, the meeting will appoint an acting Chair from the external members present.

- (h) A quorum shall be a majority of the Committee membership.
- (i) The internal auditor (whether a member of staff or contractor), Chief Executive Officer and Director Corporate Services should attend all meetings wherever possible, except when the Committee chooses to meet in camera. Other members of Council or Council staff may be invited to attend at the discretion of the Committee to advise and provide information when required.
- (j) Guests may be invited from time to time as appropriate. An invited guest will not have decision voting powers.

- (k) Representatives of the external auditor should be invited to attend at the discretion of the Committee but **must** attend meetings considering the draft annual financial report and results of the external audit.
- (l) When an extraordinary vacancy occurs, the replacement member will complete the term of the committee member which he/she has replaced. In the situation where the remaining term is less than 12 months, the Committee can apply to Council for leave to extend the term. If the term is for a period less than 12 months there is no requirement to advertise the vacancy.

5.3 Meetings

- (a) The Committee shall meet at least quarterly.
- ~~(e)(b)~~ All Audit Committee members are expected to attend each meeting. Arrangements can be made to attend by teleconference or video conference in exceptional or extenuating circumstances.
- ~~(e)(c)~~ A schedule of meetings will be developed and agreed to by the members. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines, and in August to coincide with the finalisation of the financial statements and the draft annual report.
- ~~(e)(d)~~ Additional meetings shall be convened at the discretion of the Chair or at the written request of any member of the Committee, internal or external auditor.
- ~~(d)(e)~~ Management including the Chief Executive Officer may be asked to leave meetings at any time. In addition, the agenda for each meeting shall include general business for Councillors and external independent persons to raise other matters.
- ~~(e)(f)~~ At the committee's discretion, significant time will be set aside with non-officer members of the committee for the purpose of open discussion with the internal and/or external auditors.
- ~~(f)(g)~~ At any other time the Committee, without management present, may decide to meet separately with the internal and external auditor to discuss issues of mutual interest.
- ~~(g)(h)~~ An agenda will be issued one week before each meeting and will include relevant supporting documentation. The format of the agenda will be as set out in Appendix 1.
- ~~(h)(i)~~ Minutes will be taken by an appointed Secretary and signed by the Chair.

5.4 Reporting

The Audit Committee shall after every meeting forward the minutes of that meeting to the next ordinary meeting of the Council, including a report explaining any specific recommendations, formal resolutions, and key outcomes.

The committee will also provide Council with:

- (a) Information about the audit process and the results of internal and external audits
- (b) An annual review of the Committee's charter and its achievement of the charter
- (c) Other matters the Committee believes need to be reported to the Council
- (d) Any recommendations requiring Council action and/or approval.
- (e) The Committee shall report annually to the Council summarising the activities of the Committee during the previous financial year.

5.5 Duties and responsibilities

The following are the duties and responsibilities of the Audit Committee in pursuing its Charter:

Internal audit

- ~~(i)~~ Discuss with Council the appropriate method for the provision of the internal audit function.
- ~~(ii)~~ The Chair will be consulted during the evaluation of any tender to appoint an Internal Auditor. The Audit Committee, following the tender evaluation, will receive a confidential briefing on the recommendation arising from the tender evaluation and provide advice regarding the recommendation to the Council, and if applicable, to the Council officer holding the financial delegation to award the Contract.
- ~~(iii)~~ 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 or 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 the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or Chief Executive Officer.
- ~~(v)~~ Review the level of resources allocated to internal audit and the scope of its authority.
- ~~(vi)~~ 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.

Internal controls

- ~~(vii)~~ Facilitate liaison between the internal and external auditor to promote compatibility, to the extent appropriate, between their audit programs.
- ~~(viii)~~ Critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues, and any other matters relevant under the Committee's terms of reference. Review management's response to, and actions taken as a result of the issue raised.

Risk management

- ~~(ix)~~ Monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.
- ~~(x)~~ Monitor ethical standards and related party transactions by determining whether the systems of control are adequate.
- ~~(xi)~~ Receive from management reports on all suspected and actual frauds, thefts and breaches of the law.
- ~~(xii)~~ Identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the internal auditor and the Council if appropriate. Where appointed oversee any subsequent investigation, including overseeing of the investigation of any suspected cases of fraud within the organisation in accordance with Council's fraud policy.
- ~~(xiii)~~ Monitor the progress of any major lawsuits facing the Council.
- ~~(xiv)~~ 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.

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Financial Report

~~(xv)~~ Review Council's draft annual financial report, focusing on:

- accounting policies and practices
- changes to accounting policies and practices
- the process used in making significant accounting estimates
- explanations for significant adjustments to the financial report (if any) arising from the audit process
- compliance with accounting standards and other reporting requirements
- significant variances from prior years.

~~(xvi)~~ Recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.

~~(xvii)~~ Review issues relating to financial reporting by Council business units and comparative performance indicators.

External audit

~~(xviii)~~ Discuss with the external auditor the scope of the audit and the planning of the audit.

~~(xix)~~ Discuss with the external auditor issues arising from the audit, including any management letter issued by the auditor and the resolution of such matters.

The Audit Committee, through the Chief Executive Officer and following authorisation from the Council, and within the scope of its responsibilities, may seek information or obtain expert advice on matters of concern.

5.6 Induction of new members

An adequate induction package will be provided for new members, including a copy of the Charter.

Insofar as they have not received and/or retained the following information as Councillors, the new member will be provided with information, and where required a briefing, in the following areas:

- business operations
- the local government sector
- financial performance
- risk management program
- corporate governance
- internal control system and current internal audit program
- register of outstanding audit recommendations
- legal and regulatory requirements
- accounting policies and procedures
- details of any unusual transactions, events or issues
- material previously provided to members relating to matters still before the Committee.

New members will meet with key management and internal and external auditors as soon as practical.

5.7 Rights to obtain information

(a) Should the Committee wish to obtain information from any employee and any relevant external party it will do so by requesting such information from the Chief Executive Officer or Director Corporate Services through the Chair.

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- (b) The Committee will have right of access to the Chief Executive at any time through the Chair in the first instance; and
- (c) The Committee may recommend to the Council the instigation of special investigations.

5.8 Performance monitoring

The Committee will assess its performance as a Committee annually, which will include completion of a survey. The Chair will arrange assessment of the Committee with all members present to consider the following types of matters:

- Has the Committee taken action on each of its responsibilities in the past year?
- Has the action taken been effective?
- Has the Committee achieved all elements of its charter?
- Are there functions to which more time or effort should have been devoted?
- Does the Committee receive from management:
 - (a) Adequate information about Council's performance of its statutory functions?
 - (b) All the information it needs to allow it to discharge its function effectively and efficiently?
- Can Committee agendas be improved:
 - (a) By including additional matters on a regular basis?
 - (b) By considering matters less frequently?
 - (c) By changing the order in which items are considered?
 - (d) In any other way?
- Can the conduct of meetings be improved?
- Can papers for meetings be improved:
 - (a) By providing additional information in any area?
 - (b) Being shorter or more detailed?
 - (c) In any other way?
- Should there be more oral briefings from Council officers?
- Can oral briefings received from Council officers be improved?
- Can meeting arrangements be improved:
 - (a) By holding longer or shorter meetings?
 - (b) By holding meetings at different times?
 - (c) By inviting visitors?
 - (d) In any other way?
- Are there other ways in which the Committee could increase its effectiveness?

5.9 Dispute resolution

In situations where a dispute arises between any member of the Audit Committee and officers of Council, the Chair of the Audit Committee will have the opportunity to raise the grievance with the Mayor. The Mayor will have the discretion to resolve the dispute by convening a meeting with the disputing parties.

5.10 Insurance

Members of the committee are covered by Council's insurance policies.

6 TERMS OF APPOINTMENT

6.1 Chair

The current Chair and term is listed in the attached Appendix 2.

6.2 Committee members

The current committee members' and their terms of appointment are listed in the attached Appendix 2.

6.3 Councillor representative

The current Councillor representatives are listed in the attached Appendix 2.

7 APPROVAL

The Audit Committee Charter approval details are in the attached Appendix 2.

8 REVIEW

The Director Corporate Services under direction of the Audit Committee will review the Audit Committee Charter for any necessary amendments no later than 1 year after adoption of this current version.

Appendix 1: Agenda Format

1. Welcome/Present/
- ~~1.2.~~ Apologies
- ~~2. Evacuation overview~~
3. Declaration of conflicts of interest
- ~~4. Attachment 4-~~ Minutes of Previous Meeting
5. Review of Action ~~Sheet~~Table
6. Decision ~~Reports~~Items*
7. Compliance ~~Items~~Reports*
8. Information ~~Items~~Reports*
9. General Business
- ~~9.10.~~ Items referred to Council
- ~~10.11.~~ Next review ~~details~~
- ~~11.12.~~ Next meeting date
- ~~12.13.~~ Close of meeting

The items marked with * are standard agenda sections for Council meetings. Reports for the Audit Committee will be allocated under these headings.

- Decision items require the audit committee to review and recommend any changes prior to items being reported to Council.
- Compliance items are reports mandated by legislation or other instrument.
- Information items are often retrospective reports updating the audit committee members on actions taken.

Report topics will be drawn from:

- Audit Committee Charter
- Audit Committee Annual Calendar
- Actions arising from previous meetings
- Topics of interest

Appendix 2: Terms Of Appointment

6.1 Chair

The current Chair is ~~Ken Belfrage~~Rod Baker.

The term of current Chair is ~~26~~ February 201~~8~~9 to ~~25~~31 ~~January-February~~ 201~~9~~20 or the date of the Ordinary Meeting of Council in February 20~~19~~20 where resolution for appointment of Chair for the new term will be made, whichever is the earlier.

6.2 Committee members

The current committee members' terms of appointment are as follows:

Rod Poxon	1 May 2015 to 30 April 2018
Ken Belfrage	1 May 2015 to 30 April 2019
Rod Baker	1 May 2016 to 30 April 2020
Alan Darbyshire	1 May 2017 to 30 April 2021
<u>Rod Poxon</u>	<u>1 May 2018 to 30 April 2022</u>
<u>Jarrah O'Shea</u>	<u>1 May 2019 to 30 April 2023</u>

6.3 Council representative

The current Councillor representatives are:

- Substantive: Councillor Gavan Holt for the period November 201~~7~~8 to November 201~~8~~9.
- Alternate: ~~To be appointed in November 2018~~Councillor Neil Beattie for the period November 2018 to November 2019.

APPROVAL

The Audit Committee Charter was approved by the Audit Committee on ~~8-23~~ May~~February~~ 201~~8~~9 and endorsed by Council on ~~25~~ 7 ~~February~~June 201~~8~~9.

9.3 LODDON PERFORMANCE FRAMEWORK VERSION 4

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Loddon Performance Framework version 4

RECOMMENDATION

That Council adopts the Loddon Performance Framework version 4.

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 3 of the Loddon Performance Framework (the framework) was adopted by Council on 22 May 2018.

BACKGROUND

The purpose of the framework is to respond to the requirements of the section 131 of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 which require a performance reporting framework (item 16 of the Governance and Management Checklist) and reporting against the framework on a six monthly basis (item 20 of the Governance and Management Checklist).

ISSUES/DISCUSSION

This year some changes have been made to:

- paragraph 6.7.1 to help improve the readability of the paragraph
- appendix 1 and 2 to include more meaningful metrics available as Council's ability to capture and report metrics improves
- appendix 3 to reflect last year's Audit Committee decision to receive most indicators annually rather than six monthly
- inclusion of complaints indicators.

Following the Audit Committee meeting on 23 May 2019, an additional indicator was added in relation to complaints on the advice of management. Changes to the framework since version 3 are shown in tracked changes.

COST/BENEFITS

There are no costs associated with the endorsement of this framework other than staff time in reviewing the document and preparing reports. The benefits of reviewing the framework include raising awareness of monitoring and reporting, improving metrics as systems improve and maintaining good governance in the regular review of documentation.

RISK ANALYSIS

There is a risk that the framework creates a reporting burden for the organisation however this risk is offset by keeping the metrics meaningful, easily reportable and actionable.

CONSULTATION AND ENGAGEMENT

The framework is reviewed by Council annually. The Audit Committee is provided with an opportunity to suggest changes to the framework.

LODDON SHIRE COUNCIL

PERFORMANCE REPORTING FRAMEWORK



DOCUMENT INFORMATION

DOCUMENT TYPE: Strategic document

DOCUMENT STATUS: Approved

POLICY OWNER POSITION: Director Corporate Services

INTERNAL COMMITTEE: Internal Audit Committee

ENDORSEMENT:
APPROVED BY: Council

| DATE ADOPTED: ~~22/05/2019~~ 25/06/2019

| VERSION NUMBER: ~~34~~

| REVIEW DATE: ~~24/05/2019~~ 28/05/2019

DATE RESCINDED:

RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:

RELATED LEGISLATION: Local Government Act 1989
Local Government (Planning and Reporting) Regulations 2014

EVIDENCE OF APPROVAL:

Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIVE\Strategies policies and procedures\Documents waiting to be updated\STR Performance Reporting Framework V3 draft.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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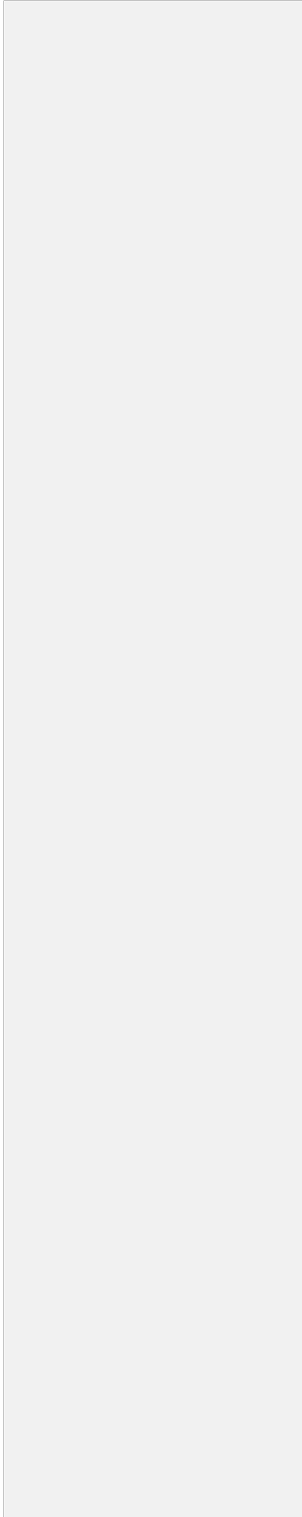
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1 PURPOSE

The purpose of this framework is to document the process of Council reporting financial and non-financial performance indicators on a periodic basis.

This framework:

- establishes a set of guidelines for Council to implement effective performance reporting
- outlines the various roles and responsibilities required for Council to manage the performance reporting process
- attempts to ensure that Council meets all legislative reporting requirements over the course of the financial year.

2 OBJECTIVES

In developing and implementing a formal performance reporting framework, Council has several objectives, which include:

- complying with current legislation
- encouraging accountability and transparency to the community
- maintaining stakeholder confidence in performance (internal and external)
- encouraging a continuous improvement environment
- ensuring financial sustainability.

3 BUDGET IMPLICATIONS

There are no direct budget implications for management of the performance reporting framework however there is staff time in collecting, reporting and monitoring the data and information.

4 RISK ANALYSIS

This framework has been developed to guide Council's reporting of performance indicators. Its development will help to minimise the risks associated with financial sustainability, service delivery, and meeting legislative obligations.

5 FRAMEWORK PRINCIPLES

The framework principles are to:

- report reliable and relevant information on a periodic basis that provides stakeholders with a balanced view of Council’s performance over the reporting period
- include information that is easily accessible, or already being provided for another purpose, to eliminate extra reporting burden
- to include indicators that fit the “SMART”¹ principle, which is:
 - **Specific** to the service, activity and/or dimension of performance being measured
 - **Measurable** factors that can be observed, documented and verified by audits or other mechanisms
 - **Aligned** with objectives
 - **Relevant** to the service, activity and/or dimension of performance that is being measured
 - **Time-bound**, with an appropriate and clear timeframe specified for measuring performance.

6 LEGISLATIVE CONTEXT

6.1 Planning and accountability framework

The planning and accountability framework is documented in Part 6 of the Local Government Act 1989 (the Act) and in the Local Government (Planning and Reporting) Regulations 2014 (the Regulations). It has been described pictorially as:



¹ Local Government Victoria, Department of Environment, Land, Water & Planning, “Local Government Better Practice Guide 2015-2016, Performance Reporting Framework Indicator Workbook Version 2.0”, p14

The Act requires Council to prepare:

- a Council Plan within six months after a general election or by 30 June (whichever is the later) (Section 125)
- a Strategic Resource Plan for a period of at least four years which is incorporated into the Council Plan and documents forecast financial statements and non-financial resources (Section 126)
- a Budget for the financial year and have it adopted by 30 June in the preceding financial year (Section 127)
- an Annual Report for the financial year and have it submitted to the Minister for Local Government by 30 September in the following year. The Annual Report includes the Report of Operations, Financial Statements, and Performance Statement (Section 127).

Within the overarching framework, there are other specific requirements identified in the Act, which highlight performance and they include:

6.2 Section 138(1): Quarterly statements

At least every 3 months a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to the Council at a Council meeting which is open to the public.

Currently Council is provided with monthly finance reports, complying with the legislation, and this framework provides for this practice to continue.

6.3 Section 127: Budget contents

Council must ensure that the budget contains:

- (a) financial statements in the form and containing the information required by the regulations;
- (b) a description of the services and initiatives to be funded in the budget;
- (c) a statement as to how the services and initiatives described under paragraph (b) will contribute to achieving the strategic objectives specified in the Council Plan;
- (d) Major Initiatives, being initiatives identified by the Council as priorities, to be undertaken during the financial year;
- (da) for services to be funded in the budget, the prescribed indicators of service performance that are required to be reported against in the performance statement under section 131;
- (db) the prescribed measures relating to those indicators;
- (e) any other information required by the regulations.

6.4 Section 131: Annual report contents

An annual report must contain:

- (a) a report of operations of the Council;
- (b) an audited performance statement;
- (c) audited financial statements;
- (d) a copy of the auditor's report on the performance statement, prepared under section 132;
- (e) a copy of the auditor's report on the financial statements under Part 3 of the **Audit Act 1994**;
- (f) any other matter required by the regulations.

6.5 Section 131 (3): Report of operations

The report of operations of the Council must:

- (a) contain the following:
 - (i) a statement of progress in relation to the Major Initiatives identified in the budget or revised budget for the financial year reported on;
 - (ii) the results, in the prescribed form, of the Council's assessment against the prescribed governance and management checklist;
 - (iii) all prescribed indicators of service performance for the services provided by the Council during that financial year and the prescribed measures relating to those indicators;
 - (iv) results achieved for that financial year in relation to the performance indicators and measures referred to in subparagraph (iii).
 - (v) any other information required by the regulations;
 - (vi) any other information determined by the Council to be appropriate; and
- (b) be in the form determined by the Council

6.6 Section 131 (4): Performance statement

The performance statement in the annual report must—

- (a) contain the following—
 - (i) for the services funded in the budget for the financial year reported on, the prescribed indicators of service performance required by the regulations to be reported against in the performance statement and the prescribed measures relating to those indicators;
 - (ii) the prescribed indicators of financial performance and the prescribed measures relating to those indicators;
 - (iii) the prescribed indicators of sustainable capacity performance and the prescribed measures relating to those indicators;
 - (iv) results achieved for that financial year in relation to those performance indicators and measures referred to in subparagraphs (i), (ii) and (iii);
 - (v) any other information required by the regulations; and
- (b) be prepared in accordance with the regulations.

6.7 Local Government Performance Reporting Framework (LGPRF)

The Local Government Performance Reporting Framework became mandatory with the introduction of the Regulations, and was reported for the first time in 2014/15.

The LGPRF is comprised of:

- a set of service performance indicators (the number continues to vary each year as new indicators are introduced and other indicators are removed);
- a set of 6 sustainable capacity indicators;
- a set of 12 financial performance indicators; and
- a list of 24 governance and management checklist items

The Governance and Management Checklist has a number of reports that must be developed and presented to the Council, which include:

6.7.1 Performance reporting

Governance and Management Checklist Item 20 of Schedule 1 of the Local Government (Planning and Reporting) Regulations 2014 requires six-monthly reports of indicators measuring results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act. Section 131 of the Act refers to performance indicators in Schedule 1, 2 and 3 of the Regulations. Hence six-monthly reporting is required against those

performance indicators. In the past Council has identified a number of indicators where six-monthly reporting is impracticable. The performance indicators and their reasons for not reporting are documented in Appendix 3.

Appendix 1 and Appendix 2 of the framework (the Loddon Performance Framework) document the financial and non-financial performance indicators that the Council has deemed appropriate for monthly reporting to the Management Executive Group. The financial indicators are in Appendix 1. The non-financial indicators are in Appendix 2. The list of indicators will be developed overtime in consultation with key stakeholders including Council, the Audit Committee and relevant staff. ~~while~~ Appendix 3 contains financial and non-financial performance indicators in the Local Government Framework which are reported six-monthly to the Audit Committee and Council, as indicated in Appendix 3 table.

A modified balanced scorecard has been used to group the LPF indicators which is depicted below:



~~The financial indicators are in Appendix 1. The non-financial indicators are in Appendix 2. The list of indicators will be developed overtime in consultation with key stakeholders including Council, the Audit Committee and relevant staff.~~

6.7.2 Council Plan reporting

Council Plan reporting includes a report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year.

6.7.3 Risk reporting

Risk reporting includes six-monthly reports of strategic risks to Council’s operations, their likelihood and consequences of occurring and risk minimisation strategies.

7 ROLES AND RESPONSIBILITIES

The roles and responsibilities of key personnel for compliance with the performance reporting framework are:

7.1 Responsible Council officers

Responsible officers will be required to meet the reporting obligations set in this framework, which includes:

- developing procedures for collation of their performance reporting indicator data
- managing collation of their performance reporting indicator data
- requesting and obtaining data from third parties if applicable
- critically reviewing data to ensure it is accurate and complete
- submitting data to Director Corporate Services within the agreed timeframes along with supporting evidence
- providing explanations to any anomalies that current data may contain.

7.2 Manager Financial Services

Council's Manager Financial Services has ultimate responsibility for the development of the Annual Budget and Financial Statements, along with all associated tasks for those processes, including ensuring:

- the annual Budget is adopted by 30 June
- the financial statements are ready for audit within the external auditor's timeframes
- the financial statements are certified by the Auditor-General Victoria for submission to the Minister by 30 September annually
- all public notices are published in accordance with the Act and Regulations.

7.3 Director Corporate Services

Council's Director Corporate Services is responsible for implementing the performance reporting framework. Duties include:

- managing administration staff in the collection of LGPRF and LPF indicator data from responsible officers
- developing a reporting format for presentation of the Performance Reporting Framework to the Audit Committee and Council which minimises duplicated reporting
- ensuring that six-monthly reports are provided to the Audit Committee and Council in line with the Local Government (Planning and Reporting) Regulations 2014
- maintaining historic data to be included in current reports to provide trend analysis over time.

The Director Corporate Services is also responsible for:

- development of the Performance Statement and ensuring it is ready for audit within the external auditors timeframes
- managing the development of Council's Report of Operations
- ensuring that the Annual Report, comprising the Report of Operations, Financial Statements, and Performance Statement is provided to the Minister by 30 September annually.

7.4 Chief Executive Officer

The Chief Executive Officer is responsible for:

- developing a four-year Council Plan with the new Council within six months after a general election (or 30 June, whichever is the later)
- undertaking a review of the Council Plan to consider whether the current Plan requires any adjustment in respect of the remaining period of the Council Plan.

7.5 Management Executive Group (MEG)

The MEG, made up of the Chief Executive Officer and directors, has an oversight role of the data collected. Their responsibilities include:

- working with their managers to ensure accuracy of data and explanations
- monitoring monthly Loddon Performance Framework performance indicators
- reviewing six-monthly reports of LGPRF
- interrogating results provided and seeking explanations about anomalies or unfavourable trends
- identifying improvement opportunities for unfavourable trends
- being satisfied with the accuracy of data prior to submitting to the Audit Committee and Council or other relevant bodies such as Local Government Victoria, the Victorian Auditor General, or the Minister.

7.6 Audit Committee

The Audit Committee is made up of four community representatives and an appointed Councillor. Their responsibilities include:

- receiving and considering six-monthly performance reports on LGPRF and LPF indicators
- enquiring about the internal control environment to be assured of the accuracy and completeness of the reports provided
- annually discussing the internal control environment with the internal auditor
- annually receiving the Financial Statements and Performance Statement and discussing the results with the external auditor
- providing a recommendation to the Council on the Performance Statement and Financial Statements.

7.7 Council

Through the structure documented in this framework, and in accordance with the Act, Council will be the highest level of reporting within the organisation of the financial and non-financial performance indicators in their LPF format. Indicators will also be reported to other bodies in differing formats.

Council's responsibilities include:

- receiving and considering six-monthly performance reports of LGPRF and LPF
- reviewing the draft Performance Statement and consider its results in the context of the reports received throughout the year challenging any unusual or unexpected results
- reviewing recommendations about the Financial Statements and Performance Statement from the principal accounting officer, Chief Executive Officer, and Audit Committee
- adopting the Financial Statements and Performance Statement in principle
- resolving that two councillors certify the Financial Statements and Performance Statement in the required format following the external audit process
- adopting the Annual Report after submitting it to the Minister.

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8 REPORTING

8.1 Presentation of LPF reports

A number of reports identified in this framework are already being provided to the reporting authority, being MEG, Audit Committee, Council, or the Minister. Others will be additional to current practice.

Section 9, Framework Compliance, outlines the reporting requirements for the framework.

The order of presentation of reports is:

1. MEG – to check content, interrogate reasons for anomalies in data, and provide first level approval
2. Audit Committee – for second level approval
3. Council – for final approval.

8.2 LGPRF

The Performance Statement Local Government Better Practice Guide 2014-15 suggests that quarterly reports be presented to the Audit Committee and Council. Performance Statement data is extracted from the LGPRF.

After discussion with the Audit Committee and Council, it has been decided that six-monthly reports be provided. This is to ensure that results have validity and relevance.

It has also been decided that only certain LGPRF indicators be provided six-monthly, as the results of some indicators will only provide validity and relevance when calculated on an annual basis.

The list of all LGPRF indicators is provided at Appendix 3. That appendix outlines how often the indicator will be provided to the Audit Committee and Council, and in the case of annual reporting only, why it is not provided more often.

9 FRAMEWORK COMPLIANCE

This framework will be updated to reflect changes requested by the Council and legislation as they occur. The framework will be reviewed annually as part of a formal review process and/or timetable.

The framework proposes the current reporting requirements:

Month	Compliance report	MEG	Audit C'tee	Council Forum	Ordinary Council Meeting	Special Council Meeting	Other
July	Monthly finance report: Interim June report				o		
August	Annual report of financial and non-financial performance indicators (LPF)	o	o		o		
	Local Government Performance Reporting Framework annual results (LGPRF)	o	o		o		Local Gov't Victoria
	Draft Financial Statements and Performance Statement		o		o		
	Monthly finance report: July		o		o		
	Council report to resolve to adopt the draft Financial Statements and Performance Statement in principle and nominate two Councillors to sign the statements				o		
September	Monthly finance report: August				o		
	Previous year end of financial year variance analysis, showing final budgeted position to audited actual position				o		
	Council Report to adopt Annual Report in principle prior to sending to Minister				o		

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Month	Compliance report	MEG	Audit C'tee	Council Forum	Ordinary Council Meeting	Special Council Meeting	Other
	Annual Report, incorporating Report of Operations, Financial Statements, and Performance Statement submitted to the Minister no later than 30 September						Minister
October	Special Meeting to adopt the Annual Report after submitting document to the Minister					o	
	Monthly finance report: September				o		
November	Monthly finance report: October		o		o		
	Six-monthly report on Council's Strategic risks		o		o		
December	Monthly finance report: November				o		
January	Monthly finance report: December				o		
February	Six-monthly report (July to December) of financial and non-financial performance indicators (LPI)	o	o		o		
	Selected Local Government Performance Reporting Framework half yearly (July to December) results (LGPRF)	o	o		o		
	Monthly finance report: January		o		o		
February	Six-monthly report of Council's progress against the Council Plan		o		o		
March	Monthly finance report: February				o		
April	Draft budget presented to Council			o			

Month	Compliance report	MEG	Audit C'tee	Council Forum	Ordinary Council Meeting	Special Council Meeting	Other
	Discussion with Council about whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan.			o	o		
	Monthly finance report: March				o		
May	Special Meeting to present the Draft Budget to Council and resolve to advertise the Draft Budget					o	
	Draft budget presented to Audit Committee		o				
	Monthly finance report: April		o		o		
	Six-monthly report on Council's Strategic risks		o		o		
June	Monthly finance report: May				o		
	Draft Budget adopted by Council				o		
	Strategic Resource Plan, which forms part of the Budget, is resolved to be updated in the current Council Plan				o		

To ensure that responsible officers are aware of their obligations under the framework, all requirements will be entered in Council's compliance software, which will remind officers of their obligations via email before they are due.

10 DEFINITIONS

Term	Definition
LPF	Loddon Performance Framework which are indicators identified by Council as relevant indicators for the organisation, that can be amended, deleted, or added to over time
LGPRF	Local Government Performance Reporting Framework which is mandated for every Council
Strategic Resource Plan	A statement of Council's financial and non-financial resources including the current year budget and three forecast years
Minister	Current Minister responsible for administering the Local Government Act 1989

11 REVIEW

The Director Corporate Services will review this document for any necessary amendments no later than 1 year after adoption of this current version.

APPENDIX 1: LODDON PERFORMANCE FRAMEWORK – FINANCIAL PERFORMANCE INDICATORS

Source	Indicator	Calculation	Tolerance
Monthly finance report	Rates debtor compared to last year	This year's YTD rates debtor / last year's YTD rate debtor x 100	<105%
Monthly finance report	YTD actual capital expenditure compared to Total capital expenditure budget	Actual Capital expenditure / YTD revised capital expenditure budget x 100	YTD % +/- 10%
LGPRF	Working capital ratio	Current assets / Current liabilities x 100	>100%
Monthly finance report	Percentage of YTD capital grants income over total revised budget for capital grants income	YTD capital grants income / Total revised budget for capital grants income x 100	YTD % +/- 10%
Supplied Aged Trial Balance	Percentage of suppliers paid in 30 days or less	Total supplier payments in current or 30 days / Total supplier payments for the period x 100	>90%
Monthly finance report	Budgeted cash surplus/(deficit)	Revised budget cash surplus/(deficit)	> previous month budgeted amount / original budget
Monthly finance report	Actual cash surplus/(deficit)	Actual cash surplus/(deficit)	> as per annual revised budget
Monthly finance report	Labour Budget	Labour YTD actual / Labour YTD budget x 100	< 104%
Monthly finance report	Valuation Capital Improvement Value	Reported in billions	Increasing

Comment [SM1]: Deleted as suppliers routinely paid within 30 days of account being provided to accounts payable.

APPENDIX 2: LODDON PERFORMANCE FRAMEWORK – NON-FINANCIAL PERFORMANCE INDICATORS

Internal Business Process

Source	Indicator	Calculation	Tolerance
Advent Manager	Percentage of high/very high risk actions outstanding compared to last period	Number of high/very high risk actions this period / Number of high/very high risk actions last period x 100	<95% Decreasing
IT Helpdesk	Percentage resolved helpdesk tickets	Number of helpdesk tickets resolved/number of helpdesk tickets received x 100	>90%
IT	Percentage IT requests resolved within 5 days	Number of IT requests resolved within 5 days/ Number of IT requests received in the month x 100	>75%
IT	Percentage backups completed successfully	Number of backups completed successfully/number of backups completed x 100	100%
IT	Percentage system availability during business hours	Number of unscheduled system outages during business hours/number of system outages x 100	>98% 0
Advent Manager – Compliance Module	Number of Advent Manager Compliance obligation outstanding completion rate	Number of outstanding legislative actions this period / number of outstanding legislative actions last period x 100	<95% 0
InfoVision	InfoVision actions completion rate overdue	Number of overdue actions this period / number of overdue actions last period x 100	<95% <80
Merit CRM	Merit request completion rate actions overdue	Number of overdue requests this period / number of overdue action last period x 100	<95% <10
Complaints Register	Reported concerns regarding privacy practices	# concerns	0
Complaints Register	Number of breaches of privacy	# breaches	0
Complaints Register	Losses of personal data	# breaches where data lost	0
Training database	Privacy training attended by staff	% staff completed privacy training during induction	100% >75%

Source	Indicator	Calculation	Tolerance
Training database	Percentage staff with current privacy refresher training	# staff completed privacy refresher training within past 3 years / # staff required to complete privacy refresher training in past 3 years x 100	80% (allows for 20% turnover)
Strategic Documents Register	Percentage of strategies and policies overdue	Strategies and policies overdue/Total strategies and policies in register	<10%
Cycle	Outstanding Audit Actions	# audit actions past due date	0 for high risk; Less than 20% for medium risk; less than 50% for low risk

*Note: these indicators have been altered because the previous indicators were not able to be reported easily, consistently or accurately. The new measures can be reported more easily, consistently and accurately however they do not capture 'on time' completion rates as that data is currently difficult to obtain. Further work with the software providers will occur to help report 'on time' completion.

Culture

Source	Indicator	Calculation	Tolerance
Payroll	Percentage of sick leave hours taken over the period compared to total hours worked	Number of sick leave hours paid for the period / Total hours paid for the period x 100	<5% <u>Sector average is 9 days per year</u>
HR	Percentage Number of staff with excess annual leave (annual or flexi)	Number of staff with excess annual leave / Total headcount x 100	<40% <20
HR	Percentage of staff with excess flexi leave	Number of staff with excess flexi leave / Total headcount x 100	<40%
HR	Leave Plans in Place	Total headcount Number of staff with excess leave with plans in place / Number of staff with excess annual leave or flexi leave x 100	>80%
HR	Number of WorkCover claims for the period	Total number of claims lodged during the period	0
HR	Number of WorkCover claims claiming weekly payments	Total number of claims claiming weekly payment	<5
HR	Statistical Claims Estimate	As provided by insurer	Declining trend
HR	Percentage staff with current development plans	Number of staff with current development plans / Number of staff requiring development plans x 100	>80% of those due
HR	Turnover Number of terminations for the month	Number of planned and unplanned terminations / Total headcount x 100	65% to 1720% Source: M&A mini survey October 2018
HR	Lost Time Injury	Number of days from time of injury to return to regular work duties	<182 days per person

Comment [SM2]: Data is obtained manually and is too time consuming to collect monthly.

Customer service

Source	Indicator	Calculation	Tolerance
ZULTYS	Call abandonment-answer rate	Number of calls answered abandoned for period/total number of calls received for period x 100	<10%>90%
ZULTYS	Average duration of 54941200 calls	Total seconds for answered calls/total number of calls answered	<8590 sec
ZULTYS	Average 54941200 calls incoming per work day	Total calls per period/number of work days in period	70 to 105
ZULTYS	Average time waiting for answered calls	Total seconds waiting/number of calls	<2530sec
Xpedite	HACC Clients	Number of clients eligible for HACC services	
MERIT	Number of walk ins registered	Total registered walk ins for the month	Monitor for resourcing
MERIT	Number of complaints received for the period	Total complaints received for the period	0
MERIT	Percentage of complaints resolved within 28 days	Number of complaints resolved/Number of complaints received for the period x 100	100%

Comment [SM3]: Removed last year but included in error

In addition to the above indicators, a number of indicators from the LGPRF will also be included in the LPF. Suitable indicators are those which can be reported on a six monthly basis and are indicated in Appendix 3 by "December and June" frequency of collection.

APPENDIX 3: LGPRF INDICATORS - FREQUENCY OF COLLECTION

Service performance indicators (table accurate as at 31 December 2016)

No	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
Aquatic Facilities			
AF1	Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	None	Optional
AF2	Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	Annually in June	This service is delivered seasonally and data will be skewed if collected more often than annually.
AF3	Health and Safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	None	Not applicable
AF4	Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	None	Not applicable
AF5	Service Cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	Annually in June	This service is delivered seasonally and data will be skewed if collected more often than annually.

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No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
Animal Management			
AM1	Timeliness Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	December and Annually in June	Administrative burden
AM2	Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	December and Annually in June	Administrative burden
AM3	Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
AM4	Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	December and Annually in June	Administrative burden
Food Safety			
FS1	Timeliness Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	December and Annually in June	Administrative burden
FS2	Service standard Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	Annually in June	Food safety assessments are undertaken on an annual cycle. Collection of the indicator data more often may skew the results.

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
FS3	<p>Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
FS4	<p>Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	December Annually in June	Administrative burden
Governance			
G1	<p>Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p>	June	<i>Small number does not warrant regular reporting</i>
G2	<p>Consultation and engagement <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	Annually in June	This indicator is based on the Customer Satisfaction Survey commissioned by state government which is collected and reported annually.
G3	<p>Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p>	June	<i>Regular attendance does not warrant regular reporting</i>

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
G4	<p>Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
G5	<p>Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	Annually in June	This indicator is based on the Customer Satisfaction Survey commissioned by state government which is collected and reported annually.
Libraries			
LB1	<p>Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]</p>	Annually in June	Council relies on the library corporation for this indicator's data.
LB2	<p>Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	Annually in June	Council relies on the library corporation for this indicator's data.
LB3	<p>Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]</p>	Annually in June	Council relies on the library corporation for this indicator's data.

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
LB4	Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	Annually in June	Council relies on the library corporation for this indicator's data.
Maternal and Child Health (MCH)			
MC1	Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	December and Annually <i>in June</i>	Administrative burden
MC2	Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	December and Annually <i>in June</i>	Administrative burden
MC3	Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
MC4	Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	Annually in June	As this service can be accessed seasonally, data will be skewed if collected more often than annually.
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	Annually in June	As this service can be accessed seasonally, data will be skewed if collected more often than annually.

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
Roads			
R1	<p>Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100</p>	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator.
R2	<p>Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator.
R3	<p>Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
R4	Service Cost Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
R5	Satisfaction Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	Annually in June	This indicator is based on the Customer Satisfaction Survey commissioned by state government which is collected and reported annually.
Statutory Planning			
SP1	Timeliness Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	December and Annually in June	Administrative burden
SP2	Service standard Planning applications decided within required timeframes [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/ Number of planning application decisions made] x100	December and Annually in June	Administrative burden

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
SP3	<p>Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
SP4	<p>Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	December and Annually in June	Administrative burden
Waste Collection			
WC1	<p>Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</p>	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator.
WC2	<p>Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator.

No.	Service/indicator/measure	Frequency of Collection	Reason for not collecting data six-monthly
WC3	<p>Service cost Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
WC4	<p>Service cost Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	Annually in June	Council undertakes close monitoring of the financial position on a monthly basis through the Finance Report. Therefore, all cost indicators under this framework will be reported annually.
WC5	<p>Waste diversion Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	Annually in June	Calculation based on average skews data due to seasonal variations

Sustainability capacity indicators

No.	Indicator/Measure	Frequency of collection	Reason for not collecting data six-monthly
C1	Indicator: Population Measure: Expenses per head of municipal population Computation: Total expenses / Municipal population	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator
C2	Indicator: Population Measure: Infrastructure per head of municipal population Computation: Value of infrastructure / Municipal population	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator
C3	Indicator: Population Measure: Population density per length of road Computation: Municipal population / Kilometres of local	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator
C4	Indicator: Own-source revenue Measure: Own source revenue per head of municipal population Computation: Own-source revenue / Municipal population	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator
C5	Indicator: Recurrent grants Measure: Recurrent grants per head of municipal population Computation: Recurrent grants / Municipal population	Annually in June	As the denominator is stagnant, more than annual collection will skew the results of this indicator
C6	Indicator: Disadvantage Measure: Relative socio-economic disadvantage Computation: Index of relative socio-economic disadvantage by decile	Annually in June	This indicator is not updated within the financial year.

Financial capacity indicators

No.	Indicator/Measure	Frequency of collection	Reason for not collecting data six-monthly
E1	Indicator: Efficiency – Revenue level Measure: Average residential rate per residential property assessment Computation: Residential rate revenue / Number of residential property assessments	December and Annually in June	Administrative burden
E2	Indicator: Efficiency – Expenditure level Measure: Expenses per property assessment Computation: Total expenses / Number of property assessments	December and Annually in June	Administrative burden
E3	Indicator: Efficiency – Workforce turnover Measure: Resignations and terminations compared to average staff Computation: [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	Annually in June	As this indicator can be skewed by the timing during the year of resignations, it will be collected annually.
L1	Indicator: Liquidity – Working capital Measure: Current assets compared to current liabilities Computation: [Current assets / Current liabilities] x100	December and Annually in June	Administrative burden
L2	Indicator: Liquidity – Unrestricted cash Measure: Unrestricted cash compared to current liabilities Computation: [Unrestricted cash / Current liabilities] x100	Annually in June	Unrestricted cash is calculated only during the end of financial year process.
O1	Indicator: Obligations – Asset renewal Measure: Asset renewal compared to depreciation Computation: [Asset renewal expenses / Asset depreciation] x100	Annually in June	Asset renewal is calculated only during the end of financial year process.

No	Indicator/Measure:	Frequency of collection	Reason for not collecting data six-monthly
O2	Indicator: Obligations – Loans and borrowings Measure: Loans and borrowings compared to rates Computation: $[\text{Interest bearing loans and borrowings} / \text{Rate revenue}] \times 100$	Annually in June	Council will be debt free during 2015/16 so collection of this indicator during the year will not provide any benefit.
O3	Indicator: Obligations – Loans and borrowings Measure: Loans and borrowings repayments compared to rates Computation: $[\text{Interest and principal repayments on interest bearing loans and borrowings} / \text{Rate revenue}] \times 100$	Annually in June	Council will be debt free during 2015/16 so collection of this indicator during the year will not provide any benefit.
O4	Indicator: Obligations – Indebtedness Measure: Non-current liabilities compared to own source revenue Computation: $[\text{Non-current liabilities} / \text{Own source revenue}] \times 100$	Annually in June	Own source revenue is calculated during the end of financial year process.
OP1	Indicator: Operating position – Adjusted underlying surplus Measure: Adjusted underlying surplus (or deficit) Computation: $[\text{Adjusted underlying surplus (deficit)} / \text{Adjusted underlying revenue}] \times 100$	Annually in June	Adjusted underlying surplus and adjusted underlying revenue are calculated during the end of financial year process.
S1	Stability – Rates concentration Measure: Rates compared to adjusted underlying revenue Computation: $[\text{Rate revenue} / \text{Adjusted underlying revenue}] \times 100$	Annually in June	Adjusted underlying revenue is calculated during the end of financial year process.
S2	Stability – Rates effort Measure: Rates compared to property values Computation: $[\text{Rate revenue} / \text{Capital improved value of rateable properties in the municipality}] \times 100$	December <u>Annually</u> in June	<u>Administrative burden</u>

Governance and management checklist

No.	Indicator/Milestone	Frequency of collection	Reason for not collecting data six-monthly
GC1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	June	Council has a strategic document policy and procedure framework which is regularly maintained and monitored monthly for overdue documents.
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	June	
GC3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	June	
GC4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	June	
GC5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	June	
GC6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	June	
GC7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	June	
GC8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	June	
GC9	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	June	
GC10	Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	June	
GC11	Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	June	

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No.	Indicator/Measure	Frequency of collection
GC12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	June
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	June
GC14	Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	June
GC15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	June
GC16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	June
GC17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	June
GC18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	June
GC19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	June
GC20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	June

No.	Indicator/Measure	Frequency of collection
GC21	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	June
GC22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	June
GC23	Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	June
GC24	Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	June

9.4 FINANCE REPORT FOR THE PERIOD ENDING 31 MAY 2019

File Number: 08/06/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Finance Report for period ending 31 May 2019

RECOMMENDATION

That Council

1. receives and notes the Finance Report for the period ending 31 May 2019.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

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 May 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.

ISSUES/DISCUSSION

Budgeted Surplus - Council's budgeted cash surplus remains at \$3.59M.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 98% of YTD budget. Revenue brought to account for May was \$5.94 (\$869K last month). Capital grants are behind YTD budget with interest, reimbursements and user fees currently ahead of YTD budget.

Income Statement (expenditure) - Council's operating expenditure is at 88% of YTD budget. Payments for this month totalled just over \$2.73M, compared to \$3.38M last month. Labour is slightly behind budget at 97% (96% last month) and is expected to remain below budget and the 4% mandated cap for the remainder of the year. Materials and services and contractor payments are currently behind YTD budget with utilities currently ahead of YTD budget.

Capital Works - The revised budget for capital works is \$13.62M and is 54% complete in financial terms for the current financial year (46% last month). Asset types with major variations (10% or \$10K) include furniture and equipment, land and buildings, plant and equipment, roadworks, urban and road drainage, recreation leisure and community facilities and footpaths along with many projects underway or still to commence.

Balance Sheet - Council has a cash total of \$21.4M with \$2.2M in general accounts. Debtors are \$2.34M which is an increase of \$0.63M in the month primarily due invoices that have been raised for sundry debtors, offset by the receipt of rate instalment payments. Sundry debtors total \$1.75M, with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$130K.

There were no supplementary valuations updated during May. The total rateable CIV at the end of May remains at \$2.16B.

COST/BENEFITS

The benefit to Council and the community is that accurate and regular financial reporting is being disclosed.

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.

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 MAY 2019



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INTRODUCTION

During May 2019, work continued on the preparation of the financial statements for the 2018/19 financial year. This includes sending shell financial documents to Council auditors for review.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports remains at \$3.59M. There has been no movement during May.

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 May was \$5.94M.

Revenue YTD is at 98% compared to YTD budget or \$0.9M behind.

2.1.1 Capital grants

Capital grants are currently \$1.87M behind budget.

The main variation relates to flood restoration work reimbursements of \$2.5M. Claims have been forwarded, and some have been approved by VicRoads with payment of those expected by the end of June. Other variations relate to local bridge projects of \$500K with claims yet to be submitted and early payment of \$940K for the Inglewood Dam project.

2.1.2 User fees

User fees are currently \$312K ahead of budget and include:

- caravan park income of \$58K due to an increase of visitors
- planning application fees of \$65K due to an increase in applications
- standpipes and truck washes of \$31K ahead of budget with an increase of water usage due to dry conditions
- brokered services of \$62K with an increase of hours requested by clients
- gravel and sand pit operations of \$38K with more gravel used for roadworks during the quarter than originally expected.

2.1.3 Reimbursements

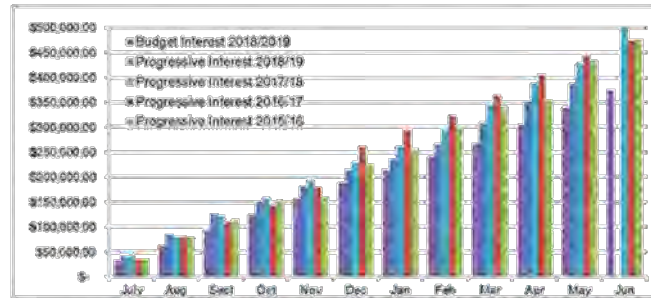
Reimbursements are currently \$47K ahead of budget.

The main variation to budget is work cover claims with additional funds received which has an increase to expenditure to offset.

2.1.4 Interest income

The total investment interest received and accrued to date is \$388K, and rates interest amounts to \$37K. Year to date represents 106% of the year revised budget amount of \$400K (\$375K for investments only).

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



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, Australian Mutual Provident Bank, National Australia Bank, and Bank of Queensland.

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 May was \$2.33M.

Expenditure YTD is at 88% compared to YTD budget or \$5.7M behind.

2.2.1 Materials and services

Materials and services are behind YTD budget by \$1.66M or 19%.

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

- urban drainage strategy of \$201K
- volunteer strategy of \$72K
- economic development strategy of \$60K
- rural access programs of \$72K
- Bridgewater football/netball female change facilities of \$100K
- infrastructure valuations of \$101K
- childcare feasibility study of \$70K.

2.2.2 Utilities

Utilities are ahead of YTD budget by \$139K or 33%.

The main variations to budget are the Wedderburn and Bridgewater Caravan Parks along with standpipes and truck washes with payment of invoices ahead of expected budget timing.

2.2.3 Contract payments

Contract payments are behind YTD budget by \$3.91M or 21%.

The main variation to budget is flood restoration works which are progressing, invoices have not yet been received for payment. Projects must be complete prior to the 30 June 2019 deadline.

2.2.4 Payments

During the month the following payments were made:

Creditor payments - cheque	\$103,026.34
Creditor payments - electronic funds transfer	\$1,986,277.99
Payroll (2 pays)	<u>\$638,368.88</u>
TOTAL	<u>\$2,727,673.21</u>

2.3 Operating surplus

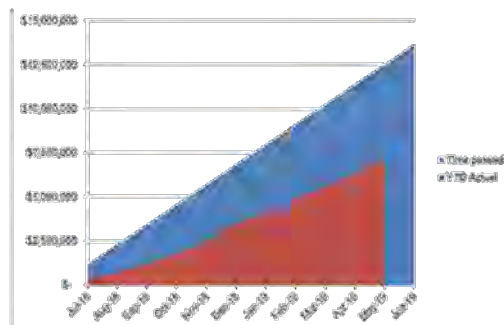
The operating deficit to date is \$4.8M.

2.4 Capital expenditure

Total capital works expenditure for May was \$998K.

The total revised budget for the 2018/19 capital works program has remained at \$13.62M.

The total capital works expenditure is 54% complete in financial terms.



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

2.4.1 Proceeds from sale of assets

Proceeds from sale of assets are \$145K behind YTD budget or 23%.

The main variation to budget is sale of excess plant due to a delay in delivery of replacement equipment.

2.4.2 Furniture and office equipment

Furniture and office equipment is behind YTD budget by \$679K or 95%.

The main variations to budget are:

- the IT Strategy implementation of \$601K; this project has commenced and with Council now waiting on a funding decision before anything is committed
- the server replacement of \$28K is behind due to timing of the budget, the project is still to be completed
- PC replacement of \$50K is behind due to timing of the budget, with more purchases to come.

2.4.3 Land and buildings

Land and buildings are behind YTD budget of \$508K or 49%.

Main variation to budget is for flood mitigation works at Boort with works progressing slower than expected, and livestock and domestic pound works which have also commenced, but is progressing slower than expected.

2.4.4 Plant and equipment

Plant and equipment are behind YTD budget by \$333K or 12%.

The main variation to budget is the purchase of new plant. Although items have been ordered they are yet to be delivered.

2.4.5 Roadworks

Roadworks are behind YTD budget by \$1.22M or 28%.

The main variations to budget are:

- Woodstock Road project of \$670K which has not yet commenced
- Connors Road project of \$179K where works have commenced, although the progress is slower than expected
- Bridgewater Raywood Road project of \$129K where works have commenced and are progressing
- Billings Road of \$93K with delays to the project and works expected to be carried out later in the year.

2.4.6 Urban and road drainage

Urban and road drainage is behind YTD budget by \$205K or 50%.

The main variation to budget is Verdon South Street with works commenced, although slower than expected.

2.4.7 Recreation leisure and community facilities

Recreation leisure and community facilities are behind YTD budget by \$84K or 32%.

The main variations are for parks and garden strategy projects which are yet to commence located at the Inglewood Town Hall, Lake View Street Boort and tree replacement shire wide.

2.4.8 Parks, open space and streetscapes

Parks, open space and streetscapes are behind YTD budget by \$387K or 37%.

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The main variations to budget are:

- Laanecoorie boat ramp of \$90K, with the project yet to commence
- Bridgewater foreshore of \$167K, with the project currently underway but progressing slower than expected.

2.4.9 Footpaths

Footpaths are behind YTD budget by \$324K or 56%.

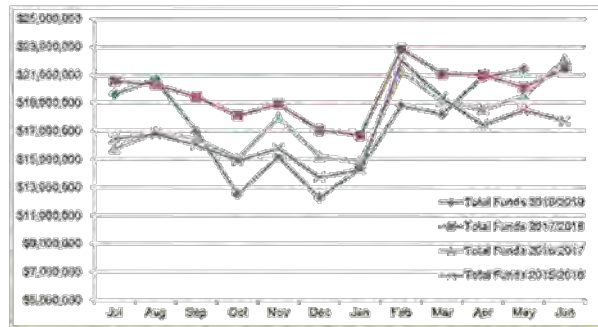
The main variation to budget relates to projects in Boort, Wedderburn and Bridgewater which have been awarded but not yet commenced.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council's overall cash total was \$21.4M which includes a balance of \$2.2M 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 (2016 Flood)

For the year to date, \$14.3M has been expended on flood repair works. The Victorian Treasury Department has refunded \$11.79M, with further claims within the approval process. No funds were received in May, but all are expected in June 2019.

3.2.2 Debtors

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

Category of debtor	May 2018	June 2018	March 2019	April 2019	May 2019
Rates	\$ 408,472	\$ 258,208	\$ 1,087,717	\$ 994,722	\$ 503,790
Fire Services Property Levy	\$ 68,543	\$ 49,038	\$ 153,401	\$ 143,396	\$ 84,274
Total Rates & Fire Services Property Levy	\$ 472,015	\$ 307,246	\$ 1,241,118	\$ 1,138,118	\$ 588,064
Sundry debtors	\$ 632,651	\$ 968,813	\$ 776,423	\$ 594,207	\$ 1,754,853
Community loans/advances	\$ 5,800	\$ 5,572	\$ 3,600	\$ 3,600	\$ 3,600
Long term loans/advances	\$ 80,000	\$ 78,570	\$ -	\$ -	\$ -
Employee superannuation	\$ 2,560	\$ -	\$ -	\$ 13,937	\$ 3,676
Magistrates court fines	\$ 100,319	\$ 100,319	\$ 123,719	\$ 100,319	\$ 100,319
LESS provision for doubtful debts	\$ (92,370)	\$ (112,950)	\$ (112,950)	\$ (112,950)	\$ (112,950)
Total	\$ 1,201,075	\$ 947,569	\$ 2,031,909	\$ 1,707,230	\$ 2,337,602

3.2.3 Rates debtors

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

	May 2018 (4/6/2018)	June 2018 (4/07/2018)	Mar 2019 (4/4/2019)	April 2019 (3/5/2019)	May 2019 (3/6/2019)
2006/07	\$ 261	\$ 266	\$ 284	\$ 288	\$ 288
2007/08	\$ 410	\$ 417	\$ 448	\$ 453	\$ 453
2008/09	\$ 428	\$ 435	\$ 467	\$ 473	\$ 473
2009/10	\$ 1,683	\$ 1,699	\$ 1,785	\$ 1,805	\$ 1,803
2010/11	\$ 3,098	\$ 3,119	\$ 3,272	\$ 3,308	\$ 3,305
2011/12	\$ 5,303	\$ 5,335	\$ 4,597	\$ 4,648	\$ 4,645
2012/13	\$ 6,253	\$ 6,242	\$ 3,948	\$ 3,952	\$ 3,959
2013/14	\$ 7,017	\$ 6,997	\$ 2,591	\$ 2,634	\$ 2,606
2013/14 Fire Services Property Levy	\$ 1,823	\$ 1,763	\$ 859	\$ 869	\$ 809
2014/15	\$ 18,129	\$ 17,966	\$ 6,068	\$ 5,954	\$ 5,665
2014/15 Fire Services Property Levy	\$ 3,221	\$ 3,125	\$ 1,695	\$ 1,673	\$ 1,629
2015/16	\$ 29,290	\$ 29,147	\$ 14,002	\$ 13,845	\$ 13,305
2015/16 Fire Services Property Levy	\$ 4,940	\$ 4,839	\$ 2,984	\$ 2,984	\$ 2,943
2016/17	\$ 70,589	\$ 68,601	\$ 28,040	\$ 28,337	\$ 27,818
2016/17 Fire Services Property Levy	\$ 10,023	\$ 9,620	\$ 4,941	\$ 4,956	\$ 4,954
2017/18	\$ 251,012	\$ 118,965	\$ 64,774	\$ 62,907	\$ 56,235
2017/18 Fire Services Property Levy	\$ 48,638	\$ 29,691	\$ 11,694	\$ 11,560	\$ 10,691
2018/19	\$ -	\$ -	\$ 325,717	\$ 292,917	\$ 383,205
2018/19 Fire Services Property Levy	\$ -	\$ -	\$ 48,208	\$ 19,787	\$ 63,036
Sub-total: arrears	\$ 472,016	\$ 307,246	\$ 526,373	\$ 463,479	\$ 588,064
Current year (outstanding but not due)	\$ 548,938	\$ -	\$ 531,723	\$ 673,444	\$ -
Fire Services Property Levy	\$ 93,681	\$ -	\$ 83,022	\$ 101,195	\$ -
Total outstanding	\$ 1,114,635	\$ 307,246	\$ 1,241,118	\$ 1,138,118	\$ 588,064
<i>Summary</i>					
Rates in arrears	\$ 373,016	\$ 258,209	\$ 455,950	\$ 421,610	\$ 503,769
FSPFL in arrears	\$ 41,713	\$ 49,038	\$ 70,333	\$ 41,869	\$ 84,275
Total arrears	\$ 414,723	\$ 307,246	\$ 526,373	\$ 463,479	\$ 588,064

The final rate instalment for 2018/19 was due on 15 May 2019, so all unpaid rates are in arrears and are in process of being followed up with overdue notices.

3.2.4 Sundry debtors

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

Current	\$78,980	34%
30 days	\$22,399	10%
60 days	\$28,431	12%
90 + days	\$101,154	44%
Sub total routine debtors	\$230,964	100%
Paid Parental Leave	(\$8,632)	
Government departments	\$1,436,799	
GST	\$95,781	
Total	\$1,754,893	
60 + days consists of:		
Community Wellbeing debtors	\$123,992	
Local community groups	\$913	
Others	\$4,690	
Total	\$129,585	

Total outstanding sundry debtors as at 31 May 2019 are \$1.75M.

The mainstream sundry debtors (\$231K) have been broken into the amount of time they have been outstanding. At the time of the report \$130K or 56% of that total has been outstanding for more than 60 days. All debtors are contacted as a matter of routine.

Government departments have approved a number of grants, and have requested invoices to clear their books. The most significant of these grants is \$940K for the Inglewood Dam, with \$485K being receipted as a preliminary payment in June.

3.2.5 Supplementary valuations

All rateable and non-rateable supplementary valuations are included in this report. No supplementary valuations received in May 2019, any variations will be processed after rates have been forwarded.

The current balances at end of May 2019 are:

Valuation type	Opening balance	Supplementary changes	Closing balance
Site Value	\$1,393,972,200	\$0	\$1,393,972,200
Capital Improved Value	\$2,162,830,400	\$0	\$2,162,830,400
NAV	\$111,477,810	\$0	\$111,477,810

The total rateable CIV at the end of May 2019 remains at \$2.16B.

3.3 Water rights

Council-owned water rights were valued at \$1.98M 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.

3.4 Vision Super Defined Benefits Plan update

On the 15 May 2019, Council received official notification of the 31 March 2019 estimated Vested Benefit Index (VBI) for the sub-plan being 105.4%. This is a significant increase from the previous quarter and it remains well above the required 97%.

Currently, under the superannuation prudential standards, VBI's must generally be kept above a fund's nominated shortfall, currently 97%. When an actuarial review/investigation is in progress the fund's VBI must be at least 100% as it is at 30 June 2018.

Below is the sub-plan's recent VBI history:

As at	30 June 2016 (actual)	30 June 2017 (actual)	30 June 2018 (actual)	30 Sept 2018 (actual)	31 Dec 2018 (estimated)	31 March 2019 (estimated)
LASF DS	102.0%	103.1%	106.0%	108.9%	101.9%	105.4%

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
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$10,723,126	\$10,750,846	\$10,684,130	\$10,686,378	\$2,248	100%	99%
Revenue grants	\$6,890,114	\$11,218,087	\$6,629,697	\$7,106,457	\$476,760	107%	63%
Capital grants	\$5,491,143	\$24,344,145	\$16,133,707	\$16,258,747	(\$1,874,960)	90%	67%
Vic Roads	\$534,064	\$548,178	\$502,502	\$495,694	(\$6,808)	99%	90%
User fees	\$1,794,539	\$1,770,530	\$1,581,784	\$1,893,710	\$311,926	120%	106%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$0	\$0	\$89,184	\$89,184	0%	0%
Interest income	\$375,000	\$400,000	\$366,663	\$424,808	\$58,145	116%	106%
* Reversal of impairment losses	\$0	\$1,658	\$1,518	\$1,658	\$140	109%	100%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$333,801	\$374,983	\$316,194	\$369,265	\$47,071	116%	97%
Total revenue	\$25,391,787	\$49,408,426	\$36,216,175	\$37,319,902	(\$896,273)	98%	78%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,604,210	\$10,375,591	\$9,349,368	\$9,031,594	(\$317,775)	97%	87%
Materials & services	\$8,016,009	\$9,950,169	\$8,870,083	\$7,213,765	(\$1,656,318)	81%	72%
Depreciation	\$9,200,989	\$9,200,989	\$8,434,217	\$8,434,243	(\$26)	100%	90%
Utilities	\$466,503	\$453,883	\$416,129	\$555,300	(\$139,171)	133%	122%
Contract payments	\$1,581,347	\$20,579,169	\$18,833,522	\$14,928,370	(\$3,905,152)	79%	73%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$85,083	\$85,083	\$31,521	\$72,433	(\$40,912)	230%	85%
Councillor costs	\$221,089	\$221,089	\$202,664	\$196,208	(\$6,456)	97%	89%
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	\$4,394	(\$4,394)	0%	0%
Total expenditure	\$30,175,230	\$50,865,972	\$46,137,504	\$40,436,306	\$5,701,198	88%	79%
NET RESULT FOR THE PERIOD	(\$4,783,443)	(\$1,457,545)	(\$7,921,330)	(\$3,116,404)	(\$4,804,925)	39%	214%
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
EXPENSES FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,436,315	\$1,513,780	\$1,324,665	\$1,160,618	(\$164,047)	88%	77%
Leadership	\$1,946,465	\$20,779,089	\$18,941,239	\$15,513,122	(\$3,428,117)	82%	73%
Works & infrastructure	\$13,421,963	\$13,531,366	\$12,205,385	\$12,180,221	(\$25,164)	100%	90%
Good management	\$4,333,882	\$4,524,931	\$4,095,080	\$3,518,243	(\$576,837)	86%	78%
Environment	\$2,399,268	\$2,546,586	\$2,350,181	\$2,301,313	(\$48,868)	98%	90%
Community services & recreation	\$6,640,337	\$7,970,201	\$7,220,954	\$5,762,790	(\$1,458,164)	80%	72%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$30,175,230	\$50,865,972	\$46,137,504	\$40,436,306	\$5,701,198	88%	79%
NET RESULT FOR THE PERIOD	(\$4,783,443)	(\$1,457,545)	(\$7,921,330)	(\$3,116,404)	(\$4,804,925)	39%	214%

*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
FUNDING PROGRAMS							
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	\$7,401,584	\$15,463,504	\$0	\$1,891	(\$1,891)	0%	0%
Less transfer to reserves	(\$2,151,749)	(\$10,206,095)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$379,427	\$555,247	\$638,579	\$483,769	\$154,810	77%	75%
TOTAL FUNDING DECISIONS	\$5,629,272	\$5,912,666	\$638,579	\$495,660	\$142,919	78%	8%
NET FUNDS AVAILABLE FOR CAPITAL	\$845,829	\$4,455,121	(\$7,282,751)	(\$2,620,744)	(\$4,662,007)	36%	-59%
CAPITAL EXPENDITURE BY ACCOUNT							
Furniture and office equipment	\$777,760	\$784,450	\$719,170	\$36,207	\$675,963	59%	37%
Land and buildings	\$3,720,270	\$1,447,535	\$1,027,618	\$519,250	\$608,368	51%	86%
Plant and equipment	\$1,427,219	\$2,739,204	\$2,739,204	\$2,406,640	\$332,564	88%	88%
Roadworks	\$3,896,379	\$4,817,046	\$4,303,204	\$3,079,811	\$1,223,393	72%	64%
Urban and road drainage	\$350,000	\$549,220	\$407,722	\$292,373	\$206,349	60%	57%
Recreation, leisure and community facilities	\$1,263,000	\$1,523,281	\$262,777	\$178,969	\$83,778	69%	59%
Parks, open space and streetscapes	\$250,000	\$1,191,818	\$1,037,139	\$650,443	\$386,696	63%	55%
Footpaths	\$221,793	\$578,312	\$577,043	\$253,030	\$324,013	44%	44%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$11,696,435	\$13,623,896	\$11,089,877	\$7,326,752	\$3,740,125	66%	54%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,200,989	\$9,200,989	\$8,434,217	\$8,434,243	(\$26)	100%	97%
Add reversal of impairment losses	\$0	(\$1,658)	(\$1,518)	(\$1,658)	\$140	100%	100%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debt expense	\$0	\$0	\$0	\$4,394	(\$4,394)	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$9,200,989	\$9,199,331	\$8,432,699	\$8,436,976	(\$4,279)	100%	92%
Accumulated surplus brought forward	(\$1,785,085)	(\$3,551,131)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$135,466)	(\$3,591,687)	\$9,919,929	\$1,510,515	\$8,409,410	15%	-40%

APPENDIX 3: STANDARD BALANCE SHEET

	May 2019 As per trial balance	June 2018 As per financial statements	May 2018 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$21,392,004	\$21,453,507	\$20,120,277
Trade and other receivables	\$2,257,601	\$785,569	\$1,039,075
Financial assets	\$46,715	\$3,405,167	\$37,884
Inventories	\$46,205	\$43,490	\$48,461
Non-current assets classified as held for sale	\$690,322	\$690,322	\$865,424
TOTAL CURRENT ASSETS	\$24,432,848	\$26,378,055	\$22,111,121
NON-CURRENT ASSETS			
Trade and other receivables	\$80,000	\$162,000	\$162,000
Financial assets	\$347,419	\$271,480	\$619,971
Intangible assets	\$1,979,130	\$1,979,130	\$1,668,430
Property, infrastructure, plant and equipment	\$336,507,037	\$338,108,296	\$308,537,032
TOTAL NON-CURRENT ASSETS	\$338,913,586	\$340,520,906	\$310,987,493
TOTAL ASSETS	\$363,346,434	\$366,898,961	\$333,098,614
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$288,579	\$801,793	\$293,999
Trust funds and deposits	\$474,782	\$375,762	\$566,734
Provisions	\$1,699,841	\$1,721,770	\$1,804,771
Interest bearing loans and borrowings	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$2,463,202	\$2,899,325	\$2,655,504
NON-CURRENT LIABILITIES			
Provisions	\$2,324,221	\$2,324,221	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$2,324,221	\$2,324,221	\$2,324,221
TOTAL LIABILITIES	\$4,787,423	\$5,223,546	\$4,979,725
NET ASSETS	\$358,559,011	\$361,675,415	\$328,118,889
EQUITY			
Accumulated Surplus	\$92,239,960	\$95,354,473	\$91,374,853
Asset Revaluation Reserve	\$247,387,367	\$247,387,367	\$217,166,524
Other Reserves	\$18,931,684	\$18,933,575	\$19,575,512
TOTAL EQUITY	\$358,559,011	\$361,675,415	\$328,118,889

APPENDIX 4: INVESTMENTS

LIDGONSHIRE 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 (income)
NAB 65-839-5005 (LFL)	Closed	19/07/2018	61	2.54%	\$ 1,751,312	\$ 20,562	\$ 1,364		\$ 1,564	
NAB 33-755-3205	Closed	19/07/2018	131	2.48%	\$ 2,000,000	\$ 17,802	\$ 2,552		\$ 2,552	
NAB 44-441-8768	Closed	24/07/2018	120	2.62%	\$ 2,000,000	\$ 13,762	\$ 3,445		\$ 3,445	
BGO 2858853	Closed	26/07/2018	30	2.20%	\$ 1,000,000	\$ 241	\$ 1,667		\$ 1,667	
BGO 2623540	Closed	27/08/2018	91	2.60%	\$ 2,000,000	\$ 5,396	\$ 7,552		\$ 7,552	
BGO 2581695	Closed	14/08/2018	75	2.65%	\$ 1,000,000	\$ 5,445	\$ 3,267		\$ 3,267	
NAB 35-540-3038	Closed	13/05/2018	152	2.55%	\$ 1,000,000	\$ 9,452	\$ 3,050		\$ 3,050	
NAB 64-762-7104	Closed	18/09/2018	120	2.62%	\$ 2,000,000	\$ 5,743	\$ 11,829		\$ 11,829	
BGO 2638896	Closed	24/08/2018	90	2.75%	\$ 2,000,000	\$ 149	\$ 13,413		\$ 13,413	
Bank of Melbourne	Closed	26/09/2018	91	2.70%	\$ 2,000,000	\$ 1,657	\$ 11,806		\$ 11,806	
NAB 70-703-8979	Closed	24/10/2018	120	2.80%	\$ 2,000,000	\$ 202	\$ 12,306		\$ 12,306	
BME - 115242	Closed	28/10/2018	90	2.80%	\$ 2,000,000	\$ -	\$ 14,115		\$ 14,115	
NAB 57-659-3078	Closed	28/10/2018	60	2.30%	\$ 2,000,000	\$ -	\$ 7,390		\$ 7,390	
BGO 2717042 (ex 2625340)	Closed	22/11/2018	60	2.55%	\$ 2,000,000	\$ -	\$ 12,928		\$ 12,928	
M&S 33603208	Closed	1/12/2018	90	2.70%	\$ 2,000,000	\$ -	\$ 13,776		\$ 13,776	
BGO 2691680	Closed	24/12/2018	31	1.95%	\$ 500,000	\$ -	\$ 326		\$ 326	
BGO (Laf)	Closed	18/01/2019	194	2.78%	\$ 1,800,000	\$ -	\$ 25,226		\$ 25,226	
BGO (Presidnt)	Closed	18/01/2019	164	2.78%	\$ 200,032	\$ -	Not Council's			
BGO 3891697	Closed	23/01/2019	61	2.15%	\$ 1,000,000	\$ -	\$ 3,559		\$ 3,559	
NAB 57-655-3078	Closed	29/01/2019	92	2.68%	\$ 2,000,000	\$ -	\$ 13,510		\$ 13,510	
BGO 2691667	Closed	23/01/2019	91	2.55%	\$ 2,000,000	\$ -	\$ 12,715		\$ 12,715	
ME Bank - 059954	Closed	27/02/2019	124	2.63%	\$ 2,000,000	\$ -	\$ 17,570		\$ 17,570	
NAB 70-521-5812	Closed	4/02/2019	90	2.75%	\$ 2,000,000	\$ -	\$ 13,562		\$ 13,562	
NAB 037450	Closed	30/04/2019	90	2.78%	\$ 2,000,000	\$ -	\$ 13,370		\$ 13,370	
NAB 037456	Closed	20/05/2019	92	2.78%	\$ 2,000,000	\$ -	\$ 14,014		\$ 14,014	
ME Bank	Closed	27/05/2019	91	2.68%	\$ 2,000,000	\$ -	\$ 13,274		\$ 13,274	
11 Jan Account BGO	Open	31/03/2019	N/A	1.50%	\$ 3,000,000	\$ 0	\$ 0	\$ 3,000,000		
NAB 42-216-4211 (LFL)	Open	31/06/2019	159	2.73%	\$ 2,000,000	\$ 0	\$ 22,762	\$ 2,000,000		\$ 20,137
ME Bank	Open	31/06/2019	112	2.65%	\$ 2,000,000	\$ 0	\$ 16,263	\$ 2,000,000		\$ 13,794
Bank of Qld	Open	31/06/2019	91	2.53%	\$ 2,000,000	\$ 0	\$ 12,615	\$ 2,000,000		\$ 10,291
BGO 2827543	Open	29/07/2019	120	2.51%	\$ 2,000,000	\$ 0	\$ 13,074	\$ 2,000,000		\$ 8,940
ME Bank	Open	29/07/2019	154	2.65%	\$ 2,000,000	\$ 0	\$ 18,758	\$ 2,000,000		\$ 15,794
AMEP	Open	26/08/2019	99	2.30%	\$ 2,000,000	\$ 0	\$ 4,411	\$ 2,000,000		\$ 3,758
NAB Deal 10837650	Open	26/08/2019	99	2.24%	\$ 2,000,000	\$ 0	\$ 4,256	\$ 2,000,000		\$ 3,665
AMEP	Open	30/09/2019	163	2.50%	\$ 2,000,000	\$ 0	\$ 8,356	\$ 2,000,000		\$ 4,246
AMEP	Open	6/11/2019	138	2.50%	\$ 2,000,000	\$ 0	\$ 8,082	\$ 2,000,000		\$ 3,973
NAB	Open	31/06/2019	159	2.73%	\$ 200,000	\$ 0	\$ 200,000			
Interest on KiwiSaver Accounts										
Interest on General Accounts										
Total						\$ 80,567	\$ 419,059	\$ 19,282,935	\$ 313,560	\$ 75,000
Interest on loan										\$ 38,759
Interest on term deposit (to/from externally funded projects)										\$ -
Net interest on investments										\$ 207,094
Current Investments - Share Funds										
Natwest Australia Bank								\$ 4,000,000	21%	
Bank of Queensland								\$ 2,000,000	7.1%	
Members Equity Bank								\$ 8,000,000	2.1%	
AMEP								\$ 6,000,000	32%	
Bendigo Bank								\$ 3,000,000	3.6%	
Council Funds on Term Deposit								\$ 19,000,000	1.00%	

9.5 ADOPTION OF THE 2019/20 BUDGET

File Number: 07/01/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. 2019/20 Budget
2. 2019/20 Fees and Charges

RECOMMENDATION

1. That Council:
 - (a) having advertised the Draft Budget and having received no submissions, adopt the 2019/20 Budget.
 - (b) having advertised the Draft Fees and Charges Schedule and having received no submissions, adopt the 2019/20 Fees and Charges Schedule.
 - (c) update the Strategic Resource Plan in the Council Plan 2017-2021 to reflect figures included in the 2019/20 Budget.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council was presented with the 2019/20 Draft Budget at a Council Forum on Tuesday 9 April 2019. Council resolved to advertise the Draft Budget at a Council Meeting on Tuesday 23 April 2019.

BACKGROUND

The Draft Budget was placed on public display for 28 days from Monday 29 April 2019 until Friday 24 May 2019, in accordance with the requirements of Section 223 of the Local Government Act 1989 (the Act).

During this period, copies of the Draft Budget were made available for public inspection at the Wedderburn and Serpentine Council Offices, at post offices, neighbourhood houses and resource centres across the municipality, and on Council's website.

Advertisements were placed in the Bendigo Advertiser on Saturday 27 April 2019 and Saturday 4 May 2019 and in the Loddon Times on Tuesday 30 April 2019.

ISSUES/DISCUSSION

No submissions were received during the public display period.

Minor formatting changes have been made but no adjustments to the budgeted financials. Due to changes in the valuation cycle it is intended to remove the valuation reserve during the financial year. However, this reserve remains in the budget as it reflects current policy.

COST/BENEFITS

The benefits to Council and the community are that a consultative budget process complies with the Local Government Act 1989, and allows the community to provide feedback to Council on the budget's content.

The budget provides a measure for accurate planning, and ensures that Council can deliver services and projects included in the document.

RISK ANALYSIS

The risk to Council of not discussing and advertising the annual budget is that it will not comply with requirements under the Local Government Act 1989.

CONSULTATION AND ENGAGEMENT

The Local Government Act 1989 requires that the Draft Budget be available for public comment from a period of 28 days after Council advertisement. After the lapsing of 28 days all submissions received must be provided to Council when deliberating on adoption of the 2019/20 Budget.

LODDON SHIRE COUNCIL

BUDGET FOR YEAR ENDED 30 JUNE 2020





LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

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LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

MAYOR INTRODUCTION

The Councillors and I are pleased to present the 2019/20 Budget to the community. This budget continues with our Council Plan 2017-21 vision of "A prosperous, vibrant and engaged community" and focuses on the following five key themes:

- Population;
- Economic prosperity;
- Liveability;
- Sustainability;
- High performance organisation.

The Council Plan 2017-21 (Year 3), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the third year of the current Council term, part of the focus over the next year will be on the planning and design activities required to deliver current commitments, along with delivery of key identified projects.

The budget details the resources required over the next year to fund a large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our Shire's road infrastructure, buildings and operational assets as well as funding for a range of projects.

As Councillors, it is our job to listen to community opinions and understand your priorities. During and following the Council elections in 2016 we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible. In response, Council has continued an organisation wide approach to identify savings and organisational improvements that don't impact negatively on its services, to provide increased value for money to ratepayers.

The budget includes a rate increase of 2.5 per cent. This is in line with the Fair Go Rates System which has capped rate increases by Victorian Councils. Council has also identified a number of significant cost and revenue impacts during the budget process which it has had to take into consideration. These include:

- the changes in financial support provided by the Victorian Government within the Home and Community Care area;
- assessing the demand for services from the community;
- Council's desire to continue to support Community Planning to drive strategic outcomes from a community level.

Some of the highlights contained in the 2019/20 Budget include:

- full funding of Council's ongoing commitment of community planning of \$750K;
- an increased commitment to investment in information technology;
- strong investment in local road and related infrastructure maintenance;
- \$400K allocation for works associated with the Building Asset Management Plan;
- continued support for the aged services and early years programs;
- capital expenditure program of \$13.68 million;
- no loan repayments with Council remaining debt free;
- continuation of a strong cash position.

This budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage the community to read through this document, in conjunction with the Council Plan 2017-21.

Cr. Cheryl McKinnon
Mayor



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

CEO INTRODUCTION

Council has prepared a budget for 2019/20 which is aligned to the vision in the Council Plan 2017-21. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within rate increases mandated by the State Government.

This budget projects a cash surplus of \$149K for 2019/20, however, it should be noted that the adjusted underlying result is a surplus of \$1.05 million after adjusting for capital grants and contributions (refer to Section 4.1.13).

1 Key things we are funding

- ongoing delivery of services to the Loddon Shire Council community
- continued investment in capital projects (\$13.68M). This includes roads (\$4.71M); urban and road drainage (\$0.92M); footpaths (\$0.26M); recreational, leisure and community facilities (\$4.51M) and parks, open space and streetscapes (\$0.55M).

2 Rates and charges increase

- the average rate rise will be 2.5% in line with the order by the Minister for Local Government on 20 December 2018 under the Fair Go Rates System;
- from 2018/19, each year is a revaluation year, therefore, valuations will be as per the General Revaluation dated 1 January 2019;
- the waste service charges will increase by 2.5% per collection item;
- refer to Section 4.1.1 for further details.

3 Key statistics

Total revenue is \$26.51 million (2018/19 \$49.41 million)

Total operating expenditure is \$31.32 million (2018/19 \$50.87 million)

Underlying operating result is \$1.05 million deficit (\$0.9 million surplus in 2018/19)

Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital.

Cash result is \$0.15 million surplus (\$3.59 million surplus in 2018/19)

(Refer Capital Expenditure Statement in Appendix D)

Note: This is the net funding result after considering the funding requirements to meet reserve transfers.

Capital works program of \$13.68 million (\$13.62 million in 2018/19)

\$3.79 million from Council operations

\$3.32 million from reserves

No borrowings

\$0.27 million from asset sales

\$6.3 million from external grants.

Phil Pinyon

Chief Executive Officer



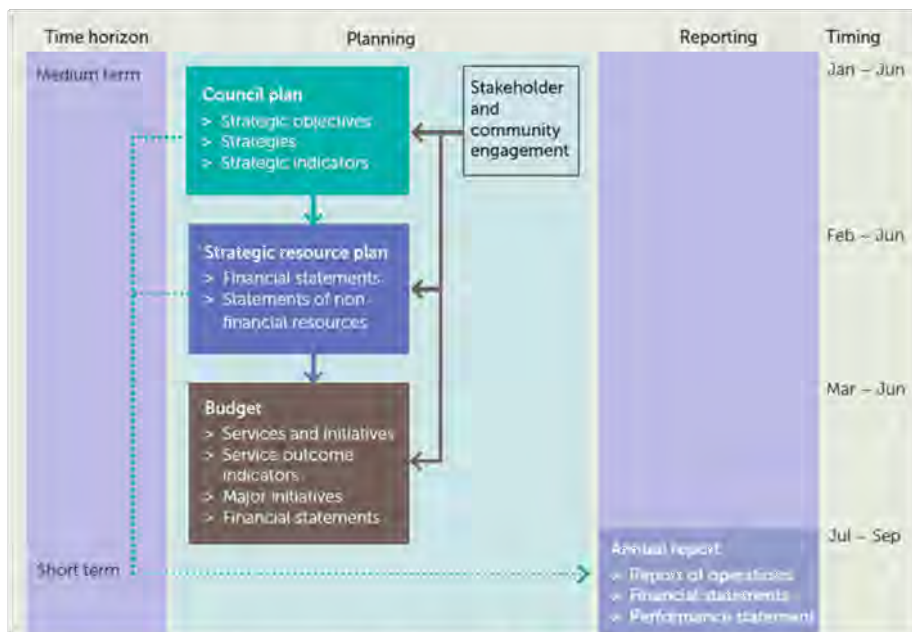
**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2019**

1 LINKAGE TO THE COUNCIL PLAN

This section describes how the Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Long Term Financial Plan 2019/20 to 2028/29), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

1. LINKAGE TO THE COUNCIL PLAN (Continued)

1.2 Our purpose

Our vision

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

Our mission

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

Our values

Leadership

We work towards achieving our vision while demonstrating our values.

Integrity

We are open, honest and fair.

Accountability

We will be consistent and responsible in our actions.

Impartiality

We will make decisions based on being informed without fear, favour or bias.

Respect

We treat everyone with respect and dignity at all times.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

1. LINKAGE TO THE COUNCIL PLAN (Continued)

1.3 Core business of Council

In preparing the Council Plan, the Council has articulated the scope of its role in:

1 - Leadership

Providing vision and leadership in planning for our community's longer term future.

2 - Provision of well being services

Cost effectively providing for the basic needs of our communities.

3 - Planning for future needs

Anticipating and planning for demographic and economic shifts.

4 - Economic development

Supporting the growth and diversification of our economy, based on areas of competitive advantage.

5 - Providing quality infrastructure

Developing and maintaining both built and natural assets appropriate to community priorities.

6 - Financial stability

Planning and managing for long-term financial needs and keeping our rate payers informed about the financial situation.

7 - Education and life-long learning

Advocating for better youth engagement and life-long learning outcomes.

8 - Compliance

Ensuring we are compliant with all legislative reporting requirements.

9 - Regulation

Ensuring community compliance with local regulations.

10 - Advocacy and partnerships

Collaborating internally and externally to achieve our region's goals and promoting the interests and position of our Council.

1.4 Strategic themes

In addition Council has identified five high level strategic themes which are priority activities for the Council over the next four years. These are:

Population - Grow and invigorate Loddon's population

Economic prosperity - Support development of a prosperous and diverse economy

Liveability - Develop attractive, vibrant and well- serviced communities

Sustainability - Provide leadership which contributes to the sustainability of our region

High performance organisation - Implement frameworks which enable sound decision making and support a high performing and customer-focused organisation.

The Budget includes major initiatives that sit under the strategic themes that will be delivered in 2019/20. They are considered high priority projects towards achieving the strategic platform objectives.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2019

1. LINKAGE TO THE COUNCIL PLAN (Continued)

1.6 Reporting framework

Council has retained its current reporting structure, which includes six key direction areas, as follows:

1 - Economic development and tourism

To promote economic growth through the retention and development of agriculture and business, and the development and promotion of tourism.

2 - Leadership

To provide Loddon Shire with strategic direction, representation and advocacy to promote good government, realisation of opportunities and to build confidence, pride and unity within the community.

3 - Works and infrastructure

Infrastructure to be provided in an efficient manner that meets the needs of the community.

4 - Good management

Ensure best practice management of human, physical and financial resources.

5 - Environment

To promote and enhance the natural and built environment for the enjoyment of future generations.

6 - Community services and recreation

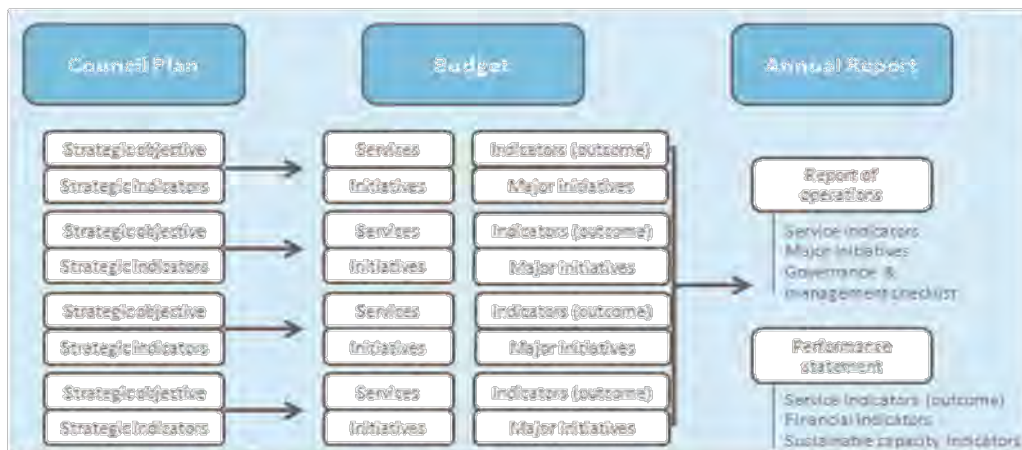
To enhance the quality of life of all ages through the provision of community services and support of community organisations.



**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic platforms specified in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

2.1 Strategic themes

The following provides a brief outline of the strategic themes outlined within the Council Plan.

2.1.1 Strategic theme 1 - Population

Objective:
Grow and invigorate Loddon’s population

- Key priorities:**
- a) population growth and diversity - develop a more balanced and sustainable demographic profile
 - b) quality childcare services - optimise the potential for all residents to pursue employment opportunities and lifestyle choices
 - c) infrastructure, amenities and services - support community needs with high standard infrastructure, facilities, services and programs
 - d) attractive housing policies - encourage population growth by improving the ease of transition for new residents
 - e) public transport services - improve the mobility and accessibility of residents to lifestyle needs and choices.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

2.1 Strategic themes (continued)

2.1.2 Strategic theme 2 - Economic prosperity

Objective:

Support development of a prosperous and diverse economy

Key priorities:

- a) tourism - realise Loddon's tourism potential by supporting and promoting our natural, historical and cultural assets
- b) economic development - encourage economic development by providing support which facilitates business initiatives and growth
- c) water security - secure adequate water access to maintain the viability of diverse economic activities
- d) economic infrastructure - support the delivery of key public infrastructure that facilitates improved economic returns
- e) business capability - facilitate improvement in the business capabilities of Loddon traders and entrepreneurs.

2.1.3 Strategic theme 3 - Liveability

Objective:

Develop attractive, vibrant and well-serviced communities

Key priorities:

- a) township appearance - ensure our townships are presented to a high standard
- b) community engagement - build relationships and foster community engagement, pride and resilience
- c) lifestyle infrastructure - provide quality infrastructure which supports the desired lifestyles of our residents
- d) water security - secure adequate water access with supports lifestyle needs and recreational choices.

2.1.4 Strategic theme 4 - Sustainability

Objective:

Provide leadership which contributes to the sustainability of our region

Key priorities:

- a) economic sustainability - ensure the ongoing economic viability of Loddon Shire Council operations
- b) environmental sustainability - deliver adequate, efficient and sustainable environment and waste management services
- c) social sustainability - actively promote policies and activities which facilitate community health, harmony and engagement.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

2.1 Strategic themes (continued)

2.1.5 Strategic theme 5 - High performance organisation

Objective:

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

Key priorities:

- a) financial management - practise responsible and sustainable financial behaviours
- b) quality customer service - improve communication with community and customers
- c) IT infrastructure - improve internal and external service delivery
- d) leadership and representation - deliver results in line with the direction of Council
- e) organisational development - develop the necessary culture and capabilities to achieve Council's strategic and operational objectives
- f) compliance and reporting - meet our legislative requirements and improve internal efficiencies.

2.2 Major initiatives

This section provides a description of the individual key activities and initiatives to be funded in the Budget for 2019/20.

2.2.1 Strategic theme 1

Key priority

Prepare a Settlement Strategy to promote a suitable supply of residential land in and around towns.

Major initiative

Provision of vacant land zones for residential development in and around towns.

2.2.2 Strategic theme 2

Key priority

Develop a comprehensive, cohesive and compelling story which positions and promotes Loddon Shire as "Victoria's natural playground".

Major initiatives

Complete a review of the Tourism Strategy.

2.2.2 Strategic theme 3

Key priority

Provide support to existing businesses to encourage take up of self-improvement activities.

Major initiative

Provide communication and training opportunities about available grants and tender processes.



**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**

**2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE
INDICATORS (Continued)**

2.2 Major initiatives (continued)

2.2.4 Strategic theme 4

Key priority

Create better opportunities for the community to access council information, services and support.

Major initiative

Review the Communication and Community Engagement Policy.

2.3 Service performance outcome indicators

These service performance outcome indicators are those prescribed in accordance with the Regulations and are reported within Council's Performance Statement.

Indicator	Performance measure	Computation
Governance		
Satisfaction	Satisfaction with Council Decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Statutory planning		
Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads		
Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
Libraries		
Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

2.3 Service performance outcome indicators

Indicator	Performance measure	Computation
Waste collection		
Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic facilities		
Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal management		
Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety		
Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Maternal and child health		
Participation	Participation in the MCH service (percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100
Participation	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
**2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE
INDICATORS (Continued)**
2.4 Services

Section 127(2)(b) and (c) of the Act required the budget to contain a description of the services funded in the budget. This is in further detail below:

Activity	Net cost of activity \$	Income \$	Expenditure \$
110. ECO DEV & TOURISM STRATEGIES	121,000	(35,000)	156,000
111. ECONOMIC DEVELOPMENT	285,180	-	285,180
121. TOURISM	220,243	-	220,243
122. TOURISM INITIATIVES	85,333	-	85,333
123. CARAVAN PARKS	712,299	(380,777)	1,093,076
125. LODDON DIS TOURS	-	(23,511)	23,511
131. PROMOTIONAL INITIATIVES	10,000	-	10,000
132. INDUSTRIAL SITES	(4,778)	(13,825)	9,047
141. CONTRIBUTIONS	4,400	-	4,400
142. ECONOMIC DEVELOPMENT	(11,219)	(19,705)	8,487
151. BUILDING CONTROL	28,942	(101,411)	130,353
161. COUNCIL RESIDENCES	13,570	(2,500)	16,070
181. STANDPIPES & TRUCKWASHES	(1,000)	(46,844)	45,844
191. ACQUISITION & DISPOSAL	(120,000)	(120,000)	-
211. COUNCILLOR COSTS	358,463	-	358,463
212. EXECUTIVE	890,628	-	890,628
221. LOCAL LAWS	71,651	(5,432)	77,083
230. DEVELOPMENT SERVICES	229,644	-	229,644
232. COMMUNITY LEADERSHIP	19,000	(50,000)	69,000
251. RECORDS MANAGEMENT	144,783	-	144,783
281. MUN EMERGENCY MAN	10,993	(6,786)	17,779
311. STAFF ONCOSTS	(90,687)	(1,555,981)	1,465,294
320. TECHNICAL SERVICES	1,053,027	(75,000)	1,128,027
321. PLANT OPERATING	(1,962,879)	(4,149,754)	2,186,875
322. FLEET	(315,731)	(504,000)	188,269
331. LOCAL ROADS MAINT	6,157,874	-	6,157,874
333. RESEALS	1,095,897	-	1,095,897
339. ROADS TO RECOVERY	(2,387,726)	(2,387,726)	-
340. WORKS DEPARTMENT	407,620	-	407,620
341. MAIN RDS ROUTINE PAVEMENT MAINT	(100,033)	(524,064)	424,031
349. LOCAL RD AMENITY PROGRAM	116,733	-	116,733
350. LOCAL RD SAFETY PROGRAM	127,345	-	127,345
351. LOCAL RD CONSTRUCTION	1,625,772	-	1,625,772
352. LOCAL RD GRAVEL RESHEETS	327,914	-	327,914
353. LOCAL RD SHOULDER SHEETS	371,421	-	371,421
354. LOCAL BRIDGES/CULVERTS	585,954	(445,500)	1,031,454
356. TOWNSHIP/STREETS IMP	261,057	-	261,057
371. URBAN DRAINAGE WORKS	350,000	-	350,000
381. GRAVEL PITS	(84,970)	(126,746)	41,776
383. DEPOTS	(4,593)	(140,425)	135,832
384. ROAD OPENINGS ETC	7,051	(10,007)	17,058


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
**2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE
INDICATORS (Continued)**
2.4 Services (continued)

Activity	Net cost of activity \$	Income \$	Expenditure \$
385. TRAFFIC CONTROL	40,163	-	40,163
386. PRIVATE WORKS	(3,824)	(38,919)	35,095
391. ACQUISITION & DISPOSAL	1,036,230	(274,533)	1,310,763
410. GOOD MANAGEMENT STRATEGIES	400,000	-	400,000
411. RATES INCOME	(9,625,609)	(9,625,609)	-
421. VGC INCOME	(4,521,084)	(4,521,084)	-
431. INTEREST INCOME	(375,125)	(375,125)	-
432. OTHER INCOME	(12,622)	(18,070)	5,448
434. INFORMATION TECHNOLOGY	1,016,717	-	1,016,717
435. PRINTING & STATIONERY	29,625	-	29,625
436. ADMINISTRATION	619,452	(56,271)	675,723
437. INSURANCE	225,758	(10,965)	236,723
439. CUSTOMER SERVICE	159,042	-	159,042
440. FINANCE	647,627	-	647,627
441. CORPORATE SERVICES	499,253	-	499,253
442. OPERATIONS	298,978	-	298,978
443. OCC HEALTH & SAFETY	32,452	-	32,452
444. ORGANISATIONAL DEVELOPMENT	395,352	-	395,352
450. BUILDING RENEWAL	-	-	-
451. WEDDERBURN OFFICE	216,502	-	216,502
452. SERPENTINE OFFICE	40,952	(600)	41,552
453. BRIC	6,216	-	6,216
454. TELEPHONE CHARGES	44,542	-	44,542
461. RESERVE TRANSFERS	(5,195,108)	(7,812,974)	2,617,866
462. LONG SERVICE LEAVE PROV	272,134	-	272,134
471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS	67,525	-	67,525
491. ACQUISITION & DISPOSAL	368,028	-	368,028
510. ENVIRONMENT STRATEGIES	15,000	-	15,000
511. TIPS	646,863	(102,770)	749,633
512. GARBAGE COLLECTION	(569,918)	(1,401,666)	831,748
532. TOWN PLANNING	136,433	(71,750)	208,183
541. HERITAGE & CULTURE	4,000	-	4,000
561. FIRE PROTECTION	92,948	(16,331)	109,279
582. ENVIRONMENT	-	-	-
592. CONSTRUCTION/IMPROVE	250,000	(324,000)	574,000
610. COMM SERVICES & REC STRATEGIES	304,896	-	304,896
611. INFANT WELFARE CENTRES	93,756	(197,491)	291,247
614. PRE-SCHOOL MAINTENANCE	27,205	-	27,205
615. EDUCATION	84,376	(39,025)	123,401
616. BOORT PRE-SCHOOL	-	(148,955)	148,955
617. DINGEE PRE-SCHOOL	-	(139,627)	139,627
618. INGLEWOOD PRE-SCHOOL	-	(134,308)	134,308
619. WEDDERBURN PRE-SCHOOL	-	(115,113)	115,113


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
**2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE
INDICATORS (Continued)**
2.4 Services (continued)

Activity	Net cost of activity \$	Income \$	Expenditure \$
620. DISABILITY ACCESS PROGRAMS	25,000	-	25,000
621. HEALTH CONTROL	92,140	(53,535)	145,675
622. PYRAMID HILL PRE-SCHOOL	-	(109,587)	109,587
623. OTHER HEALTH	5,000	-	5,000
624. MUNICIPAL PUBLIC HEALTH WELLBEING	500	(500)	1,000
625. OCCASIONAL CARE PROGRAM	(3,128)	(9,800)	6,672
631. HACC SERVICES	80,222	(987,493)	1,067,715
632. COMMUNITY SERVICES	219,120	(38,039)	257,159
633. SENIOR CITIZENS CENTRES	34,403	(62,801)	97,204
634. ELDERLY PERSONS UNITS	(16,523)	(65,309)	48,786
635. HACC ONCOSTS	3,491	(238,104)	241,595
636. EXTERNALLY BROKERED SERVICES	(32,222)	(318,500)	286,278
637. LSC PACKAGED CARE PROGRAM	-	-	-
641. RECREATION & COMMUNITY DEVELOPMENT	474,040	-	474,040
642. RECREATION RESERVES	174,833	-	174,833
643. SWIMMING POOLS	515,785	-	515,785
644. BEACHES	48,861	-	48,861
645. TOWNSCAPE SERVICES	1,083,077	-	1,083,077
649. OTHER RECREATION	20,000	-	20,000
650. MAJOR EVENTS GRANTS	25,000	-	25,000
651. COMMUNITY GRANTS	200,000	-	200,000
652. REGIONAL LIBRARY	211,222	-	211,222
653. PUBLIC HALLS	49,784	-	49,784
655. YOUTH INITIATIVES	6,000	(53,000)	59,000
661. DOMESTIC ANIMALS	31,990	(46,819)	78,809
662. LIVESTOCK	52,835	(1,000)	53,835
670. COMMUNITY PLAN STRATEGY	500,000	-	500,000
671. BOORT COMMUNITY PLANS	50,000	-	50,000
676. WEDDERBURN COMMUNITY PLANS	50,000	-	50,000
677. INGLEWOOD COMMUNITY PLANS	50,000	-	50,000
678. TERRICK COMMUNITY PLANS	50,000	-	50,000
679. TARNAGULLA COMMUNITY PLANS	50,000	-	50,000
681. COMMUNITY PROTECTION	14,386	(10,781)	25,167
682. OTHER COMMUNITY	76,139	-	76,139
690. FUNDED COMMUNITY PROJECTS	150,000	(150,000)	300,000
691. ACQUISITION & DISPOSAL	15,000	-	15,000
692. CONSTRUCTION/IMPROVE	756,567	(2,814,670)	3,571,237
998. (SURPLUS)/DEFICIT C/F	(3,591,683)	(3,591,683)	-
Total	(149,248)	(44,701,802)	44,552,554



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS (Continued)

2.5 Performance Statement

The service performance indicators details in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2018/19 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 5) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.6 Reconciliation with budgeted operating result

Activity	Net cost of activity \$	Income \$	Expenditure \$
Economic development and tourism	1,343,970	(743,574)	2,087,544
Leadership	1,725,162	(62,218)	1,787,380
Works and Infrastructure	8,613,615	(10,232,655)	18,846,270
Good management	(14,389,393)	(22,420,698)	8,031,305
Environment	575,326	(1,916,517)	2,491,843
Community services and recreation	5,573,755	(5,734,457)	11,308,212
Deficit before funding sources	3,442,435	(41,110,119)	44,552,554
Carried forward surplus	(3,591,683)	(3,591,683)	-
Total funding sources	(3,591,683)	(3,591,683)	-
Surplus for the year	(149,248)	(44,701,802)	44,552,554



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources
- 3.7 Statement of Reserves

Pending Accounting Standards

The 2019/20 Budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019/20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019/20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases
- *AASB 15 Revenue from Contracts with Customers, and
- *AASB 1058 Income for Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

*AASB 16 Leases - Introduces a single lessee accounting model whereby Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.

*AASB 15 Revenue from Contracts with Customers and AASB 1058 Income for Not for Profit Entities - Change the way that Councils recognise income and also addresses matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how Council recognises income.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3.1 COMPREHENSIVE INCOME STATEMENT
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual 2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$
Income						
Rates and charges	4.1.1	10,750,845	11,027,275	11,211,028	11,463,022	11,721,449
Statutory fees and fines	4.1.2	264,304	241,877	182,654	187,126	183,420
User fees	4.1.3	1,506,226	1,594,127	1,590,683	1,629,627	1,597,356
Grants - operating	4.1.4	30,454,562	6,297,978	10,923,426	11,190,597	11,464,385
Grants - capital	4.1.4	5,107,671	5,841,828	2,350,089	2,093,422	2,146,756
Contributions - monetary	4.1.5	-	310,000	40,000	483,333	500,000
Reimbursements	4.1.6	374,983	295,833	304,766	312,385	320,196
Vic Roads	4.1.7	548,178	524,064	561,101	575,128	589,506
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		-	-	-	-	-
Other income	4.1.8	401,658	375,125	378,750	380,663	382,575
Total income		49,408,426	26,508,108	27,542,497	28,315,303	28,905,643
Expenses						
Employee costs	4.1.9	11,677,567	12,125,227	12,488,984	12,863,653	13,249,563
Materials and services	4.1.10	29,681,243	9,455,317	8,669,797	8,769,159	8,899,871
Bad and doubtful debts		-	-	-	-	-
Depreciation and amortisation	4.1.11	9,200,989	9,431,014	9,666,789	9,908,462	10,156,171
Borrowing costs		-	-	-	-	-
Other expenses	4.1.12	306,172	310,797	320,761	328,330	336,088
Total expenses		50,865,971	31,322,355	31,146,331	31,869,604	32,641,693
Surplus/(deficit) for the year		(1,457,545)	(4,814,247)	(3,603,834)	(3,554,301)	(3,736,050)
Other comprehensive income						
Other comprehensive income		-	-	-	-	-
Total comprehensive result		(1,457,545)	(4,814,247)	(3,603,834)	(3,554,301)	(3,736,050)



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.2 BALANCE SHEET
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$	2019/20 \$	Projections		
				2020/21 \$	2021/22 \$	2022/23 \$
Assets						
Current assets						
Cash and cash equivalents		19,656,604	10,911,513	8,610,593	6,007,816	4,539,038
Trade and other receivables		962,872	497,911	527,158	540,943	552,267
Other financial assets		1,979,130	1,979,130	1,979,130	1,979,130	1,979,130
Inventories		41,316	39,250	37,287	35,423	33,652
Non-current assets classified as held for sale		690,322	690,322	690,322	690,322	690,322
Total current assets	4.2.1	23,330,244	14,118,126	11,844,490	9,253,634	7,794,409
Non-current assets						
Trade and other receivables		2,400	1,200	-	-	-
Property, infrastructure, plant and equipment		352,310,918	366,401,705	376,273,184	386,830,804	396,401,828
Intangible assets		271,480	271,480	271,480	271,480	271,480
Total non-current assets	4.2.1	352,584,798	366,674,385	376,544,664	387,102,284	396,673,308
Total assets		375,915,042	380,792,511	388,389,154	396,355,918	404,467,717
Liabilities						
Current liabilities						
Trade and other payables		929,496	323,522	312,563	317,327	323,159
Trust funds and deposits		356,974	339,125	322,169	306,060	290,757
Provisions		2,329,124	2,261,090	2,188,439	2,113,611	2,036,536
Interest bearing loans and borrowings	4.2.4	-	-	-	-	-
Total current liabilities	4.2.2	3,615,594	2,923,737	2,823,171	2,736,998	2,650,452
Non-current liabilities						
Provisions		1,917,620	2,188,701	2,476,984	2,775,316	3,084,078
Interest bearing loans and borrowings	4.2.4	-	-	-	-	-
Total non-current liabilities	4.2.2	1,917,620	2,188,701	2,476,984	2,775,316	3,084,078
Total liabilities		5,533,214	5,112,438	5,300,155	5,512,314	5,734,530
NET ASSETS		370,381,828	375,680,073	383,088,999	390,843,604	398,733,187
Equity						
Accumulated surplus		99,154,345	99,057,341	95,207,942	91,919,485	88,019,363
Asset revaluation reserve		257,551,326	268,141,363	279,154,123	290,463,029	302,088,662
Other reserves		13,676,157	8,481,369	8,726,934	8,461,090	8,625,162
TOTAL EQUITY	4.2.4	370,381,828	375,680,073	383,088,999	390,843,604	398,733,187



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.3 STATEMENT OF CHANGES IN EQUITY
FOR THE FOUR YEARS ENDED 30 JUNE 2023

2019 Forecast Actual	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
Balance at beginning of the financial year	361,675,414	95,354,472	247,387,367	18,933,575
Surplus/ (deficit) for the year	(1,457,545)	(1,457,545)	-	-
Net asset revaluation increment / (decrement)	10,163,959	-	10,163,959	-
Transfer to other reserves	-	(10,206,085)	-	10,206,085
Transfer from other reserves	-	15,463,504	-	(15,463,504)
Balance at end of financial year	370,381,828	99,154,346	257,551,326	13,676,156

2020 Budget	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
Balance at beginning of the financial year	370,381,828	99,154,346	257,551,326	13,676,157
Surplus/ (deficit) for the year	(4,814,247)	(4,814,247)	-	-
Net asset revaluation increment / (decrement)	10,590,037	-	10,590,037	-
Transfer to other reserves	-	(2,618,186)	-	2,618,186
Transfer from other reserves	-	7,812,973	-	(7,812,973)
Balance at end of financial year	376,157,618	99,534,885	268,141,363	8,481,370

2021 SRP	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
Balance at beginning of the financial year	376,157,618	99,534,885	268,141,363	8,481,370
Surplus/ (deficit) for the year	(3,603,834)	(3,603,834)	-	-
Net asset revaluation increment / (decrement)	11,012,760	-	11,012,760	-
Transfer to other reserves	-	(2,229,224)	-	2,229,224
Transfer from other reserves	-	2,470,734	-	(2,470,734)
Balance at end of financial year	383,566,544	96,172,561	279,154,123	8,239,860

2022 SRP	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
Balance at beginning of the financial year	383,566,544	96,172,561	279,154,123	8,239,860
Surplus/ (deficit) for the year	(3,554,301)	(3,554,301)	-	-
Net asset revaluation increment / (decrement)	11,308,906	-	11,308,906	-
Transfer to other reserves	-	(2,125,629)	-	2,125,629
Transfer from other reserves	-	1,798,628	-	(1,798,628)
Balance at end of financial year	391,321,149	92,291,260	290,463,029	8,566,861

2023 SRP	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
Balance at beginning of the financial year	391,321,149	92,291,260	290,463,029	8,566,861
Surplus/ (deficit) for the year	(3,736,050)	(3,736,050)	-	-
Net asset revaluation increment / (decrement)	11,625,633	-	11,625,633	-
Transfer to other reserves	-	(2,046,311)	-	2,046,311
Transfer from other reserves	-	1,896,987	-	(1,896,987)
Balance at end of financial year	399,210,732	88,405,887	302,088,662	8,716,185



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.4 STATEMENT OF CASH FLOWS
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$
Cash flows from operating activities						
Receipts						
Rates and charges		11,066,438	11,363,012	11,199,199	11,454,690	11,713,979
Statutory fees and fines		262,447	293,211	181,573	187,516	184,140
User fees		1,902,403	2,369,787	2,183,468	2,243,960	2,227,320
Grants - operating		31,063,653	6,423,938	11,141,895	11,414,409	11,693,673
Grants - capital		6,837,589	5,471,569	2,397,091	2,135,290	2,189,691
Contributions - monetary		-	316,200	40,800	493,000	510,000
Interest received		400,000	375,125	378,750	380,663	382,575
Trust funds and deposits taken		-	-	-	-	-
Other receipts		1,939,775	301,750	310,861	318,633	326,600
Net GST refund/payment		(236,628)	(182,686)	(103,642)	(108,614)	(111,162)
Operating receipts		53,235,677	26,731,906	27,729,995	28,519,547	29,116,816
Payments						
Employee costs		(11,677,491)	(11,922,180)	(12,273,352)	(12,640,150)	(13,017,876)
Materials and services		(29,872,676)	(10,295,607)	(8,895,538)	(8,981,759)	(9,114,765)
Trust funds and deposits repaid		(18,788)	(17,849)	(16,956)	(16,109)	(15,303)
Other payments		(306,172)	(310,797)	(320,761)	(328,330)	(336,088)
Operating payments		(41,875,127)	(22,546,433)	(21,506,607)	(21,966,348)	(22,484,032)
Net cash provided by/(used in) operating activities	4.4.1	11,360,550	4,185,473	6,223,388	6,553,199	6,632,784
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(13,233,653)	(12,929,364)	(8,523,108)	(9,155,976)	(8,101,562)
Decrease in term deposits		17,791,312	-	-	-	-
Loans and advances made		-	-	-	-	-
Payments of loans and advances		76,200	(1,200)	(1,200)	-	-
Net cash provided by/(used in) investing activities	4.4.2	4,633,859	(12,930,564)	(8,524,308)	(9,155,976)	(8,101,562)
Cash flows from financing activities						
Finance costs		-	-	-	-	-
Net cash provided by (used in) financing activities	4.4.3	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents		15,994,409	(8,745,091)	(2,300,920)	(2,602,777)	(1,468,778)
Cash and cash equivalents at the beginning of the year		3,662,195	19,656,604	10,911,513	8,610,593	6,007,816
Cash and cash equivalents at the end of the year		19,656,604	10,911,513	8,610,593	6,007,816	4,539,038



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.5 STATEMENT OF CAPITAL WORKS
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$	2019/20 \$	Projections		
				2020/21 \$	2021/22 \$	2022/23 \$
Capital works areas						
Carried forward works from previous years		-	4,983,686	-	-	-
Land and buildings		641,887	1,011,800	707,500	1,317,500	1,557,500
Office furniture and equipment		784,450	122,500	595,000	595,000	95,000
Plant and equipment		2,739,204	1,275,763	1,630,275	1,713,856	1,156,104
Footpaths		578,312	261,057	278,928	288,580	275,988
Roadworks		4,817,046	4,711,536	3,420,739	3,571,495	3,708,633
Urban and road drainage		1,027,220	350,000	380,000	520,000	350,000
Recreation, leisure and community facilities		2,293,275	417,500	340,000	-	-
Parks, open space and streetscapes		742,502	550,000	1,567,000	1,506,500	1,119,000
Other infrastructure		-	-	-	-	-
Total capital works	4.5.1	13,623,896	13,683,842	8,919,442	9,512,931	8,262,225
Represented by:						
New asset expenditure		3,528,654	2,464,585	2,320,275	2,963,856	1,311,104
Asset renewal expenditure		5,940,329	6,036,593	2,912,579	3,007,347	3,058,516
Asset expansion expenditure		825,572	3,891,164	1,467,000	1,406,500	1,019,000
Asset upgrade expenditure		3,329,341	1,291,500	2,219,588	2,135,228	2,873,605
Total capital works expenditure		13,623,896	13,683,842	8,919,442	9,512,931	8,262,225

	Forecast	Budget	Strategic Resource Plan		
	Actual 2018/19 \$	2019/20 \$	Projections		
			2020/21 \$	2021/22 \$	2022/23 \$
Expenditure type					
Labour	297,359	215,281	336,811	359,843	389,004
Oncost	172,994	116,255	200,868	214,906	232,295
Plant	479,675	417,350	592,558	631,132	681,215
Creditors	8,062,065	5,091,973	3,358,333	3,551,260	3,403,878
Contractors	4,611,803	7,842,983	4,430,872	4,755,790	3,555,833
Total capital works expenditure	13,623,896	13,683,842	8,919,442	9,512,931	8,262,225



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.6 STATEMENT OF HUMAN RESOURCES
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Strategic Resource Plan Projections		
			2020/21 \$	2021/22 \$	2022/23 \$
Staff expenditure					
Employee labour - operating	11,380,208	11,909,946	12,152,173	12,503,810	12,860,559
Employee labour - capital	297,359	215,281	336,811	359,843	389,004
Total staff expenditure*	11,677,567	12,125,227	12,488,984	12,863,653	13,249,563
Staff numbers EFT**	EFT	EFT	EFT	EFT	EFT
Employees	142.17	141.17	140.17	140.17	140.17
Total staff numbers EFT	142.17	141.17	140.17	140.17	140.17

* Excludes employee oncost

** Equivalent Full Time

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

Department	Budget 2019/20	Permanent Full Time	Permanent Part Time
Staff cost			
Economic development and tourism	534,539	354,275	180,264
Leadership	364,986	309,502	55,484
Works and infrastructure	3,659,663	3,659,663	-
Good management	3,541,272	2,308,576	1,232,696
Environment	378,164	275,630	102,534
Community services and recreation	3,431,322	1,500,343	1,930,979
Total permanent staff expenditure	11,909,946	8,407,989	3,501,957
Casuals and other expenditure	-		
Capitalised labour costs	215,281		
Total expenditure	12,125,227		

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

Department	Budget 2019/20	Permanent Full Time	Permanent Part Time
Staff EFT			
Economic development and tourism	5.05	3.00	2.05
Leadership	3.60	3.00	0.60
Works and infrastructure	42.00	42.00	0.00
Good management	34.15	20.00	14.15
Environment	4.26	3.00	1.26
Community services and recreation	48.11	16.00	32.11
Total permanent staff EFT	137.17	87.00	50.17
Casuals and other	0.00		
Capitalised labour	5.00		
Total EFT	142.17		



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

3 BUDGETED FINANCIAL STATEMENTS (Continued)

3.7 STATEMENT OF RESERVES
FOR THE FOUR YEARS ENDED 30 JUNE 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$
Discretionary						
Land and buildings reserve		54,624	209,624	279,624	79,624	159,624
Professional development reserve		6,564	14,564	22,564	30,564	38,564
Unspent grants reserve		5,123,346	602,262	602,261	602,261	602,261
Capital expenditure reserve		2,234,884	960,000	960,000	960,000	960,000
Information technology reserve		433,314	296,814	191,814	86,814	(18,186)
Valuations reserve		2,667	2,667	2,667	2,667	2,667
Units reserve		111,210	127,733	144,534	161,615	178,976
Economic development reserve		291,655	226,655	261,655	246,655	226,655
Skinner's flat reserve		15,565	15,565	15,565	15,565	15,565
Community planning reserve		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Plant replacement reserve		1,140,736	1,178,283	931,414	955,504	1,093,133
Fleet replacement reserve		523,757	622,171	797,820	609,377	699,400
GSP restoration reserve		519,473	604,443	694,003	785,735	879,692
Urban drainage reserve		440,938	640,938	640,939	640,939	640,939
Landfill rehabilitation reserve		352,207	337,217	371,907	406,597	441,287
Lake Boort water reserve		34,525	34,525	34,525	34,525	34,525
Reserves improvement reserve		100,000	100,000	100,000	100,000	100,000
Caravan park development reserve		(39,720)	26,304	92,846	159,851	(12,736)
Superannuation liability reserve		797,616	898,808	1,000,000	1,000,000	1,000,000
Unspent contributions reserve		-	-	-	-	-
War memorial reserve		3,000	3,000	3,000	3,000	3,000
Heritage loan scheme reserve		100,000	100,000	100,000	100,000	100,000
Major projects reserve		179,796	179,796	179,796	179,796	179,796
Unightly premises enforcement provision reserve		100,000	100,000	100,000	100,000	100,000
Swimming pool major projects reserve		150,000	200,000	200,000	200,000	200,000
Total discretionary reserves	4.3.2	13,676,157	8,481,369	8,726,934	8,461,089	8,625,162



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive income statement

4.1.1 Rates and charges

Rates and charges are required by the Act and Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.5% in line with the rate cap. The kerbside and recycling collection charges will also increase by 2.5% in line with similar expected expenditure increases in the cost of landfill operations and the continuation of Council's decision for this activity to remain cost neutral.

This will raise total rates and charges for 2019/20 of \$11.03 million.

4.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
General rates*	8,191,047	8,389,143	198,096	2.4%
Municipal charge*	1,199,791	1,236,466	36,675	3.1%
Garbage charge	1,002,700	1,030,560	27,860	2.8%
Kerbside recycling charge	357,307	371,106	13,799	3.9%
Total rates and charges	10,750,845	11,027,275	276,430	2.6%
Interest on rates and charges	25,000	25,125	125	0.5%

* These items are subject to the rate cap established under the FGRS.

4.1.1 (b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2018/19 cents/\$CIV	2019/20 cents/\$CIV	Change
General	0.4283	0.4704	9.8%
Rural	0.3813	0.3585	-6.0%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.1 (c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2018/19 \$	2019/20 \$	Change
General	2,409,093	2,416,997	0.3%
Rural	5,763,589	5,972,146	3.6%
Total amount to be raised by rates	8,172,682	8,389,143	2.6%

4.1.1 (d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2018/19 number	2019/20 number	Change
General	4,194	4,230	0.9%
Rural	3,575	3,584	0.3%
Total number of assessments	7,769	7,814	0.6%

4.1.1 (e) The basis of valuation is the Capital Improved Value (CIV).

4.1.1 (f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2018/19 \$	2019/20 \$	Change
General	562,510,600	593,221,700	5.5%
Rural	1,511,709,700	1,665,668,700	10.2%
Total value of land	2,074,220,300	2,258,890,400	8.9%

4.1.1 (g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of charge	Per rateable property 2018/19 \$	Per rateable property 2019/20 \$	Change
Municipal	212	217	2.4%

4.1.1 (h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of charge	2018/19 \$	2019/20 \$	Change
Municipal	1,196,740	1,236,466	3.3%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.1 (i) The rate or unit amount to be levied for each type or service rate or charge under Section 162 of the Act compared with the previous financial year

Type of charge	Per rateable property 2018/19 \$	Per rateable property 2019/20 \$	Change
Garbage collection 140 litre	273	280	2.6%
Garbage collection 240 litre	370	380	2.7%
Kerbside recycling 240 litre	103	106	2.9%

4.1.1 (j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of charge	2018/19 \$	2019/20 \$	Change
Garbage charge	996,397	1,030,560	3.4%
Kerbside recycling charge	357,307	371,106	3.9%
Total	1,353,704	1,401,666	3.5%

4.1.1 (k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19 \$	2019/20 \$	Change
General rates	8,172,682	8,389,143	2.6%
Municipal charge	1,196,740	1,236,466	3.3%
Garbage and kerbside recycling charge	1,353,704	1,401,666	3.5%
Total rates and charges	10,723,126	11,027,275	2.8%

4.1.1 (l) Fair Go Rates System Compliance

Loddon Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2018/19 \$	2019/20 \$
Total rates base	9,163,249	9,390,838
Number of rateable properties	7,769	7,814
Base average rate	1,179.46	1,201.80
Maximum rate increase (set by State Government)	2.25%	2.50%
Capped average rate	1,206.00	1,231.84
Maximum general rates and municipal charges revenue	9,369,422	9,625,609
Budgeted general rates and municipal charges revenue	9,369,422	9,625,609

4.1.1 (m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- the making of supplementary valuations
- the variation of returned levels of value (e.g. valuation objections)
- changes in use of land such that rateable land becomes non-rateable land and vice versa
- changes in use of land such that general rateable land becomes rural rateable land and vice versa.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.1 (n) Differential rates

The existing rating structure comprises one differential rate (rural properties) and a rate for general properties (residential and commercial). These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Local Government Act.

The rate and amount of rates payable in relation to land in each category of differential are:

- a general rate of 0.4074 cents in the dollar of CIV for all rateable general properties
- a rural rate of 0.3585 cents in the dollar of CIV for all rateable rural properties.

Each differential rate will be determined by multiplying the Capital Improved Value of the rateable land by the relevant cents in the dollar indicated above.

For the 2019/20 Budget, Council has defined a differential rate split of 12%, with rural rates having a rate in the dollar of 88% of the general rate. Council considers this as a fair allocation of rates across property types.

Under the Cultural and Recreation Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Local Government Act 1989. Council has exempted all rateable recreation land from the payment of rates.

4.1.2 Statutory fees and fines

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Building services	97,157	99,411	2,254	2.3%
Health Act	46,454	47,615	1,161	2.5%
Local laws	37,591	7,226	(30,366)	-80.8%
Other	13,101	15,875	2,774	21.2%
Town planning fees	70,000	71,750	1,750	2.5%
Total statutory fees and fines	264,304	241,877	(22,426)	-8.5%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include Public Health and Wellbeing Act 2008 registrations, Planning and Environment Act 1987 registrations, Building Act 1993 registrations, the Country Fire Authority Act 1958 registrations, and Domestic (Feral and Nuisance) Animals Act 1994 registrations. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by 8.5% or \$22K compared to 2018/19.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.3 User fees

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Aged services fees	483,332	532,344	49,012	10.1%
Animal management	47,427	46,025	(1,402)	-3.0%
Building services	2,000	2,000	-	0.0%
Caravan park fees	371,490	380,777	9,287	2.5%
Emergency service	12,635	6,786	(5,849)	-46.3%
Gravel pit fees	60,000	126,746	66,746	111.2%
Other	33,372	22,432	(10,940)	-32.8%
Pre-schools	135,013	191,371	56,358	41.7%
Private works	121,886	48,926	(72,960)	-59.9%
Rental income	106,709	100,865	(5,844)	-5.5%
Standpipes and truckwashes	45,037	46,844	1,807	4.0%
Tips and recycling fees	62,187	65,500	3,313	5.3%
Tourism	25,138	23,511	(1,627)	-6.5%
Total user fees	1,506,226	1,594,127	87,901	5.8%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include home and community care services, caravan park fees, gravel pit fees and royalties, Loddon Discovery Tour fees, rental from Council owned properties, and private works. A detailed listing of statutory fees and Council charges is available on Council's web site and can also be inspected at Council's customer service centre. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels. Council has many varied sources of user charges.

User charges are projected to increase by 5.8% or \$88K from 2018/19. The main reductions include private works of \$73K and emergency service fees of \$6K. The main increases include gravel pit fees of \$67K and aged services fees of \$49K. Overall amongst other areas, Council plans to increase user charges for all areas by 2.5% in line with expected inflationary trends over the budget period to maintain parity between user charges and the costs of service delivery.

4.1.4 Grants

Grants are required by the Act and Regulations to be disclosed in Council's budget.

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	30,823,370	6,908,810	(23,914,560)	-77.6%
State funded grants	4,738,863	5,230,996	492,133	10.4%
Total grants received	35,562,233	12,139,806	(23,422,427)	-65.9%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.4 Grants (Continued)

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
(a) Operating grants:				
Recurrent - Commonwealth Government				
Victoria Grants Commission - local roads	3,694,940	1,873,381	(1,821,559)	-49.3%
Victoria Grants Commission - general	5,340,910	2,647,703	(2,693,207)	-50.4%
Flood recovery	19,034,639	-	(19,034,639)	-100.0%
Recurrent - State Government				
Aged services	899,914	874,489	(25,425)	-2.8%
Community safety	15,425	15,811	386	2.5%
Environment management	150,000	-	(150,000)	-100.0%
Fire protection	5,000	5,000	-	100.0%
Fire Services Property Levy	42,655	43,721	1,066	2.5%
Maternal and child health	137,039	197,491	60,452	44.1%
Pre-schools	537,813	505,044	(32,769)	-6.1%
Tips / landfills	7,159	7,338	179	2.5%
Youth initiatives	53,000	53,000	-	0.0%
Total recurrent grants	29,918,494	6,222,978	- 23,695,516	-79.2%
Non-recurrent State Government				
Community safety	62,440	-	(62,440)	-100.0%
Environment management	49,570	75,000	25,430	51.3%
Flood mitigation	29,750	-	(29,750)	-100.0%
Halls, sports and community centres	12,000	-	(12,000)	-100.0%
Maternal and child health	20,000	-	(20,000)	-100.0%
Parks and streetscapes	109,040	-	(109,040)	-100.0%
Strategies and plans	78,000	-	(78,000)	-100.0%
Tourism	50,000	-	(50,000)	-100.0%
Valuations	30,209	-	(30,209)	-100.0%
Waterways	95,058	-	(95,058)	-100.0%
Total non-recurrent grants	536,067	75,000	(461,067)	-86.0%
Total operating grants	30,454,562	6,297,978	- 24,156,584	-79.3%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.4 Grants (Continued)

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
(b) Capital grants				
Recurrent - Commonwealth Government				
Roads to Recovery	2,752,881	2,387,726	(365,155)	-13.3%
Recurrent - State Government				
Nil	-	-	-	0.0%
Total - recurrent capital grants	2,752,881	2,387,726	(365,155)	-13.3%
Non-recurrent - Commonwealth Government				
Nil	-	-	-	0.0%
Non-recurrent - State Government				
Caravan parks	611,809	-	(611,809)	100.0%
Community facilities	140,000	2,504,670	2,364,670	100.0%
Flood mitigation	166,333	324,000	157,667	94.8%
Road projects	1,227,000	445,500	(781,500)	-63.7%
Streetscape projects	30,000	-	(30,000)	-100.0%
Swimming pools	59,920	-	(59,920)	-100.0%
Tips / landfills	119,728	29,932	(89,796)	-75.0%
Waterways	-	150,000	150,000	0.0%
Total - non-recurrent capital grants	2,354,790	3,454,102	1,099,312	46.7%
Total - capital grants	5,107,671	5,841,828	734,157	14.4%

Operating Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Capital Grants include all monies received from State and Federal sources for the purposes of funding the capital works program.

4.1.5 Contributions

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Monetary	-	310,000	310,000	100.0%
Non-monetary	-	-	-	0.0%
Total contributions	-	310,000	310,000	100.0%

Contributions relate to monies paid by community groups and external parties towards capital and recurrent related projects.

Contributions are budgeted to increase by \$310K from 2018/19 to 2019/20.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.6 Reimbursements

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Fuel rebate	137,000	140,425	3,425	2.5%
Insurance claims	66,667	68,334	1,667	2.5%
Other	46,852	7,074	(39,778)	-84.9%
Staff reimbursement	94,463	50,000	(44,463)	-47.1%
Workcover	30,000	30,000	-	0.0%
Total reimbursements	374,983	295,833	(79,150)	-21.1%

Reimbursements include diesel fuel rebates from the Taxation Office, insurance rebates, Workcover reimbursements, and training reimbursements. Reimbursements are projected to decrease by \$80K to just under \$0.3 million in 2019/20.

4.1.7 Vic Roads

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Routine maintenance	477,444	489,064	11,620	2.4%
Approved maintenance	47,480	20,000	(27,480)	-57.9%
Provisional sum items	23,254	15,000	(8,254)	-35.5%
Total Vic Roads	548,178	524,064	(24,114)	-4.4%

Council's contract with Vic Roads includes an "as of right" amount for routine maintenance works. Income from Vic Roads is projected to decrease by 4.4% or \$24K in 2019/20 in line with expected works requires for this income source. This will be offset by a decrease in expenditure in this area.

4.1.8 Other income

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Interest	375,000	350,000	(25,000)	-6.7%
Reversal of impairment losses	1,658	-	(1,658)	-100.0%
Total other income	376,658	350,000	(26,658)	-7.1%

Other income relates to a range of items such as interest revenue on investments and rate arrears.

Other income is forecast to decrease by 7.1% or \$27K compared to 2018/19. This is mainly due to a forecast reduction in Council's available cash reserves during 2019/20 to fund major infrastructure projects.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.9 Employee costs

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Wages and salaries	10,375,591	10,796,480	420,889	4.1%
Workcover	162,326	175,785	13,459	8.3%
Superannuation	1,032,850	1,043,592	10,742	1.0%
Fringe benefits tax	106,800	109,370	2,570	2.4%
Total employee costs	11,677,567	12,125,227	447,660	3.8%

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employee superannuation, rostered days off, Workcover premium and Fringe Benefits Tax for all salaries and wages. Salaries and wages that relate to capital works are not included in operating expenditure but is included in the tables below for full transparency.

Employee costs are projected to increase by approximately 3.8% or \$448K from 2018/19 to 2019/20.

4.1.10 Materials, services and contracts

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Aged services	297,156	220,365	(76,790)	-25.8%
Animal management	18,172	18,626	454	2.5%
Building control	11,512	11,800	288	2.5%
Building maintenance	291,293	181,221	(110,071)	-37.8%
Caravan parks	355,607	301,536	(54,071)	-15.2%
Commercial and rental properties	61,887	65,692	3,805	6.1%
Community support	546,420	428,013	(118,408)	-21.7%
Disability access	116,396	25,000	(91,396)	-78.5%
Early years	453,251	140,575	(312,676)	-69.0%
Economic development and tourism	299,131	269,333	(29,798)	-10.0%
Emergency management	18,717,133	11,531	(18,705,602)	-99.9%
Environment	250,868	14,500	(236,368)	-94.2%
Fire prevention	65,505	58,688	(6,818)	-10.4%
Governance and administration	757,600	730,014	(27,586)	-3.6%
Gravel pits	26,360	26,887	527	2.0%
Halls and community centres	254,983	55,558	(199,425)	-78.2%
Health control	24,860	25,482	622	2.5%
Heritage and culture	39,825	4,000	(35,825)	-90.0%
Information systems	567,853	610,815	42,962	7.6%
Library	206,070	211,222	5,152	2.5%
Local laws	7,025	7,201	176	2.5%
Parks and streetscapes	587,666	527,890	(59,776)	-10.2%
Planning services	16,100	16,503	403	2.5%
Plant operating	1,325,266	1,876,027	550,762	41.6%
Recreation support	195,012	147,488	(47,524)	-24.4%
Road maintenance	388,992	588,600	199,608	51.3%
Sporting reserves	273,993	2,000	(271,993)	-99.3%
Staff costs	293,759	287,837	(5,922)	-2.0%
Standpipes	39,924	41,611	1,687	4.2%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.10 Materials, services and contracts (continued)

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Strategies and plans	790,225	282,909	(507,316)	-64.2%
Street lighting	63,251	190,163	126,912	200.6%
Swimming pools	461,882	447,261	(14,621)	-3.2%
Tips / transfer stations	559,520	455,125	(104,395)	-18.7%
Valuations	205,497	181,794	(23,703)	-11.5%
Waste collection	766,261	785,114	18,853	2.5%
Waterways	198,438	62,725	(135,713)	-68.4%
Workshop and depots	69,943	85,213	15,270	21.8%
Youth initiatives	76,607	59,000	(17,607)	-23.0%
Total materials, services and contracts	29,681,243	9,455,317	(20,225,926)	-68.1%

Materials, services and contracts include the purchase of consumables, payments to contractors for the provision of services and utility costs. Materials, services and contracts are forecast to decrease by 68.1% or \$20.2 million compared to 2018/19. They relate to operating expenditure only, and do not include the purchase of goods, services, or consumables, or payments to contractors for capital works projects.

The decrease is largely due to the completion of the flood restoration program, resulting in a reduction of \$18.71M from 2018/19.

4.1.11 Depreciation and amortisation

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Roads	5,025,456	5,151,092	125,636	2.5%
Buildings	1,780,134	1,824,637	44,503	2.5%
Plant and equipment	1,234,310	1,265,168	30,858	2.5%
Bridges	333,549	341,888	8,339	2.5%
Urban drains	229,280	235,012	5,732	2.5%
Furniture and equipment	106,918	109,591	2,673	2.5%
Footpaths	181,030	185,556	4,526	2.5%
Kerb and channel	117,801	120,746	2,945	2.5%
Landfills	160,377	164,386	4,009	2.5%
Street furniture	29,758	30,502	744	2.5%
Quarries	2,376	2,435	59	2.5%
Total depreciation and amortisation	9,200,989	9,431,014	230,025	2.5%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of 2.5% or \$230K for 2019/20 is due mainly to the completion of the 2018/19 capital works program and the full year effect of depreciation on the 2019/20 program.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.12 Other expenses

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Change \$	Change %
Councillors' emoluments	221,089	226,166	5,077	2.3%
Internal audit remuneration	42,029	40,500	(1,529)	-3.6%
External audit remuneration	43,054	44,131	1,077	2.5%
Impairment of interest free loans	-	-	-	0.0%
Total other expenses	306,172	310,797	4,625	1.5%

Other expenses include councillors' costs, auditors' remuneration and other minor expenses.

Other expenses are forecast to increase by 1.5% or \$5K compared to 2018/19.

4.1.13 Adjusted underlying surplus

This section analyses the operating budget including expected income and expenses of the Council for the 2019/20 year.

Details	Ref	Forecast 2018/19 \$	Budget 2019/20 \$	Variance \$
Total income		49,408,426	26,508,108	- 22,900,319
Total expenditure		(50,865,971)	(31,322,355)	19,543,616
Surplus (deficit) for the year		(1,457,545)	(4,814,247)	- 3,356,702
Grants - capital non-recurrent	4.1.4	2,354,790	3,454,102	1,099,312
Capital contributions	4.1.5	-	310,000	310,000
Adjusted underlying surplus (deficit)		897,245	(1,050,145)	- 1,947,390

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The underlying result for the 2019/20 year is a surplus of \$1.05 million which is a decrease of \$1.95 million from the 2018/19 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.2 Balance sheet

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$8.7 million during the year mainly due the expectation to have most capital projects complete by 30 June and the 50% prepayment of the grants commission return in 2018/19.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non-current) relating to loans to community organisations will decrease slightly in accordance with agreed repayment terms.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$14.09 million increase in this balance is attributable to the net result of the capital works program (\$13.62 million in 2018/19 and \$13.68 million in 2019/20), depreciation of assets (\$9.20 million in 2018/19 and \$9.43 million in 2019/20) and the income through sale of property, plant and equipment.

Investments in associates and joint ventures represents Council's equity in the North Central Regional Goldfields Library. The change in equity has been inconsistent in the past with some years increasing and other years decreasing, so for budgeting purposes, the equity has not been changed. Non-current assets held for resale is land and/or buildings that Council can confidently state will be sold within a short period of time.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce by \$0.61 million in 2019/20 levels due to a reduction in material and services costs incurred in 2018/19 for flood restoration projects.

Employee benefits include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease by \$0.07 million (current liability) and increase by \$0.27 million (non current liability) due to increases in employee service years.

4.2.3 Equity

Total equity always equals net assets and is made up of the following components:

- asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed
- accumulated surplus which is the value of all net assets less reserves that have accumulated over time. \$0.97 million is the decrease in accumulated surplus results directly from the surplus for the year. This is offset by an amount of \$5.19 million net is budgeted to be transferred to and from other reserves to accumulated surplus. This reflects the usage of Council's reserves to partly fund the capital works program and other specified projects. This is a transfer between equity balances and does no impact on the total balance of equity.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.2 Balance sheet (continued)

4.2.4 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2018/19 \$	Budget 2019/20 \$
Total amount borrowed as at 30 June of the prior year	-	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	-	-
Total amount proposed to be borrowed as at 30 June	-	-

In developing the Strategic Resource Plan (SRP) borrowings may be identified as an important funding source for capital works programs. In the past Council has borrowed to finance large projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs.

In general, Council has adopted a policy to remain debt free except for situations where funding was required to deliver significant capital projects. The Council has elected to not borrow any further funds at this time.

In 2015/16 final loan payments were made which finalises all of Council's borrowings.

For the 2019/20 year, Council has decided not to take out any new borrowings to fund the capital works program.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity

4.3.1 Reserves

Council undertakes reserves budgeting in order to provide for future expenditure while reducing the impact of purchases on the current year budget.

The following reserves are currently in use by Council:

Land and buildings reserve

The Land and Buildings Reserve is used to fund the acquisition of land and buildings. Funds received from the sale of Council owned land and buildings are transferred to the reserve.

Professional development reserve

The Professional Development Reserve is used to fund professional development undertaken by executive officers of Council. An annual allocation is provided to each officer and that amount is transferred to the reserve annually, while the cost of professional development undertaken during the year is transferred from the reserve.

Unspent grants reserve

The Unspent Grants Reserve has been established for situations where Council has received funding via an external party and those funds remain unspent at the end of the financial year.

Capital expenditure reserve

The Capital Expenditure Reserve is used to set aside funds that have been budgeted for capital works projects in one financial year but will not be fully expended by the end of that year. The funds will be transferred to the reserve in the budget year, and transferred from the reserve in the following financial year, or in the year that the funds are expended for the specific project.

Information technology reserve

The Information Technology Reserve is used to set aside monies for the purchase of information technology assets. The reserve outlines the annual cost of information technology for Council and the amounts required to be set aside in reserve for future asset purchases.

Valuations reserve

The Valuations Reserve is used to fund the cost of Council's bi-annual valuations for rating purposes. Council transfers from the reserve the net cost of valuations and transfers to the reserve an annual allocation to ensure the reserve remains high enough to fund future revaluations.

Units reserve

The Units Reserve is used to fund the purchase or improvement of Council owned elderly persons' units. The surplus generated from rental income is transferred to the reserve annually. The cost of major improvements is transferred from the reserve annually.

Economic development reserve

The Economic Development Reserve is used to set aside funds to assist with economic development initiatives that Council wishes to financially support. Council transfers to the reserve a set amount determined during the budget process and transfers from the reserve the cost of economic development initiatives within the year.

Skinners Flat water reserve

The Skinners Flat Water Reserve is used to fund major repairs and capital works at the Skinners Flat Water Supply. The surplus on operations of the water supply is transferred to reserve annually and the cost of major repairs and capital works is transferred from the reserve.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.1 Reserves (continued)

Community planning reserve

The Community Planning Reserve has been established for situations where projects are budgeted in one year but for various reasons are unable to be delivered and are therefore deferred until the following year.

Plant replacement reserve

The Plant Replacement Reserve is used to fund plant purchases. Council transfers to the reserve a fixed amount annually and transfers from the reserve the net cost of plant purchases for the year.

Fleet replacement reserve

The Fleet Replacement Reserve is used to fund the replacement of office vehicles. Council transfers to the reserve a fixed amount annually and transfers from the reserve the net cost of fleet purchases for the year.

GSP reserve

The Gravel and Sand Pit (GSP) Reserve is used to fund land purchase, development and restoration of gravel and sand pits used by Council for the extraction of gravel. The budgeted surplus on operations of the pits is transferred to the reserve annually and the cost of purchasing new sites, development and restoration of the pits is transferred from the reserve.

Urban drainage reserve

The Urban Drainage Reserve is used to fund urban drainage works in the towns within the Shire. Council transfers to the reserve annually a budgeted amount, and transfers from the reserve the cost of urban drainage works for the year.

Waste management reserve

The Waste Management Reserve has been established to assist with the cost of strategic projects, compliance and long term planning for Council's landfills and transfer stations. Council transfers to the reserve annually \$10 per kerbside collection levy (or a pro-rata amount for a pro-rata collection). Council transfers from the reserve the cost of strategic projects, compliance and long term planning within Council landfills and transfer stations.

Reserves improvement reserve

The Reserves Improvement Reserve is an allocation of funds used to provide interest free loans to community groups. Usually there are no transfers to or from this reserve.

Lake Boort water reserve

The Lake Boort Water Reserve was established with funds generated from sale of water allocations not required for immediate use in Little Lake Boort. The reserve is used to purchase replacement water at an appropriate time, or may be used for other purposes specific to Lake Boort.

Caravan park development reserve

The Caravan Park Development Reserve has been established to assist with funding major projects at Council's caravan parks. Council transfers to the reserve annually the surplus on operations of its caravan parks, and transfers from the reserve the cost of major projects undertaken at Council's caravan parks during the year.

Unfunded superannuation liability reserve

The Unfunded Superannuation Liability Reserve is used to repay any potential unfunded superannuation liability arising from the LAS Defined Benefits Plan Scheme. Council transfers to the reserve amounts allocated in the budget, and transfers from the reserve payments made to Vision Super Pty. Ltd. for the unfunded superannuation liability.



**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.1 Reserves (continued)

Unspent contributions reserve

The Unspent Contributions Reserve is used to set aside contributions received for a specific purpose in one financial year that will not be expended until a later financial year. The funds will be transferred to the reserve in the year the funds are received, and transferred from the reserve in the year that the funds are expended for that purpose.

War memorial reserve

The War Memorial Reserve is used to fund the cost of maintaining and renewing war memorials across the Shire. Council transfers funds to the reserve as required and transfers the cost of works to war memorials from reserve.

Heritage loan scheme reserve

The Heritage Loan Scheme Reserve is used to provide land owners of properties located in significant heritage precincts, heritage registered buildings or structures of local heritage significance, with loans to enable repair and maintenance of those buildings with the aims of quality appearance and public safety.

Major projects reserve

The Major Projects Reserve is used to assist with the funding of major projects identified by Council. Council transfers funds to the reserve annually an amount determined during the budget process as sufficient to fund the major projects program and transfers the funds required to finance major works undertaken at Council's discretion.

Unightly premises enforcement provision reserve

The Unightly Premises Enforcement Provision Reserve is used to provide funds to assist with the enforcement and rectification works on determined unightly premises with costs recouped via legal or other action.

Swimming pool major projects reserve

The Swimming Pool Major Projects Reserve is used to fund unplanned major repairs and capital works at the various swimming pool sites across the Shire.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.2 Transfers to and from reserves

The following is a summary of the projected reserves position for the year ended 30 June 2019:

2018/19 reserves - as per projected forecast				
Name of reserve	Balance at 1 July 2018 \$	Transfers to reserves \$	Transfers from reserves \$	Balance at 30 June 2019 \$
Land and buildings reserve	632,946	200,000	778,322	54,624
Professional development reserve	(1,436)	8,000	-	6,564
Unspent grants reserve	7,731,738	5,123,345	7,731,737	5,123,346
Capital expenditure reserve	2,160,830	2,234,884	2,160,830	2,234,884
Information technology reserve	1,133,398	185,000	885,084	433,314
Valuation reserve	42,667	-	40,000	2,667
Units reserve	94,965	16,245	-	111,210
Economic development reserve	235,655	171,000	115,000	291,655
Skinner's Flat reserve	15,565	-	-	15,565
Community planning reserve	1,003,063	500,000	503,063	1,000,000
Plant replacement reserve	2,349,664	873,031	2,081,959	1,140,736
Fleet replacement reserve	461,737	218,375	156,355	523,757
GSP restoration reserve	488,719	60,000	29,246	519,473
Urban drainage reserve	692,866	370,000	621,928	440,938
Waste management reserve	317,517	34,690	-	352,207
Lake Boort water reserve	34,525	-	-	34,525
Reserves improvement reserve	100,000	-	-	100,000
Caravan park development reserve	259,937	60,323	359,980	(39,720)
Superannuation liability reserve	696,424	101,192	-	797,616
Unspent contributions reserve	-	-	-	-
War memorial reserve	3,000	-	-	3,000
Heritage loan scheme	100,000	-	-	100,000
Major projects reserve	179,796	-	-	179,796
Unsuitable premises enforcement	100,000	-	-	100,000
Swimming pool major projects	100,000	50,000	-	150,000
TOTAL	18,933,576	10,206,085	15,463,504	13,676,157



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.2 Transfers to and from reserves (continued)

The following is a summary of the budgeted reserves position for the year ended 30 June 2020:

2019/20 reserves – as per budget				
Name of reserve	Balance at 1 July 2019 \$	Transfers to reserves \$	Transfers from reserves \$	Balance at 30 June 2020 \$
Land and buildings reserve	54,624	155,000	-	209,624
Professional development reserve	6,564	8,000	-	14,564
Unspent grants reserve	5,123,346	-	4,521,084	602,262
Capital expenditure reserve	2,234,884	-	1,274,884	960,000
Information technology reserve	433,314	285,000	421,500	296,814
Valuation reserve	2,667	-	-	2,667
Units reserve	111,210	16,523	-	127,733
Economic development reserve	291,655	100,000	165,000	226,655
Skinner's Flat reserve	15,565	-	-	15,565
Community planning reserve	1,000,000	-	-	1,000,000
Plant replacement reserve	1,140,736	895,357	857,810	1,178,283
Fleet replacement reserve	523,757	221,834	123,420	622,171
GSP restoration reserve	519,473	126,746	41,776	604,443
Urban drainage reserve	440,938	550,000	350,000	640,938
Waste management reserve	352,207	35,010	50,000	337,217
Lake Boort water reserve	34,525	-	-	34,525
Reserves improvement reserve	100,000	-	-	100,000
Caravan park development reserve	(39,720)	73,524	7,500	26,304
Superannuation liability reserve	797,616	101,192	-	898,808
Unspent contributions reserve	-	-	-	-
War memorial reserve	3,000	-	-	3,000
Heritage loan scheme	100,000	-	-	100,000
Major projects reserve	179,796	-	-	179,796
Unightly premises enforcement	100,000	-	-	100,000
Swimming pool major projects	150,000	50,000	-	200,000
TOTAL	13,676,157	2,618,186	7,812,974	8,481,369

By including the above transfers from reserves it is expected that reserve levels decrease by approximately \$5.2 million, leaving a balance of \$8.5 million in the reserves account.

4.3.3 Details of reserves

The following schedule provides details of each of the reserve transfers for 2019/20:

Land and buildings reserve			
Opening balance			54,624
ADD transfer to reserve			
Sale of housing estate land	Activity 110	35,000	
Sale and land and buildings	Activity 191	120,000	155,000
LESS transfer from reserve			
Nil	N/A		-
Closing balance			209,624



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Professional development reserve			
Opening balance			6,564
ADD transfer to reserve			
Annual allocation	Activity 461	8,000	8,000
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			14,564
Unspent grants reserve			
Opening balance			5,123,346
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Grants Commission 50% upfront payment	Activity 421	(4,521,084)	(4,521,084)
Closing balance			602,262
Capital expenditure reserve			
Opening balance			2,234,884
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Donaldson Park	Activity 690	(496,562)	
Purchase caravan parks	Activity 123	(778,322)	(1,274,884)
Closing balance			960,000
Information technology reserve			
Opening balance			433,314
ADD transfer to reserve			
Annual allocations for major purchases	Activity 461	285,000	285,000
LESS transfer from reserve			
Server Replacement	Activity 434	(50,000)	
Other upgrades	Activity 491	(30,000)	
IT strategy implementation	Activity 434	(283,000)	
PC replacement	Activity 491	(53,500)	
Asset Edge devices	Activity 491	(5,000)	(421,500)
Closing balance			296,814
Valuation reserve			
Opening balance			2,667
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			2,667



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Units reserve			
Opening balance			111,210
ADD transfer to reserve	Activity 634	16,523	16,523
Surplus for 2018/19			
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			127,733
Economic development reserve			
Opening balance			291,655
ADD transfer to reserve	Activity 461	100,000	100,000
Yearly allocation			
LESS transfer from reserve			
Project scoping	Activity 110	(15,000)	
Scar trees campaign	Activity 110	(60,000)	
Agribusiness Forum	Activity 131	(10,000)	
Economic development strategy	Activity 131	(80,000)	(165,000)
Closing balance			226,655
Skinner's flat reserve			
Opening balance			15,565
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			15,565
Community planning reserve			
Opening balance			1,000,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			1,000,000
Plant replacement reserve			
Opening balance			1,140,736
ADD transfer to reserve	Activity 461	895,357	895,357
Annual allocation to reserve			
LESS transfer from reserve			
Net cost of plant replacement	Activity 391	(857,810)	(857,810)
Closing balance			1,178,283



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Fleet replacement reserve			
Opening balance			523,757
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	221,834	221,834
LESS transfer from reserve			
Net cost of fleet replacement	Activity 391	(123,420)	(123,420)
Closing balance			622,171
GSP restoration reserve			
Opening balance			519,473
ADD transfer to reserve			
Income from gravel pits	Activity 380	126,746	126,746
LESS transfer from reserve			
Expenditure from gravel pits	Activity 380	(41,776)	(41,776)
Closing balance			604,443
Urban drainage reserve			
Opening balance			440,938
ADD transfer to reserve			
Annual allocation	Activity 461	550,000	550,000
LESS transfer from reserve			
Drainage program	Activity 371	(350,000)	(350,000)
Closing balance			640,938
Waste management reserve			
Opening balance			352,207
ADD transfer to reserve			
Kerbside collection	Activity 512	35,010	35,010
LESS transfer from reserve			
Waste facility fencing	Activity 511	(50,000)	(50,000)
Closing balance			337,217
Reserves improvement reserve			
Opening balance			100,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Lake Boort water reserve			
Opening balance			34,525
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			34,525
Caravan park development reserve			
Opening balance			(39,720)
ADD transfer to reserve			
Surplus of caravan park operations	Activity 123	73,524	73,524
LESS transfer from reserve			
Tree works	Activity 123	(7,500)	(7,500)
Closing balance			26,304
Superannuation liability reserve			
Opening balance			797,616
ADD transfer to reserve			
Wedderburn streetscape return funds	Activity 461	101,192	101,192
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			898,808
Unspent contributions reserve			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
War memorial reserve			
Opening balance			3,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			3,000



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Major projects reserve			
Opening balance			179,796
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			179,796
Unightly premises enforcement provision			
Opening balance			100,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000
Swimming pool major projects reserve			
Opening balance			150,000
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	50,000	50,000
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			200,000

4.3.4 Equity

Total equity always equals net assets and is made up of the asset revaluation reserve, other reserves and the accumulated surplus.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.5 Working capital (\$3.41 million decrease)

Working capital is the excess of current assets above current liabilities. The calculation recognises that although Council has current assets, some of those assets are committed to the future settlement of liabilities and therefore are not available for discretionary spending.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Variance \$
Current assets	23,330,244	14,118,126	9,212,118
Current liabilities	3,615,594	2,923,737	691,857
Working capital	19,714,650	11,194,389	8,520,261
Intended allocation assets			
- Discretionary reserves	(13,676,157)	(8,481,369)	(5,194,788)
- Long service leave	(1,809,316)	(1,909,316)	100,000
Restricted allocation assets			
- Trust funds and deposits	(356,974)	(339,125)	(17,849)
Unrestricted working capital	3,872,203	464,579	3,407,624

In addition to the restricted assets above, Council is also projected to hold \$8.48 million in discretionary reserves at 30 June 2020. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds are to be used for those earmarked purposes.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.4 Statement of cash flows

This section of the report analyses the expected cash flows from the operating, investing and financing activities of Council for the 2019/20 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

4.4.1 Net cash flows provided by / (used in) operating activities

Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The decrease in cash flows from operating activities is due mainly to a \$24.64 million decrease in operating grants in line with the expected completion of the flood restoration program. There is also a \$1.37 million decrease in capital grants, which is partially offset by a slight increase in rates and charges,

4.4.2 Net cash flows provided by / (used in) investing activities

Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

The large decrease in payments for investing activities represents a decrease in capital works expenditure. Term deposits are also expected to decrease by \$17.79 million.

4.4.3 Net cash flows provided by / (used in) financing activities

Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities include repayment of the principle component of loan repayments for the year.

Council's borrowings were fully extinguished in the 2015/16 financial year. No new are borrowings are budgeted in 2019/20.

4.4.4 Cash and cash equivalents at the end of the year

Overall, total cash and investments is forecast to decrease by \$8.75 million to \$10.91 million as at 30 June 2020, although the cash position will be determined by a number of factors including collection of outstanding amounts during the year, payment cycle for Council's creditors and movement in trust funds.

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2020 it will have unrestricted cash and investments of \$0.2 million, which has been restricted as shown in the following table.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.4 Statement of cash flows (continued)

4.4.4 Cash and cash equivalents at the end of the year (continued)

	Ref	Forecast Actual 2018/19 \$	Budget 2019/20 \$	Variance \$
Total cash and investments		19,656,604	10,911,513	(8,745,091)
Intended allocation assets				
Long service leave	4.4.5	(1,809,316)	(1,909,316)	(100,000)
Discretionary reserves	4.4.6	(13,676,157)	(8,481,369)	5,194,788
Restricted allocation assets				
Trust funds and deposits		(356,974)	(339,125)	17,849
Unrestricted cash adjusted for discretionary reserves	4.4.7	3,814,157	181,703	(3,632,454)

4.4.5 Long service leave

Council has continued to treat funds set aside for employees long service leave as restricted cash. The increase in the variance is due to increased years of service by employees and increases in wage rates through the enterprise bargaining agreement.

4.4.6 Discretionary reserves

These funds are shown as a discretionary reserve as, although not restricted by a statutory purpose, Council has made decision regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

4.4.7 Unrestricted cash and investments

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year.

The capital works projects are grouped by class and include the following:

- new works for 2019/20
- works carried forward from the 2018/19 year.

4.5.1 New works by asset expenditure type

Capital works area	Project cost	Asset expenditure types			
		New \$	Renewal \$	Upgrade \$	Expansion \$
Property					
Land	-	-	-	-	-
Land improvements	55,000	55,000	-	-	-
Total land	55,000	55,000	-	-	-
Buildings	500,000	-	500,000	-	-
Building improvements	456,800	-	456,800	-	-
Total buildings	956,800	-	956,800	-	-
Total property	1,011,800	55,000	956,800	-	-
Plant and equipment					
Plant, machinery and equipment	1,275,763	1,275,763	-	-	-
Computers and telecommunications	122,500	122,500	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	1,398,263	1,398,263	-	-	-
Infrastructure					
Roads	3,680,082	-	3,680,082	-	-
Bridges	1,031,454	-	1,031,454	-	-
Footpaths	261,057	-	261,057	-	-
Drainage	350,000	-	-	350,000	-
Recreation leisure and community facilities	417,500	-	-	67,500	350,000
Parks, open space and streetscapes	550,000	-	100,000	250,000	200,000
Other infrastructure	-	-	-	-	-
Total infrastructure	6,290,093	-	5,072,593	667,500	550,000
Total new works	8,700,156	1,453,263	6,029,393	667,500	550,000



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.5 Capital works program (continued)

4.5.2 New works by funding source

Capital works area	Project cost	Funding sources			
		Grants \$	Reserves \$	Council funded \$	Sale of assets \$
Property					
Land	-	-	-	-	-
Land improvements	55,000	-	50,000	5,000	-
Total land	55,000	-	50,000	5,000	-
Buildings	500,000	-	-	500,000	-
Building improvements	456,800	-	-	456,800	-
Total buildings	956,800	-	-	956,800	-
Total property	1,011,800	-	50,000	961,800	-
Plant and equipment					
Plant, machinery and equipment	1,275,763	-	986,123	20,000	269,640
Computers and telecommunications	122,500	-	118,500	4,000	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	1,398,263	-	1,104,623	24,000	269,640
Infrastructure					
Roads	3,680,082	1,986,215	-	1,693,867	-
Bridges	1,031,454	585,954	-	445,500	-
Footpaths	261,057	261,057	-	-	-
Drainage	350,000	-	350,000	-	-
Recreation leisure and community facilities	417,500	300,000	7,500	110,000	-
Parks, open space and streetscapes	550,000	-	-	550,000	-
Other infrastructure	-	-	-	-	-
Total infrastructure	6,290,093	3,133,226	357,500	2,799,367	-
Total new works	8,700,156	3,133,226	1,512,123	3,785,167	269,640



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.5 Capital works program (continued)

4.5.3 Works carried forward from the 2018/19 year by asset expenditure type

Capital works area	Project cost	Asset expenditure types			
		New \$	Renewal \$	Upgrade \$	Expansion \$
Property					
Land	-	-	-	-	-
Land improvements	29,932	-	-	-	29,932
Total land	29,932	-	-	-	29,932
Buildings	-	-	-	-	-
Building improvements	7,200	-	7,200	-	-
Total buildings	7,200	-	7,200	-	-
Total property	37,132	-	7,200	-	29,932
Plant and equipment					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	283,000	283,000	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	283,000	283,000	-	-	-
Infrastructure					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	574,000	-	-	574,000	-
Recreation leisure and community facilities	4,089,554	778,322	-	-	3,311,232
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
Total infrastructure	4,663,554	778,322	-	574,000	3,311,232
Total carried forward works	4,983,686	1,061,322	7,200	574,000	3,341,164



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.5 Capital works program (continued)

4.5.4 Works carried forward from the 2018/19 year by funding source

Capital works area	Project cost	Funding sources			
		Grants \$	Reserves \$	Council funded \$	Sale of assets \$
Property					
Land	-	-	-	-	-
Land improvements	29,932	29,932	-	-	-
Total land	29,932	29,932	-	-	-
Buildings	-	-	-	-	-
Building improvements	7,200	-	-	7,200	-
Total buildings	7,200	-	-	7,200	-
Total property	37,132	29,932	-	7,200	-
Plant and equipment					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	283,000	-	283,000	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	283,000	-	283,000	-	-
Infrastructure					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	574,000	324,000	250,000	-	-
Recreation leisure and community facilities	4,089,554	2,814,670	1,274,884	-	-
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
Total infrastructure	4,663,554	3,138,670	1,524,884	-	-
Total carried forward works	4,983,686	3,168,602	1,807,884	7,200	-



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

5 FINANCIAL PERFORMANCE INDICATORS

Indicator	Measure	Notes	Actual	Forecast	Budget	Trend
			2017/18	2018/19	2019/20	+/-
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-4.51%	-8.30%	-34.18%	-
Liquidity						
Working capital	Current assets / Current liabilities	2	742.25%	645.27%	482.88%	-
Unrestricted cash	Unrestricted cash / Current liabilities		91.92%	105.49%	6.21%	-
Obligations						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / Own source revenue		11.76%	14.84%	16.53%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	35.98%	64.56%	64.01%	O
Stability						
Rates concentration	Rates revenue / Adjusted underlying revenue	5	32.31%	23.39%	43.94%	O
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.50%	0.52%	0.49%	O
Efficiency						
Expenditure level	Total expenses / No. of property assessments		\$4,339	\$6,547	\$4,008	O
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,012	\$1,037	\$1,055	O
Workforce turnover	No. of permanent staff resignations and terminations / Average no. of permanent staff for the financial year		12.29	7.03	7.08	-



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

5 FINANCIAL PERFORMANCE INDICATORS (Continued)

Indicator	Measure	Notes	Strategic Resource Plan Projections			Trend
			2020/21	2021/22	2022/23	+/O/-
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-20.57%	-16.53%	-16.87%	O
Liquidity						
Working capital	Current assets / Current liabilities	2	419.55%	338.09%	294.08%	-
Unrestricted cash	Unrestricted cash / Current liabilities		-86.70%	-177.88%	-248.49%	-
Obligations						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / Own source revenue		18.54%	20.32%	22.21%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	30.13%	30.35%	30.11%	O
Stability						
Rates concentration	Rates revenue / Adjusted underlying revenue	5	42.58%	41.92%	41.75%	O
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.49%	0.49%	O
Efficiency						
Expenditure level	Total expenses / No. of property assessments		\$3,986	\$4,079	\$4,177	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,073	\$1,097	\$1,121	+
Workforce turnover	No. of permanent staff resignations and terminations / Average no. of permanent staff for the financial year		7.13	7.13	7.13	O

Key to forecast trend:

- + Forecasts improvement in Council's financial performance / financial position indicator
- O Forecasts that Council's financial performance / financial position indicator will be steady
- Forecasts deterioration in Council's financial performance / financial position indicator

Notes to indicators

1 *Adjusted underlying result* - An indicator of the sustainable operating result required to enable Council to continue provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 *Working capital* - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in future years as cash and cash equivalents decrease.

3 *Debt compared to rates* - Council has repaid its final loan liability in 2015/16.

4 *Asset renewal* - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates that Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 *Rates concentration* - Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.



**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**

APPENDIX A - FEES AND CHARGES SCHEDULE

Council's fees and charges schedule contains the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and service provided during the 2019/20 year.

This full document is located on Council's website.



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2020

APPENDIX B - BUDGET PROCESSES

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2019/20 Budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. These statements have been prepared for the year ended 30 June 2020 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information which Council requires in order to make an informed decision about the adoption of the Budget.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its website. Council also provides copies of the proposed budget at post offices and neighbourhood houses/community resource centres within the municipality. A person has the right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Government's rate capping legislation in 2015, Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following year.

If Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Council to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Minister's maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 31 August and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Dec - Minister for Local Government announces maximum rate increase
Dec and Jan - Officers update Council's long term financial projections
Jan and Feb - Council to advise ESC if it intends to make a rate variation submission
April - Proposed budget distributed to Councillors
April - Council meets to consider the proposed budget
April - Council resolves to advertise the proposed budget
April and May - Council advertises "Draft Budget"
May and June - Proposed budget available for public inspection and comment
June - Council meets to consider public submissions and adopt the budget
June - Council gives public notice that the budget has been adopted
July - Council provides a copy of the 2019/20 Budget to the Minister


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
APPENDIX C - CAPITAL WORKS PROGRAM

This appendix presents a listing of the capital works projects that will be undertaken for the 2019/20 financial year.

C.1 Capital works by key direction area

The following table shows capital expenditure by key direction area, as per the Council Plan, and shows how the capital works have been funded.

Project	External funding			Internal funding			Total funding sources
	Grants and contrib \$	Sale of assets \$	Loan funds \$	Reserves \$	Working capital \$	Operating activities \$	
Economic development and tourism							
Caravan park trees				7,500			7,500
Purchase caravan parks				778,322			778,322
Council properties fencing						5,000	5,000
Works and Infrastructure							
Local roads reseals	565,257					530,640	1,095,897
Local road amenity program	116,733						116,733
Local road safety program	127,345						127,345
Local road construction	477,545					1,148,227	1,625,772
Local road resheets	327,914						327,914
Local road shoulder sheets	371,421						371,421
Local bridges and culverts	585,954					445,500	1,031,454
Township street improvements	261,057						261,057
Urban drainage				350,000			350,000
Boundary entrance signage park and locality						15,000	15,000
Fleet replacement		67,527		128,313			195,840
Plant replacement		202,113		857,810			1,059,923
Minor plant and equipment						20,000	20,000


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
APPENDIX C - CAPITAL WORKS PROGRAM (Continued)
C.1 Capital works by key direction area (continued)

Project	External funding			Internal funding			Total funding sources
	Grants and contrib. \$	Sale of assets \$	Loan funds \$	Reserves \$	Working capital \$	Operating activities \$	
Good management							
Server replacement				50,000			50,000
Asset Edge devices				5,000			5,000
Photocopier / scanner				10,000			10,000
PC replacement				53,500			53,500
IT Strategy implementation				283,000			283,000
Office furniture and equipment						4,000	4,000
Wedderburn Office refurbishment						130,000	130,000
Building Asset Management Plan allocation						334,000	334,000
Environment							
Waste facility fencing				50,000			50,000
Flood mitigation works Pyramid Hill	324,000			250,000			574,000
Boort Ewaste grant	18,380						18,380
Inglewood Ewaste grant	11,552						11,552
Community services and recreation							
Parks and gardens strategy						100,000	100,000
Skidders Flat masterplan						50,000	50,000
Donaldson Park pavilion	2,814,670			496,562			3,311,232
Inglewood Sports Centre						60,000	60,000
Pyramid Hill streetscape						200,000	200,000
Bridgewater Foreshore	300,000						300,000
Community planning allocations						750,000	750,000
Total	6,301,828	269,640	-	3,320,007	-	3,792,367	13,683,842


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
APPENDIX C - CAPITAL WORKS PROGRAM (Continued)
C.2 Capital expenditure by classification

This table shows the projects by classification, and shows whether the works are for asset renewal or provide Council with new assets.

Project	Asset renewal \$	New asset \$	Asset upgrade \$	Asset expansion \$	Carried forward \$	Total project \$
Land and buildings						
Council properties fencing		5,000				5,000
Building asset management plan	326,800				7,200	334,000
Wedderburn Office refurbishment	130,000					130,000
Boort Ewaste grant				18,380		18,380
Inglewood Ewaste grant				11,552		11,552
Strategic fund	500,000					500,000
Waste facility fencing			50,000			50,000
Total land and buildings	956,800	5,000	50,000	29,932	7,200	1,048,932
Furniture and equipment						
Server replacement		50,000				50,000
PC replacement		53,500				53,500
Office furniture and equipment		4,000				4,000
Photocopier / scanner		10,000				10,000
Asset Edge devices		5,000				5,000
IT Strategy implementation					283,000	283,000
Total furniture and equipment	-	122,500	-	-	283,000	405,500
Plant and equipment						
Minor plant and equipment		20,000				20,000
Fleet replacement		195,840				195,840
Plant replacement		1,059,923				1,059,923
Total plant and equipment	-	1,275,763	-	-	-	1,275,763
Footpaths						
Township street improvements	261,057					261,057
Total footpaths	261,057	-	-	-	-	261,057
Roadworks						
Local road reseals	1,095,897					1,095,897
Local road amenity	116,733					116,733
Local road safety	127,345					127,345
Local road construction	1,625,772		-			1,625,772
Local road resheets	327,914					327,914
Local road shoulder sheets	371,421					371,421
Local bridges and culverts	1,031,454					1,031,454
Boundary entrance signage parks and locality	15,000					15,000
Total roadworks	4,711,536	-	-	-	-	4,711,536


**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020**
APPENDIX C - CAPITAL WORKS PROGRAM (Continued)
C.2 Capital expenditure by classification (continued)

Project	Asset renewal \$	New asset \$	Asset upgrade \$	Asset expansion \$	Carried forward \$	Total project \$
Urban and road drainage						
Urban drainage program			924,000			924,000
Total urban and road drainage	-	-	924,000	-	-	924,000
Recreation, leisure and community facilities						
Skidders Flat master plan				50,000		50,000
Caravan park trees			7,500			7,500
Inglewood Sports Centre upgrade			60,000			60,000
Purchase caravan parks					778,322	778,322
Bridgewater Foreshore				300,000		300,000
Donaldson Park pavilion upgrade					3,311,232	3,311,232
Total recreation, leisure and community facilities	-	-	67,500	350,000	4,089,554	4,507,054
Parks, open space and streetscapes						
Parks and gardens strategy	100,000					100,000
Pyramid Hill streetscape				200,000		200,000
Community planning allocations			250,000			250,000
Total parks, open space and streetscapes	100,000	-	250,000	200,000	-	550,000
Total	6,029,393	1,403,263	1,291,500	579,932	4,379,754	13,683,842



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

APPENDIX D - AUDIT COMMITTEE FINANCIALS

In 2002 Council's Internal Audit Committee created a reporting format that it considered appropriate for reporting Council's results on a monthly basis. That format has been used by Council since then.

The following reports show the 2018/19 Forecast Actuals, the 2019/20 Budgets, and the variance between the two.

The reports include:

- Comprehensive Income Statement by expense type
- Comprehensive Income Statement by key direction area
- Capital Expenditure Statement

COMPREHENSIVE INCOME STATEMENT BY EXPENSE TYPE

	Forecast actual 2018/19 \$	Budget 2019/20 \$	Variance \$
Revenues from ordinary activities			
Rates and charges	10,750,845	11,027,275	276,430
Statutory and user fees	1,770,530	1,836,005	65,475
Operating grants	30,454,562	6,297,978	(24,156,584)
Capital grants	5,107,671	5,841,828	734,157
Operating contributions	-	310,000	310,000
Capital contributions	-	-	-
Vic Roads	548,178	524,064	(24,114)
Reversal of impairment losses	1,658	-	-
Reimbursements	374,983	295,833	(79,150)
Interest	400,000	375,125	(24,875)
Total revenues	49,408,426	26,508,108	(22,900,319)
Expenses from ordinary activities			
Labour	10,375,590	10,796,481	420,891
Materials and services	9,950,168	8,638,751	(1,311,417)
Contracts	20,579,169	1,638,038	(18,941,131)
Utilities	453,883	507,274	53,391
Depreciation	9,200,989	9,431,014	230,025
Interest expense	-	-	-
Other expenses	306,172	310,797	4,625
Total expenses	50,865,971	31,322,355	(19,543,616)
Net (gain) / loss on sale of assets	-	-	-
Surplus / (deficit) for the year	(1,457,545)	(4,814,247)	(3,356,702)



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)

COMPREHENSIVE INCOME STATEMENT BY KEY DIRECTION AREA

	Forecast actual 2018/19 \$	Budget 2019/20 \$	Variance \$
Revenues from ordinary activities			
Rates and charges	10,750,845	11,027,275	276,430
Operating grants	30,454,562	6,297,978	(24,156,584)
Capital grants	5,107,671	5,841,828	734,157
Operating contributions	-	310,000	310,000
Capital contributions	-	-	-
User fees	1,770,530	1,836,005	65,475
Reimbursements	374,983	295,833	(79,150)
Reversal of impairment losses	1,658	-	-
Vic Roads	548,178	524,064	(24,114)
Interest	400,000	375,125	(24,875)
Total revenues	49,408,426	26,508,108	(22,900,319)
Expenses from ordinary activities			
Economic development and tourism	1,513,780	1,449,827	(63,953)
Leadership	20,779,088	1,688,427	(19,090,661)
Works and infrastructure	13,531,386	14,542,505	1,011,119
Good management	4,524,931	4,353,730	(171,201)
Environment	2,546,586	2,287,172	(259,414)
Community services and recreation	7,970,201	7,000,694	(969,507)
Total expenses	50,865,972	31,322,355	(19,543,617)
Net (gain) / loss on sale of assets	-	-	-
Surplus / (deficit) for the year	(1,457,546)	(4,814,247)	(3,356,702)



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2020

APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)

CAPITAL EXPENDITURE STATEMENT

	Forecast actual 2018/19 \$	Budget 2019/20 \$	Variance \$
Surplus / (deficit) for the year-as per income statement	(1,457,546)	(4,814,247)	(3,356,702)
Less non-cash income			
Reversal of impairment losses	(1,658)	-	1,658
Add non-cash expenditure			
Net gain on sale of assets	-	-	-
Loan interest accrued	-	-	-
Depreciation	9,200,989	9,431,014	230,025
Total funds available for capital expenditure	7,741,785	4,616,766	- 3,125,019
Capital expenditure, transfers and loans			
Economic development and tourism	1,263,598	790,822	(472,776)
Leadership	-	-	-
Works and infrastructure	8,716,782	6,598,356	(2,118,426)
Good management	1,093,984	869,500	(224,484)
Environment	604,728	653,932	49,204
Community services and recreation	1,944,804	4,771,232	2,826,428
Total capital works	13,623,896	13,683,842	59,946
Transfers to reserves	10,206,085	2,618,186	(7,587,899)
Loan repayments	-	-	-
Total capital, transfers and loans	23,829,981	16,302,028	(7,527,953)
Capital expenditure, transfers and loans will be financed by:			
Asset sales	655,244	429,533	(225,711)
Transfers from reserves	15,463,504	7,812,974	(7,650,530)
Accumulated cash surplus brought forward from previous year	3,561,131	3,591,683	30,552
Total financing of capital, transfers, and loans	19,679,879	11,834,190	(7,845,689)
Total accumulated cash surplus	3,591,683	148,928	(3,442,755)

LODDON SHIRE COUNCIL

FEES AND CHARGES FOR THE YEAR 1 JULY 2019 TO 30 JUNE 2020



DOCUMENT INFORMATION

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

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

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1 PURPOSE

This document is provided to Loddon Shire Council staff and customers to provide clear advice on Council's fees and charges for the financial year 1 July 2019 to 30 June 2020.

2 BUDGET IMPLICATIONS

The fees and charges included in the document will be incorporated into Council's 2019/2020 Budget.

3 FEES AND CHARGES

The fees and charges contained in this document apply for the period 1 July 2019 to 30 June 2020. There may be some alterations to legislated fees and charges contained in the document. Where this occurs, the document will be updated with the new fees and charges, which will be effective at the date deemed in the legislation.

PLEASE NOTE: M or D determines the type of fee or charge as below:

M = Mandatory and is set by another organisation/government department

D = Discretionary and is set by Council

3.1 Building fees

3.1.1 Building fees

Building fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
New dwellings, dwelling additions, sheds, carports, veranda	Application	D	Yes	\$480.00 (Cost Of Building Works (COBW) / \$200.00)
Fences, retaining walls and swimming pools (including safety barriers)	Application	D	Yes	\$430.00
Other classes - fee will be determined depending on type of building e.g. factory, retail shop, workshop etc.	Application	D	Yes	On request
Demolitions	Application	D	Yes	\$505.00
Re-erection of a dwelling	Application	M	Yes	\$900.00 + (COBW / \$200.00)
Retention of building works (Works less than \$5,000)	Application	D	Yes	\$500.00
Retention of building works (Works more than \$5,000)	Application	D	Yes	\$1,000.00
Additional inspections	Inspection	D	Yes	\$185.00
Extensions of time on permits	Application	D	Yes	\$265.00

Building fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
State Building Levy	Application	M	No	0.128%
Re-erection of a dwelling – bond / surety	Application	D	No	\$10,000.00
Lodgement fee	Lodgement	M	No	\$118.95
Property information	Per application	M	No	\$46.10
Dispensation fee	Application	M	No	\$283.50
Minor amendment fee	Application	D	Yes	\$97.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00
Application under section 29A of the Building Act 1993	Application	M	No	\$83.10
Point of discharge for stormwater	Application	M	No	\$141.20
Inspection compliance report	Application	D	Yes	\$485.00
PoPE fee with a paid entry event (per event)	Application	D	Yes	\$602.00
Temporary structure within paid entry PoPE event	Application	D	Yes	\$117.00
PoPe fee with a free entry event (per event)	Application	D	Yes	\$300.00
Temporary structure within free entry PoPE event	Application	D	Yes	\$58.00
Application for Protection of Public Regulation 116(4)	Application	M	No	\$287.50
Application to build above or below Public Facilities Regulation 13492	Application	M	No	\$283.40

3.2 Caravan parks

3.2.1 Bridgewater Public Caravan Park

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2019/2020 Adopted fee
Cabins				
Cabin (peak period)	Per night 2 people	D	Yes	\$135.00
Cabin additional persons	Per night per person	D	Yes	\$10.00
Cabin (off peak period)	Per night 2 people	D	Yes	\$115.00
Additional person	Per night per person	D	Yes	\$10.00
Sites				
Powered site (peak period)	Per night 2 people	D	Yes	\$40.00
Additional persons	Per night per person	D	Yes	\$5.00
Powered site (off peak period)	Per night 2 people	D	Yes	\$35.00
Additional persons	Per night per person	D	Yes	\$5.00
Powered site (peak period)	Per week 2 people	D	Yes	\$180.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Powered site (off peak period)	Per week 2 people	D	Yes	\$155.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Unpowered site (peak period)	Per night 2 people	D	Yes	\$30.00
Additional persons	Per night per person	D	Yes	\$5.00
Unpowered site (off peak period)	Per night 2 people	D	Yes	\$25.00
Additional persons	Per night per person	D	Yes	\$5.00
Unpowered site	Per week 2 people	D	Yes	\$125.00
Additional persons	Per person per night for the week	D	Yes	\$5.00
Other				
Washing machine use	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00

- Peak periods means:
 1. Victorian school holidays
 2. Victorian public holiday long weekends (being Labour Day, Easter, ANZAC Day (if this falls on a Friday or Monday), Queens Birthday, Melbourne Cup and AFL Grand Final).
- Normal check out time is: 10.00am.

- \$10.00 late stay fee: to enable campers to remain on the current site until 6:00pm on the day of check out if the site is not required for new campers to check in.
- Caravan and Motorhome Club Group bookings: A flat discount rate of 10.00% is offered for both powered and unpowered sites during both peak and non-peak rates under the following conditions:
 1. the group must be a formalized caravan or motorhome club
 2. a group is defined as 10 or more caravans or motorhomes
 3. two night minimum booking
 4. discounts are at the discretion of the Park Managers, who will take into account the demand for occupancy at the time the group booking is required.
- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.
- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions.
Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

3.2.2 Pioneer Caravan Park – Wedderburn

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2019/2020 Adopted fee
Deluxe cabin self-contained	Per night 2 people	D	Yes	\$125.00
Deluxe cabin self-contained	Per week 2 people	D	Yes	\$735.00
Additional to two people staying	Per person per night	D	Yes	\$15.00
Deluxe cabin	Per night 2 people	D	Yes	\$95.00
Deluxe cabin per week	Per week 2 people	D	Yes	\$545.00
Deluxe cabin - more than 2 people staying	Per person per night additional to above	D	Yes	\$15.00
Standard cabin	Per night 2 people	D	Yes	\$85.00

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2019/2020 Adopted fee
Standard cabin per week	Per week 2 people	D	Yes	\$460.00
Standard cabin – additional to 2 people staying	Per person per night additional to above	D	Yes	\$10.00
Powered sites				
Overnight fee	Per night 2 people	D	Yes	\$20.00
Weekly fee	Per week 2 people	D	Yes	\$100.00
Additional to 2 people staying	Per person per night	D	Yes	\$5.00
Unpowered sites				
Overnight fee	Per night 2 people	D	Yes	\$15.00
Weekly fee	Per week 2 people	D	Yes	\$100.00
Additional to 2 people staying at an unpowered site	Per person per night	D	Yes	\$5.00
Permanent resident				
Weekly fee (GST @ 5.5%)	Per week	D	Yes	\$66.00
Annual fee (GST @ 5.5%)	Per year	D	Yes	\$3,270.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
Annual tenant				
Annual fee - holiday caravan site	Per year	D	Yes	\$1,140.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
Other				
Washing machine	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00
Storage	Per week	D	Yes	\$10.00
Shower	Per shower	D	Yes	\$7.00

- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions.
Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided

than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.

- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

3.3 Rental properties

3.3.1 Elderly persons units

Elderly persons units	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Dingee				
Unit 1	Per week	D	No	\$94.00
Unit 2	Per week	D	No	\$94.00
Unit 3	Per week	D	No	\$94.00
Unit 4	Per week	D	No	\$94.00
Unit 5	Per week	D	No	\$94.00
Pyramid Hill				
Unit 1	Per week	D	No	\$80.00
Unit 2	Per week	D	No	\$87.00
Unit 3	Per week	D	No	\$80.00
Unit 4	Per week	D	No	\$80.00
Serpentine				
Unit 1	Per week	D	No	\$94.00
Unit 2	Per week	D	No	\$94.00
Unit 3	Per week	D	No	\$94.00
Unit 4	Per week	D	No	\$94.00
Unit 5	Per week	D	No	\$94.00

3.4 Public health

3.4.1 Food Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Registration of premises (class 1)	Each	D	No	\$375.00
Registration of premises (class 2)	Each	D	No	\$290.00
Community group with Liquor Licence (class 2)	Each	D	No	\$155.00
Community group without Liquor Licence (class 2)	Each	D	No	\$108.00
Registration of premises (class 3)	Each	D	No	\$180.00
Community group with Liquor Licence (class 3)	Each	D	No	\$97.00
Community group without Liquor Licence	Each	D	No	\$72.00
Notification of premises (class 4)	Each	M	No	N/A
Not permitted under the Food Act 1984				
Community groups operating a class 2 or class 3 premises less than 10 times per year	For the year	D	No	\$26.00
Inspection and report	Each	D	Yes	\$200.00
Transfer of registration (includes mandatory inspection charge)	Each	D	No	\$185.00
Late payment of annual registration fee (additional charge added to annual registration fee)	Each	D	No	50% of applicable fee
Additional inspection fee (applied to each subsequent inspection beyond the 3 allowed in each registration year)	Each	D	Yes	\$200.00

3.4.2 Public Health and Wellbeing Act registration fees

Health premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Registration of premises (prescribed accommodation)	Each	D	No	\$208.00
Registration of health premises (undertaking 1 activity)	Each	D	No	\$148.00
Registration of health premises (undertaking 2 or more activities)	Each	D	No	\$170.00
Inspection and report	Each	D	Yes	\$200.00
Late payment of annual registration fee	Each	D	No	50% of applicable fee
Transfer of registration	Each	D	No	50% of applicable fee

3.4.3 Residential Tenancies Act and Regulations (caravan parks)

Caravan parks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Three year registration - as per schedule in regulations	Per site	M	No	As set within Regulation
Transfer of premises - as per schedule in regulations	Each	M	No	As set within Regulation
Transfer inspection report	Each	D	Yes	\$200.00
Application to install a moveable dwelling / rigid annex	Each	D	Yes	\$69.00

3.4.4 Environment Protection Act application fees

Septic tanks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Installation of new septic tank or significant alterations	Each	D	No	\$497.00
Minor amendments to recently issued permits and completion of expired permit without inspection	Each	D	No	\$77.00
Permit extension - 1 year	Each	D	No	\$174.00
Alteration to an existing septic tank system	Each	D	No	\$266.00
Inspection fee	Each	D	Yes	\$200.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00

3.5 **Aged and disability services**3.5.1 Home and community care for younger people program

Aged care services	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Home care – low	Per hour	D	No	\$6.24
Home care – medium	Per hour	D	No	\$15.84
Home care – high	Per hour	D	No	\$35.04
Personal care – low	Per hour	D	No	\$4.64
Personal care – medium	Per hour	D	No	\$9.44
Personal care – high	Per hour	D	No	\$39.20
Respite care – low	Per hour	D	No	\$3.12
Respite care – medium	Per hour	D	No	\$4.76
Respite care – high	Per hour	D	No	\$36.08
Negotiated fee variation – home care	Per hour	D	No	\$2.48
Negotiated fee variation – personal care	Per hour	D	No	\$1.48

Aged care services	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Meals on wheels – low and medium	Per meal	D	No	\$9.50
Meals on wheels – high	Per meal	D	No	\$11.70
Property maintenance – low	Per hour	D	No	\$12.52
Property maintenance – medium	Per hour	D	No	\$18.76
Property maintenance – high	Per hour	D	No	\$49.84
Property maintenance – mod construction	Per hour	D	No	\$23.96
Planned activity group – core	Per session	D	No	\$8.00
Planned activity group – high	Per session	D	No	\$8.00

3.5.2 Commonwealth home support program

Home support program	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Domestic assistance – low	Per hour	D	No	\$6.24
Domestic assistance – medium	Per hour	D	No	\$15.84
Domestic assistance – high	Per hour	D	No	\$35.04
Personal care – low	Per hour	D	No	\$4.64
Personal care – medium	Per hour	D	No	\$9.44
Personal care – high	Per hour	D	No	\$39.20
Flexible respite – low	Per hour	D	No	\$3.12
Flexible respite – medium	Per hour	D	No	\$4.76
Flexible respite – high	Per hour	D	No	\$36.08
Meals on wheels – low and medium	Per meal	D	No	\$9.50
Meals on wheels – high	Per meal	D	No	\$11.70
Meals – other	Per meal	D	No	\$9.50
Home maintenance – low	Per hour	D	No	\$12.52
Home maintenance – medium	Per hour	D	No	\$18.76
Home maintenance – high	Per hour	D	No	\$49.64
Home maintenance – mod construction	Per hour	D	No	\$23.96
Social support – group	Per session	D	No	\$8.00
Social support – individual	Per session	D	No	\$8.00

3.5.3 Transport for aged service clients

Transport for aged service clients	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Transport within town	Per trip	D	No	\$5.50
Transport under 20km to destination	Per trip	D	No	\$10.85
Transport 20-50km to destination	Per trip	D	No	\$21.80
Transport 50-100km to destination	Per trip	D	No	\$32.80
Transport 100-150km to destination	Per trip	D	No	\$43.70
Transport over 150km to destination	Per trip	D	No	\$54.60

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

Services	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Home care	Per hour	D	Yes	\$50.60
Personal care	Per hour	D	Yes	\$50.60
Respite care	Per hour	D	Yes	\$50.60
Weekend personal / respite care	Per hour	D	Yes	\$100.76
Property maintenance	Per hour	D	Yes	\$65.56
Meals on wheels	Per meal	D	Yes	\$12.98
Travel	Per km	D	Yes	\$1.21
Annual home safety check	Per check	D	Yes	\$55.00

3.5.5 Capped account limits

Capped account limits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Client monthly account - single - 4 week account cycle	Per month	D	No	\$243.00
Client monthly account - single - 5 week account cycle	Per month	D	No	\$304.00
Client monthly account - single - 6 week account cycle	Per month	D	No	\$364.00
Client monthly account - double - 4 week account cycle	Per month	D	No	\$433.00
Client monthly account - double - 5 week account cycle	Per month	D	No	\$541.00
Client monthly account - double - 6 week account cycle	Per month	D	No	\$649.00

3.5.6 Department of Veteran Affairs

Department of Veterans Affairs	Unit rate per client	M or D	Is GST applicable?	2019/2020 Adopted fee
Home care	Per hour	M	Yes	\$60.61
Personal care	Per hour	M	Yes	\$75.24
Personal care – weekend	Per hour	M	Yes	\$92.62
Respite care	Per hour	M	Yes	\$57.31
Respite care – weekend	Per hour	M	Yes	\$75.85
Emergency respite	Per hour	M	Yes	\$61.16
Emergency respite – weekend	Per hour	M	Yes	\$69.03
Property maintenance	Per hour	M	Yes	\$63.03
Co-payment – average of all fees	Per session	M	No	\$5.00

3.6 **Local laws**3.6.1 Domestic Animals Act 1994

Domestic animals	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Registration fee - unsterilized animal	Per animal	D	No	\$121.00
Registration fee - unsterilized animal - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - reduced fee (refer criteria)	Per animal	D	No	\$29.00
Registration fee - reduced fee (refer criteria) - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - dangerous / menacing or restricted breed dog (no reduced fee available under S 15(7) of the Act)	Per animal	D	No	\$121.00
Impounding of dog or cat	Per animal	D	No	\$73.80
Annual licence fee for Domestic Animal Business Registration	Per licence	D	No	\$150.00
Transfer from another council (registration must be for current period)	Per animal	D	No	Nil

3.6.2 Domestic Animals Act 1994 - reduced fee criteria

<i>Registration fee for an animal registered for the first time after 10 October will be one half the applicable annual fee</i>
<i>Where the animal has been registered for the full year dies within six months of the commencement of the registration year the owner shall be entitled to a refund of one half of the registration fee paid</i>
<i>Animal desexed</i>
<i>Animal over 10 years old</i>
<i>Farm working dog</i>
<i>Animal kept as part of a registered domestic animal business or applicable organisation</i>

A dog that has undergone approved obedience training in accordance with Regulation 52 of the Domestic Animals Regulations

Dogs and cats registered with an 'applicable organisation' in accordance with the Domestic Animals Act 1994

3.6.3 Impounding of Livestock Act 1994

Livestock	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Sheep or goat (per head, up to 10 head)	Impoundment	D	No	\$74.00
Sheep or goat (per head, more than 10)	Impoundment	D	No	\$1.40
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.40
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.40
Horse, cow or ram (per head)	Impoundment	D	No	\$74.00
Horse, cow or ram(per head)	Daily feeding	D	Yes	\$11.00
Other livestock (per head)	Impoundment	D	No	\$74.00
Other livestock (per head)	Daily feeding	D	Yes	\$11.00

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

3.6.4 Local Law No. 4 – Environment (2015) infringements

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

3.6.6 Environment Protection Act 1970 penalties

3.6.7 Country Fire Authority Act 1958

3.6.8 Local Law No. 5 – Livestock (2005)

3.6.9 Domestic Animals Act 1994

3.6.10 Local Law No. 2 – Streets and Roads - Part 4

Local laws permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Division one – Advertising signs	Per sign	D	No	\$52.00
Division two – Trading from road	Per day	D	No	\$52.00
Division three – Display of goods	Per site	D	No	\$52.00
Division four – Street furniture and outdoor eating	Per permit	D	No	\$27.00

3.6.11 Local laws permits

Local laws permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
All other local laws permits	Per permit	D	No	\$27.00

3.6.12 Clearing fire hazard blocks

Fire hazard blocks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Clearing of fire hazards – blocks	Per block	D	Yes	At cost plus \$100.00 admin fee plus GST

3.7 **Town planning**3.7.1 Planning fees

Permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Use only	Application	M	No	\$1,286.10
Single dwelling and ancillary to dwelling (based on value of development)				
Less than \$10,000	Application	M	No	\$195.10
\$10,001 to \$100,000	Application	M	No	\$614.10
\$100,001 to \$500,000	Application	M	No	\$1,257.20
\$500,001 to \$1,000,000	Application	M	No	\$1,358.30
\$1M > \$2M	Application	M	No	\$1,459.50
Other development (based on value of development)				
\$10,001 to \$100,000	Application	M	No	\$1,119.90
\$100,001 to \$1,000,000	Application	M	No	\$1,510.00
\$1M to \$5M	Application	M	No	\$3,330.70
\$5M to \$15M	Application	M	No	\$8,489.40
\$15M to \$50M	Application	M	No	\$25,034.30
\$50M to \$100M	Application	M	No	\$56,268.30
Subdivision				
To subdivide an existing building	Application	M	No	\$1,286.10
To subdivide land into 2 lots	Application	M	No	\$1,286.10
To subdivide land into <u>more than 2</u> lots	Application	M	No	\$1,286.10 per 100 lots
To remove a restriction (within the meaning of the Subdivision Act 1988) over land	Application	M	No	\$1,286.10
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or to create or remove a right of way	Application	M	No	\$1,286.10
To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement in a Crown grant.	Application	M	No	\$1,286.10
Secondary consent	Application	M	No	\$195.10

Permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Extension of time to permit	Application	M	No	\$200.00
Certification of plan of subdivision	Application	M	No	\$167.80
Planning enquiry	Application	D	Yes	\$41.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00

3.8 Swimming pools

3.8.1 Pool fees

Pool fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Season tickets				
Family	Per season	D	Yes	\$130.00
Adult	Per season	D	Yes	\$75.00
Child	Per season	D	Yes	\$50.00
Entrance fees				
Family (for 1 or 2 adults and their children)	Per entry	D	Yes	\$10.00
Adult	Per entry	D	Yes	\$5.00
Child	Per entry	D	Yes	\$2.50
School groups	Per entry	D	Yes	\$1.20
Adult - non-swimmer	Per entry	D	Yes	Nil
Child - non-swimmer	Per entry	D	Yes	Nil
School groups				
One lifeguard in attendance	Per hour	D	Yes	\$18.50
Two lifeguards in attendance	Per hour	D	Yes	\$55.50

3.9 Roads

3.9.1 Road reinstatement fees

Roads	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Minimum charge	Event	D	Yes	\$115.00
Sealed pavement (surface only)	Per m ²	D	Yes	\$141.00
Unsealed pavement	Per m ²	D	Yes	\$94.00
Trench off pavement	Per m ²	D	Yes	\$47.00
Footpath (100-200mm concrete)	Per m ²	D	Yes	\$151.00
Footpath (other sealed asphalt)	Per m ²	D	Yes	\$151.00

3.9.2 Application for consent to work within municipal road reserve

Roads	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Fee structure determined pursuant to the Roads Management (Works and Infrastructure) 2015 Regulations. Current fee unit rate is available at www.vicroads.vic.gov.au	Application	M	Yes	See relevant legislative document

3.10 Tourism3.10.1 Loddon Discovery Tours

- Loddon Discovery Tours are priced based on full cost recovery to Council; therefore as prices change, tour prices are amended.
- Details on all tours with inclusions/exclusions are located in the various Loddon Discovery Tour brochures available on Council's website.
- These prices stated are subject to minimum booking numbers.

3.11 Waste management3.11.1 Domestic waste and recyclables

Waste and Recyclables	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Minimum Fee	Min. charge	D	Yes	\$9.00
General waste (up to 4m ³)	Per m ³	D	Yes	\$30.00
Recyclable materials (up to 1m ³)	Per m ³	D	Yes	Nil
Recyclable materials (1m ³ to 4m ³)	Per m ³	D	Yes	\$6.00
Domestic green waste (up to 4m ³)	Per m ³	D	Yes	\$12.00
Refrigerators, freezers, and air conditioners	Each	D	Yes	\$17.00
Televisions and computer monitors	Each	D	Yes	\$13.00
Uncontaminated bricks and concrete (up to 4m ³)	Per m ³	D	Yes	\$32.00
Mattress (single)	Each	D	Yes	\$12.00
Mattress (double or larger)	Each	D	Yes	\$17.00
Metals (up to 4m ³)	Per m ³	D	Yes	Nil
Cars (complete or close)	Each	D	Yes	\$27.00

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

3.11.2 Tyres

Tyres	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Car tyre	Each	D	Yes	\$12.00
Car tyre on rim	Each	D	Yes	\$29.00
4 wheel drive / light truck tyre	Each	D	Yes	\$16.00
Truck tyre	Each	D	Yes	\$34.00
Super single tyre	Each	D	Yes	\$54.00
Truck tyre on rim	Each	D	Yes	\$54.00
Small tractor tyre	Each	D	Yes	\$125.00
Large tractor tyre	Each	D	Yes	\$205.00

3.12 **Miscellaneous**3.12.1 Rates

Rates	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Land information certificates	Application	M	No	\$26.30
Rates search	Application	D	Yes	\$52.00

3.12.2 Photocopying, faxing and printing

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Black and white - single sided	Per page	D	Yes	\$0.70
Black and white - double sided	Per page	D	Yes	\$1.10
Colour - single sided	Per page	D	Yes	\$1.10
Colour - double sided	Per page	D	Yes	\$1.50
Fax – Send first page	First page	D	Yes	\$2.10
Fax – Send subsequent pages	Subsequent	D	Yes	\$1.10
Fax – Receive per page	Per page	D	Yes	\$0.60

3.12.3 Private works

Private works	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
For community groups	Per job	D	Yes	At cost
For private residents	Per job	D	Yes	At cost plus 30%

3.12.4 Insurance

Insurance	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Casual hirer's public liability insurance	Per event	D	Yes	\$18.00
Stall holder's and performer's public liability	Per event	D	Yes	\$39.50

3.12.5 Freedom of information requests

Freedom of information	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Freedom of information requests	Per request	M	No	\$28.90
FOI search charge	Hourly	M	No	\$21.70
FOI supervision charge	Quarter hourly	M	No	\$5.45

3.12.6 Water charges

Water	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Water via standpipes (Inglewood, Tarnagulla, Mitiamo, Pyramid Hill and Wedderburn)	Per kilolitre	D	No	\$5.10
Emergency water supply point - Bridgewater (non-potable water)	Per kilolitre	D	No	\$3.20
Water via Skinners Flat and Inglewood Reservoir pipelines	Per kilolitre	D	No	\$0.55
Truck wash facility use	Per minute	D	No	\$0.90

3.12.7 Senior citizens room hire

Room hire	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Community group session	Per session	D	Yes	\$16.50
Private / commercial session	Per session	D	Yes	\$70.40
Government session	Per session	D	Yes	\$41.80
Daily government rate	Per day	D	Yes	\$82.50
Weekly government rate	Per week	D	Yes	\$110.00
Monthly government rate	Per month	D	Yes	\$409.20

3.12.8 Other room hire

Room hire	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Large meeting rooms in Wedderburn Office or Council Chambers in Serpentine				
Community group session	Per session	D	Yes	\$24.50
Private / government session	Per session	D	Yes	\$48.00
Daily government rate	Per day	D	Yes	\$96.00
Weekly government rate	Per week	D	Yes	\$157.00
Monthly government rate	Per month	D	Yes	\$420.00
Small meeting room in Wedderburn Office (sits up to 4 people)				
Community group session	Per session	D	Yes	\$12.50
Private / government session	Per session	D	Yes	\$24.00
Daily government rate	Per day	D	Yes	\$48.00
Weekly government rate	Per week	D	Yes	\$83.50
Monthly government rate	Per month	D	Yes	\$313.00

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

3.12.9 Boat launching fees

Boat launching fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per season	D	Yes	\$100.00
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per month	D	Yes	\$50.00
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per day	D	Yes	\$15.00
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	\$75.00
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	\$10.00

9.6 RURAL COUNCIL TRANSFORMATION PROGRAM

File Number: 07/03/002
Author: Peter Williams, Manager Information and Business Transformation
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council authorise the Chief Executive Officer to apply the seal to any documentation that is necessary to complete the transaction relating to the Funding Agreement applicable for the participation in the Rural Councils Corporate Collaboration, should the Rural Councils Transformation Program application be approved.

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 Meeting on 26 March 2019, it was resolved that Council:

1. Notes that Loddon Shire Council is a participant in a grouping of councils that have made an application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiative:
 - (a) *Rural Councils Corporate Collaboration (RCCC)*, in conjunction with Buloke Shire Council, Central Goldfields Shire Council, Golden Plains Shire Council, Hindmarsh Shire Council, Pyrenees Shire Council, West Wimmera Shire Council, Yarriambiack Shire Council and Horsham Rural City Council (*lead council*)
2. Notes that for an RCTP application to be eligible for consideration, the following criteria must be met:
 - (a) Submission of a joint business case by 31 March 2019.
 - (b) Each council must pass an accompanying resolution committing to implement the business case, if approved for funding. The resolution must be lodged with Local Government Victoria by 30 April 2019.
3. Approves the submission of the business case by Horsham Rural City Council on behalf of Loddon Council.
4. Notes there will be a need to approve, at the April Council meeting, implementation of the project(s) / initiative(s) within the submitted business case by Loddon Shire Council, subject to the application being approved for RCTP funding.

At the Council Forum on 9 April 2019 Councillors were provided with a briefing pack outlining the business case for the RCTP application for funding, and advised of the submission of an addendum.

At the Council meeting on 23 April 2019 it was further resolved that Council:

1. Notes the resolutions relating to the Rural Council Transformation Program from the Council Meeting on 26 March 2019
2. Notes the submission of the Addendum (six-council scenario) to the business case

3. Approves implementation by Loddon Shire Council of the project(s) / initiative(s) within the submitted business case and addendum, subject to the application being approved for RCTP funding.

BACKGROUND

Council has been advised of the timelines for the distribution of funding to the lead council (Horsham), should the business case be approved, and they are as follows:

- 14 June 2019 – Lead council advised by phone of the outcome of the RCTP Business Case
- 24 June 2019 – Funding Agreements signed by all councils
- 30 June 2019 – Funds distributed to the lead council.

ISSUES/DISCUSSION

To ensure these dates can be met it is preferable for Council to pass a resolution authorising the Chief Executive Officer to apply the Council Seal to any documentation that is necessary to complete the transaction relating to the Funding Agreement applicable for the participation in the Rural Councils Corporate Collaboration, should the RCTP application be approved.

COST/BENEFITS

It is intended that the initiative be fully funded by the RCTP funding. Should Council funds be required, Council will be informed. There are some funds available in the Information Technology (IT) Reserve which could be accessed. If a Council contribution is required which exceeds the IT Reserve, a report will be prepared for Council seeking additional funding for the initiative. It can be expected that a significant amount of the time of some staff will need to be invested in the implementation of the initiative.

The benefits of the initiative include:

- improved resourcing, asset and IT infrastructure management
- improved governance and data-driven decision making
- more efficient and streamlined back office support
- supporting a high performance organisational culture and capabilities

RISK ANALYSIS

Authorising the use of the Council Seal is consistent with Local Law 1.

CONSULTATION AND ENGAGEMENT

Local Government Victoria has engaged and consulted with councils through the expression of interest and business case development stages of this program. Various staff within each council have been engaged in the provision and development of material to inform the scoping analysis, expression of interest and business case.

9.7 WATER TRADING POLICY VERSION 1

File Number: 18/01/001
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Water Trading Policy version 1

RECOMMENDATION

That Council adopts the Water Trading Policy version 1.

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 Water Trading Policy was discussed at the Council forum on 11 June 2019.

BACKGROUND

Council's balance sheet for the period ending 30 June 2018 noted water rights totalling \$1.9 million. Water is a significant Council asset requiring clear guidelines for its management.

ISSUES/DISCUSSION

While some rules in relation to the trading of water are set out in the Water Act 1989, further guidance was needed by Council officers to assist in determining how and when water rights might be bought or sold, and in what circumstances water may be transferred. This policy seeks to provide Council staff with clear guidelines in relation to the trading of permanent and temporary water.

COST/BENEFITS

Any costs associated with the trade or transfer of water will need to be funded from the budget in accordance with the policy. The benefits of having a water trading policy are the establishment of clear expectations in the management of water.

RISK ANALYSIS

Without a policy it is more likely that there will be competing needs for water without any guidelines for setting priorities.

CONSULTATION AND ENGAGEMENT

Councillors and staff have been engaged in the development of this policy.



WATER TRADING POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Financial Management Policy Investment Policy
RELATED LEGISLATION:	Local Government Act 1989 Water Act 1989 Trading Rules for Declared Water Systems 2014
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\DIRECTOR CORPORATE SERVICES\PRC-POL Procedures and Policies to update\1. Work in progress\Water Trading Policy v1 draft 20190420.docx

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



WATER TRADING POLICY

1 PURPOSE

This policy sets the principles for the trading (buying and selling) or transfer of water rights by Loddon Shire Council.

2 SCOPE

This policy applies to council staff involved in the trading of water rights on behalf of Council.

It applies to temporary and permanent water controlled by Council and administered through the Corporate Services Directorate and Financial Services Department.

3 POLICY

3.1 Regulatory context

The Water Act 1989 (the Act), in part, governs the nature of water shares, the way in which water shares are issued and transferred, and the assignment of water allocations.

Water share trade and allocation trade in Victoria is governed by rules set by the Minister for Water. The trading rules aim to facilitate trade wherever possible, while minimising negative impacts on other users and the environment.

3.2 Council objectives

Criteria for water trading are set out in this policy.

Water rights are a significant asset for Council. For the financial year ended 30 June 2018, Council had over \$1.9M in water rights, an increase of over \$300,000 from the previous year. The Council's objectives in trading water rights are:

- to secure water for operational and strategic needs of the Shire
- to provide or maintain a community benefit such as maintenance of facilities that are of economic or social importance to the community
- to generate a financial benefit to the Council that would not otherwise have been available

Council will not engage in water trading for speculative purposes.

Due to governance and probity, committees of management will not be able to authorise the trading of water. A council officer must be contacted to undertake the trading. This will help to ensure Council has sufficient water for operational and strategic needs and has appropriate records for all trades.

Where water is temporarily transferred to a community group, the community group will not pay for the value of the water and Council will pay the transaction costs associated with the transfer.

3.3 Management of water

The Management Accountant will maintain a register of water rights.

The Director Operations will advise the Management Accountant of water needs on annual basis or more frequently as required. This advice needs to take account advice provided by Committees of Management who have access to water.



WATER TRADING POLICY

The Director Corporate Services will ensure that the monthly financial statements contain information on the value of water licences held and details of any water trading conducted during the reporting period.

3.4 Permanent water trading guidelines

Council's preference is to maintain its existing permanent water rights.

Permanent water will only be traded following a resolution of Council. Officers will provide a detailed analysis of water needs to inform the resolution.

3.5 Temporary water trading guidelines

Water will be considered surplus where it is not required to fulfil short term operational commitments. Criteria for trading are set out below:

- A request is made for temporary water.
- The Director Operations has provided to the Management Accountant a statement of water needs indicating that Council's allocation exceeds Council's operational needs.
- The Chief Executive Officer, the Director Community Wellbeing, the Director Corporate Services and the Manager Executive and Commercial Services have stated that they are not aware of any competing needs.
- Councillors will be consulted in determining whether there are competing needs.
- Relevant forms are signed by the Director Corporate Services and any one of the Chief Executive Officer, the Director Operations and Director Community Wellbeing.

Water may need to be purchased temporarily. Criteria for trading are set out below:

- The Director Operations has provided to the Management Accountant a statement of water needs indicating that Council's allocation is insufficient to meet Council's operational needs.
- Funds are available to purchase additional water.
- Relevant forms are signed by the Director Corporate Services and any one of the following: Chief Executive Officer, the Director Operations and Director Community Wellbeing.

4 HUMAN RIGHTS STATEMENT

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

5 REVIEW

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

9.8 ANTI-FRAUD AND CORRUPTION POLICY

File Number: 06/02/004
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Anti-fraud and corruption policy version 4

RECOMMENDATION

That Council adopt version 4 of the Anti-fraud and corruption policy.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Version 3 of the Anti-fraud and corruption policy was adopted on 15 December 2015 and was due for review 15 December 2018.

BACKGROUND

The purpose of the Anti-fraud and corruption policy is to provide a framework for preventing fraud and corruption.

ISSUES/DISCUSSION

Version 4 of the policy has been updated to include reference to:

- Councillors, audit committee community members and volunteers
- recent introduction of mandatory reporting requirements

COST/BENEFITS

There are minimal costs associated with the adoption of this policy. The benefits of updating the policy include maintaining good governance and addressing gaps in the previous version of the policy and capturing updates to legislation and contractual requirements since the adoption of the last version.

RISK ANALYSIS

The adoption of the policy aims to address risk associated with fraud and corruption.

CONSULTATION AND ENGAGEMENT

The policy has been through the normal approval process including the Audit Committee prior to presenting to Council for adoption.



ANTI-FRAUD AND CORRUPTION POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Corporate Services
INTERNAL COMMITTEE ENDORSEMENT:	Internal Audit Committee
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	4
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Enterprise Bargaining Agreement section Prevention and Settlement of Disputes Staff and Contractors Code of Conduct
RELATED LEGISLATION:	Whistleblowers Protection Act 2001 No.36 Protected Disclosure Act 2012 Department of Health and Human Services Fraud and Corruption control Framework, Department of Health and Human Services, (section 4.4.2 Reporting of suspected fraud by funded agencies) November 2016
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIV\policies and procedures\Policies - adopted PDF and Word\POL Anti-fraud and corruption policy v3.docx

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



ANTI-FRAUD AND CORRUPTION POLICY

1 PURPOSE

The purpose of this policy is to support Loddon Shire Council in preventing fraud and corruption, and to:

- avoid any incidence of fraud
- minimise opportunities for fraud through effective internal control, risk analysis, and appropriate supervision
- encourage ethical dealing at all levels of accountability and
- provide a clear position on how any party found guilty of fraud will be dealt with.

2 SCOPE

This policy applies to Councillors, staff, volunteers, suppliers, contractors, audit committee community members and customers of ~~Loddon Shire~~ Council.

3 POLICY

~~Loddon Shire~~ Council will not tolerate fraud in any form by Councillors, volunteers, staff, suppliers, contractors, audit committee community members or customers.

Fraud involves dishonest conduct in order to obtain some unjust advantage over another party.

Council has a fiduciary duty to ensure that reasonable measures are in place for the prevention and detection of fraud. Council will establish an environment in which fraud is not tolerated, and in which Councillors and all employees alike act honestly, and they take all practicable steps to ensure any dealings with Council's contractors, suppliers and customers also prevent fraudulent activity. This environment will promote a culture where all fraudulent activities, once noticed or legitimately suspected, are reported to the appropriate level of management, investigated and resolved in a timely and fair manner.

Council will ensure that systems, procedures and management practices are in place to minimise and prevent the occurrence of fraudulent activities.

Council and the Chief Executive Officer will work closely with the Internal Auditors and Council's senior management to ensure that systems and procedures are regularly tested as a fraud prevention mechanism. Council is committed to:

- ensuring that Councillors, staff and volunteers are educated about fraud prevention and detection
- promoting ethical and honest behaviour of Councillors, staff and volunteers staff-members
- encouraging Councillors, staff and volunteers staff to report instances of fraud when they become aware of it
- handling matters relating to fraud in the strictest confidence
- ensuring that Councillors, staff and volunteers staff have the qualifications that they assert they have
- promoting the principles of good corporate governance.

3.1 Responsibilities

The Management Executive Group will implement the policy and establish and maintain proper internal controls that provide security and accountability for Council's resources. It is expected that all managers be alert, recognise risks and exposures inherent in their area of responsibility, and be aware of the symptoms of fraudulent or corrupt acts.



ANTI-FRAUD AND CORRUPTION POLICY

It is a condition of employment, and the responsibility of all members of the Council to prevent, detect and report fraud. There are penalties at law for being aware of fraud and not reporting it, as there are for any perpetrator of fraud.

The Internal Audit Committee is required to act within its Charter, which provides an oversight in relation to fraud.

3.2 Confidentiality and fair treatment

The highest degree of confidentiality will be applied to reporting and investigating fraud. Confidentiality of ~~those employees~~ who report fraud is guaranteed, and the reputation of those accused must also enjoy the highest level of protection until a definite decision is reached. There are significant penalties under the Protected Disclosure Act 2012 for breach of confidentiality, to protect those who report fraudulent activity.

In order to avoid damaging the reputations of innocent persons initially suspected of wrongful conduct, and to protect the Council from potential civil liability, the results of the audits/investigations will be disclosed or discussed only with those persons who require knowledge of each such investigation in the proper performance of their office or function.

Where appropriate, Council will seek advice from its solicitor to ensure that appropriate documentation of the facts has been achieved in order to permit:

- appropriate personnel action
- protection of innocent persons
- appropriate civil or criminal actions
- documentation of claims against Council's insurers
- preservation of the integrity of any criminal investigation and prosecution
- avoidance of any unnecessary litigation.

A member of staff who feels that their confidentiality has been breached may initiate grievance action under Council's dispute resolution and grievance processes.

Council will treat reported cases of suspected fraud with seriousness and confidentiality at all times. Employees who make complaints will not be victimised or disadvantaged. The person against whom the complaint is made will be treated with procedural fairness.

Any person who feels they have been victimised as part of this process has recourse to Council's dispute resolution processes, and to the ~~Whistleblowers Protection Act 2001 No. 36~~ Protected (Public Interest) Disclosure Act 2012 Procedure.

3.3 Obligations of reporting fraud and/or corruption by funded organisations or portfolio agencies

By law, IBAC must be notified of:

- potential protected (public interest) disclosures
- allegations of police misconduct by Victoria Police

From 1 December 2016, heads of departments and Council CEOs (among other 'Relevant Principal Officers') must notify IBAC of any matter which they suspect on reasonable grounds that corrupt conduct has occurred or is occurring.

There are a range of resources to help relevant principal officers meet this requirement:

- Directions that set out the types of matters that must be notified and the form, content and method of notifications.



ANTI-FRAUD AND CORRUPTION POLICY

- Frequently Asked Questions provide further guidance.
- The mandatory notification form to be used by relevant principal officers when making notifications. Use additional Part B and Part C forms if required.

Funded organisations or portfolio agencies external to federal / state government departments are, as part of governance arrangements with these departments, required to notify the relevant state government department upon notification of a suspected fraud or corruption within, or concerning Council. Any notifications made to the relevant department should be, as soon as possible, referred to the designated fraud reporting staff member. These staff may provide assistance to Council in responding to reports of fraud and/or corruption, and reporting back to the relevant federal / state government department and to Council's Risk Management Committee.

Where a requirement exists in accordance with requirements of the Standing Directions of the Minister for Finance, it is also the responsibility of a funded or portfolio agency to notify the Responsible Minister, Audit Committee, Auditor-General and the Independent Broad-based Anti-corruption Commission in certain circumstances, of any suspected or actual loss.

4 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Loddon Shire Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee Health and Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

5 REVIEW

The Director Corporate Services will review this policy for any necessary amendments no later than 3 years after adoption of this current version.

9.9 PROTECTED DISCLOSURE POLICY VERSION 1

File Number: 18/01/001
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Protected Disclosure Policy version 1

RECOMMENDATION

That Council adopts the Protected Disclosure Policy version 1.

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 Protected Disclosure Policy was discussed at the Council forum on 11 June 2019.

BACKGROUND

Council has previously had a protected disclosure procedure on its website. The procedure and the policy have been separated into two documents. Under Council's Strategic Policy and Procedure framework, the policy requires adoption by Council. The supporting procedure is able to be approved by the Management Executive Group. The approved policy will be placed on Council's website with the adopted policy.

ISSUES/DISCUSSION

The purpose of the policy is to outline Council's commitment to encouraging and facilitating the making of disclosures of improper conduct by public officers and public bodies, including the Council, its staff, employees, volunteers and Councillors. This is a requirement under the Protected Disclosures Act 2012. This Act is likely to be updated in 2019 due to the passing of amending legislation. The policy has been prepared to recognise the upcoming changes.

COST/BENEFITS

There is minimal additional cost involved in the adoption of the policy as it reflects current practice. The benefit of adopting the policy is the setting of clear expectations in the management of protected disclosures.

RISK ANALYSIS

The policy helps to ensure compliance with legislation and minimise risks associated with protected disclosures.

CONSULTATION AND ENGAGEMENT

The policy has been through Council's internal consultation and engagement process.



PROTECTED (PUBLIC INTEREST) DISCLOSURE POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Corporate Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Protected (Public Interest) Disclosure Procedure Councillor Code of Conduct Staff and Contractors' Code of Conduct Privacy Policy
RELATED LEGISLATION:	Protected Disclosure Act 2012 (Vic) Independent Broad-based Anti-corruption Commission Act 2011 (Vic) Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019 (Vic)
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION:

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

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



PROTECTED (PUBLIC INTEREST) DISCLOSURE POLICY

1 PURPOSE

The purpose of this policy is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies, including the Council, its staff, volunteers, contractors and Councillors.

2 SCOPE

This policy applies to all staff, volunteers, contractors and Councillors of Loddon Shire Council. Any member of the public may refer to this policy when considering or making a protected (public interest) disclosure.

3 POLICY

Council is committed to the aims and objectives of the Act. It recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its staff, volunteers, contractors or Councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

4 INTRODUCTION

Loddon Shire Council ("**Council**") is a public body subject to the *Protected Disclosures Act 2012* ("**Act**").

At the time of preparing this policy, it was anticipated that the Integrity and Accountability Legislation Amendment (Public Interest Disclosures, Oversight and Independence) Act 2019 (Vic) would result in changes to the Protected Disclosure Act 2012 from 1 January 2020. This policy has been prepared to reflect the anticipated changes to the Act (e.g. reference to 'public interest' disclosure as well as protected disclosure and reference to the Act for definitions) without altering the intent of the policy.

5 WHAT CAN DISCLOSURES BE MADE ABOUT

Disclosures may be made about "improper conduct" on the part of a public body or its staff, volunteers, contractors, and Councillors where the public body is a Council. Disclosures may also be made about "detrimental action" taken (or suspected may be taken) in reprisal against a person in connection with a disclosure made about improper conduct.

The conduct or action being disclosed may have taken place, still be occurring, or is believed will occur or be engaged in.

The Act provides definitions about improper conduct and detrimental action. For more information about what those terms mean, see the Protected Disclosure Act 2012 and Council's Protected (Public Interest) Disclosure Procedure. You may also find more information about protected disclosures from the website of the Independent Broad-based Anti-corruption Commission ("**IBAC**"), at: <http://www.ibac.vic.gov.au>.



PROTECTED (PUBLIC INTEREST) DISCLOSURE POLICY

If the Council believes a disclosure may be a protected (or public interest) disclosure made in accordance with the Act, it will take appropriate action as set out in legislation and Council's Protected (Public Interest) Disclosure Procedure.

6 WHO CAN MAKE A DISCLOSURE

Any individual natural person (e.g. not an organisation or company) may make a disclosure under the Act. The individual could be a person within the organisation, or any member of the public externally. Individuals may also make a joint disclosure.

Disclosures may be made in a number of ways set out in the Act, including anonymously, in writing or verbally. You need not identify the person or body about whom the disclosure is made in order to make a disclosure under the Act.

7 HOW TO MAKE A DISCLOSURE

As required under the Act, Council has established a procedure to facilitate and encourage the making of disclosures under the Act, and how Council handles any such disclosures received by it (refer to the Protected (Public Interest) Disclosure Procedure). Council's Protected (Public Interest) Disclosure Procedure is available at <http://www.loddon.vic.gov.au/About-us/Our-Council/Governance/Protected-disclosure> or by inspection during normal office hours of Council at 37-41 High Street, Wedderburn VIC 3518.

Council's Protected (Public Interest) Disclosure Procedure contains detailed information about who can receive disclosures, for example, Council, IBAC and the Ombudsman, and how you can go about making such disclosures to us or to those bodies.

If you are not able to access an online copy or would like a copy sent to you, please contact us by any of the methods below so we can provide you a copy of our Protected (Public Interest) Disclosure Procedure.

By post	41 High Street, Wedderburn VIC 3518 or PO Box 21, Wedderburn VIC 3518
Telephone	(03) 5494 1200
Email	pdcc@loddon.vic.gov.au
Fax	(03) 5494 3003

8 CONFIDENTIALITY

Council takes its obligations under the Act seriously. This includes the requirement to protect the identity of the discloser and the matters disclosed by a discloser. Maintaining confidentiality in relation to protected (public interest) disclosure matters is crucial, among other things, in ensuring reprisals are not made against a discloser. It is a criminal offence under the Act to disclose information connected with a disclosure made in accordance with the Act, including the identity of the discloser. The penalties for breaching confidentiality obligations include financial penalties and imprisonment.



PROTECTED (PUBLIC INTEREST) DISCLOSURE POLICY

9 FOR MORE INFORMATION

Council has appointed the Director Corporate Services, Sharon Morrison as Council's Protected (Public Interest) Disclosure Coordinator to handle enquiries about its obligations under the Act. You may contact the Protected (Public Interest) Disclosure Coordinator if you wish to obtain further information about Council's (public interest) disclosure policy or procedure, or if you wish to arrange a confidential meeting to discuss any matters of concern.

The contact details of the Protected (Public Interest) Disclosure Coordinator are:

Mrs Sharon Morrison
Director Corporate Services and Protected (Public Interest) Disclosure Coordinator
Loddon Shire Council
PO Box 21, Wedderburn VIC 3518

Telephone: (03) 5494 1207
Email: pdcc@loddon.vic.gov.au

You can also find out more information about our general complaints handling process from <http://www.loddon.vic.gov.au/About-us/Complaints> or by contacting us by:

Phone: (03) 5494 1200
Email: Loddon@loddon.vic.gov.au
Post: Loddon Shire Council, PO Box 21, Wedderburn VIC 3518

10 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 staff. 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.

11 REVIEW

The Director Corporate Services will review this policy for any necessary amendments no later than 3 years after adoption of this current version.

9.10 ACTIVATING OPEN SPACES STRATEGY 2019-2024

File Number: 03/01/004
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Sharon Morrison, A/Chief Executive Officer
Attachments: 1. Activating Open Space Strategy 2019-2024

RECOMMENDATION

That Council adopt the Loddon Shire Activating Open Spaces Strategy 2019-2024.

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 its 23 April 2019 Meeting, Council resolved to advertise the Activating Open Spaces Strategy 2019-2024 for public comment.

BACKGROUND

The Activating Open Spaces Strategy (Strategy) provides approaches that are designed to activate and optimise the use of reserves and open spaces to maximise the wider health and wellbeing, social and recreation objectives of Loddon residents.

In order to better activate public open spaces in Loddon Shire and increase the percentage of residents who take part in sufficient levels of physical activity, there are a number of key factors that have been taken into account when developing the direction, principles and recommendations in the Strategy. These include the need to;

- promote the benefits of being physically active to the community
- create safe, inclusive and accessible spaces and places
- promote events and programs that support/increase physical activity
- involve the community in planning spaces, places, events and programs
- promote spaces, places, events and programs where physical activity occurs
- ensure that systems, policies and processes encourage physical activity
- develop partnerships with organisations to help deliver spaces, places, events and activities
- understand the financial implications associated with construction, ongoing maintenance and whole of life costs when planning and implementing the recommendations in the plan.

The Strategy is a key strategic planning tool that aims to develop and maintain public open spaces throughout the municipality.

ISSUES/DISCUSSION

The majority of the actions in this Strategy have not been costed. It is the intention that each project identified for towns, e.g. outdoor fitness equipment or a playground upgrade, be scoped, detailed and costed as part of the planning process.

Consideration will be given to what is realistic and achievable when scoping these projects, with local residents (including local community planning groups) being invited to participate in this

process. Community planning groups are able to further consult with local residents about exactly what will work for their community and ensure that the projects are realistic and achievable.

Loddon Shire Council staff will include any proposed projects in the normal budget processes and identify potential funding sources to support the implementation and delivery of the scoped projects.

Due to increasing community interest, a component of this strategy was to assess the feasibility of installing outdoor exercise equipment in Loddon communities. The Strategy recommends the installation of outdoor fitness equipment at two towns as a pilot project. It is anticipated that this would cost approximately \$120,000 with an additional \$4,000 annually for maintenance and an annual amount of \$10,000 set aside for renewal. This component of the Strategy has been funded through the Healthy Heart of Victoria initiative.

In the development of recommendations, it is acknowledged that recreation reserves are key public outdoor spaces used by local residents for sport, recreation, fitness and socialisation. However, as each of the major recreation reserves in the Shire has its own master plan with a series of actions that committees of management are working towards implementing, only recommendations that improve facilities for the general public, i.e. related to playgrounds, seating, paths, BBQ areas, etc. are featured in this plan as all other recommendations, e.g. upgrading pavilions, installing oval lighting and installing shelters for netballers are already included in the individual master plans.

In addition to the development of this Strategy, it is the intention to review Councils "Parks Asset Management Plan March 2010". The Asset Management Plan was developed to document Council's asset management processes, to guide the planning, acquisition, operation, maintenance, renewal and disposal of assets.

The review of this plan will be consistent with the directions, principles and recommendations in the Activating Open Spaces Strategy. A style guide pertaining to park furniture will be included in this plan.

COST/BENEFITS

Council received funding from the state government to develop the Sports Reserves/Township Parks Activation Plan.

The success of this Strategy is based on the development of a realistic and achievable action plan. The action plan will identify relevant and appropriate projects at identified sites. Construction costs will be clearly determined, annual maintenance costs will be assessed and estimated as will the whole of life replacement costs.

It is expected that the completion of this Strategy will position council strongly in terms of being able to access external funding for specific projects. It is the intent to apply to these funding programs to assist with the implementation of identified initiatives. Funding programs relevant to this type of initiative generally offer a 2:1 finding ratio. This will require a one third commitment from council or other external funding agencies.

RISK ANALYSIS

External funding agencies prioritise initiatives that are supported by a strategic planning process. The adoption of this Strategy will position council strongly in regard to accessing external funding to continue the ongoing development of public open spaces.

A focus of this Strategy is to activate public open spaces and consequently supporting and promoting more participation in physical activity. Loddon is currently the number one ranked municipality for heart attacks in Victoria. Inactivity by individuals is a major risk factor for heart disease, and by encouraging more people to become active the risk of contracting heart disease will be reduced.

The Strategy identifies principles associated with functionality, preferred locations, keeping maintenance and replacement costs to a minimum. The adoption of the Strategy will ensure that the process of developing public open space areas is efficient, effective and relevant to users

CONSULTATION AND ENGAGEMENT

The development of the Activating Open Spaces Strategy was informed through:

- consultation with agencies and council officers delivering services relevant to open space development.
- consultation with the community, including 273 residents throughout the municipality, including school children, youth, senior citizens, community groups and the community in general
- a reviewed of 35 local, regional, state and national documents, e.g. Council Plan (2017-20); Municipal Health and Wellbeing Plan (2017-21); Recreation Strategy (2015-20); Active Victoria (2017-21); World Health Organisation Global Action Plan on Physical Activity (2018-30)
- undertaking an audit of all public open spaces in the Shire to assess infrastructure available, condition of infrastructure and opportunities for improvements
- undertaking a demographic analysis of the Loddon community.

The draft Activating Open Spaces Strategy was advertised for public comment from 29 April to 27 May 2019. No comments were received from the public during this period.



ACTIVATING OPEN SPACE STRATEGY 2019-2024



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Community Support
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Recreation Strategy 2015-2020 Municipal Public Health and Wellbeing Plan 2017-2021
RELATED LEGISLATION:	Nil
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document2

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

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

ACKNOWLEDGEMENT OF COUNTRY

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

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EXECUTIVE SUMMARY

Loddon Shire features a diversity of public open spaces such as parks, playgrounds, sports ovals, bushland, footpaths, cycling / walking tracks, rivers and lakes distributed throughout the Shire. Some of the 113 or more parcels of public open spaces located within Loddon Shire are very well utilised by local residents and visitors, whereas others are significantly under-utilised. Loddon Shire Council is keen to improve the functionality and attractiveness of these open spaces and to encourage local residents and visitors of all ages, genders, backgrounds and abilities to better activate or utilise these important community spaces. It is important to note that some open spaces listed in the strategy are not Council owned; hence Council's involvement may vary depending on the circumstances.

Whilst the benefits of taking part in physical activity in outdoor spaces is well documented, e.g. it reduces the risk of developing chronic diseases; it encourages the development of more connected communities; and it improves people's overall sense of health and wellbeing, there are still 30.1% of local residents who take part in no physical activity at all. This may be one of the contributing factors to explain why Loddon Shire Council is currently the number one ranked Local Government Authority in Victoria for heart attacks.¹

Further, mental health related issues are on the rise with almost half of the population of Australia likely to experience a mental disorder at some time in their life², and Loddon Shire's suicide rate is significantly higher than state average suicide rate 16.8 in comparison to a Victorian average rate of 11.0.per 1,000 people.

Given that participating in regular physical activity can reduce cardiovascular disease-related deaths by up to 35%, decrease stress levels and increase people's resilience, there is a very strong case to better activate open spaces for local residents to become more physically active.³

It is not simply a case of 'build it and they will come'. Loddon Shire is already endowed with an ample array of open spaces, and minimal population growth, hence there is limited justification for many new developments. Instead, the key focus needs to be on upgrading, renewing and improving maintenance of what already exists (with a few exceptions) and activating open spaces. However, where there are requests for new facilities, these should be accompanied by a feasibility study which clearly outlines the need or demand, how the facility will be sustainable and whole of life costs from construction to maintenance to replacement.

The major issues are more around how we make existing public open space sites more attractive, accessible and inclusive; and then how we (and our partners) can activate them through activities, programs and events. These sites and the activities available within them need strong community support in the planning and need to be well promoted. We also need to reduce systematic barriers around access to spaces and ensure that certain groups understand that they do not have exclusive use of particular sites (except at certain times). We cannot do this alone though – we need to partner with other organisations to help us better activate the public open spaces we have. Our partners will include (but not be limited to) the health sector, the environmental sector, schools, community organisations such as neighbourhood houses, churches and the private sector.

A fundamental component of activating our open spaces is to ensure that the barriers to participation and access are addressed. Barriers include:

- Cost
- Lack of transport
- Fear of embarrassment
- Poor health/injuries
- Culturally inappropriate environment
- Poor quality facilities
- Lack of information
- Unwelcome environment
- Safety concerns

These barriers are even more pronounced for traditionally disadvantaged groups such as:

- older adults
- people with disabilities
- women
- indigenous people
- culturally and linguistically diverse citizens
- people from low socio-economic backgrounds.

Unless the barriers to participation and activation of public open spaces are addressed, participation is unlikely to increase and we will continue to have 30% of the population inactive and in poor health.

In order to better activate public open spaces in Loddon Shire and increase the percentage of residents who take part in sufficient levels of physical activity, there are seven key factors that need to be taken into consideration.

These factors are:

- 1. Promote the benefits of being physically active to the community**
Actively promote the Australian Physical Activity Guidelines and increase people's knowledge of the benefits of being physically active and leading a healthy lifestyle.
- 2. Create safe, inclusive and accessible spaces and places**
Ensure that each town provides a number of safe, welcoming, inclusive and accessible spaces and places that encourage people of all ages and abilities to be physically active, as per the Open Space Infrastructure Provision Framework and the Style Guide in the Appendix.
Infrastructure / facilities should be Disability Discrimination Act (DDA) compliant and designed according to universal design principles. Wherever possible, open spaces should be designed to be as flexible as possible to encourage spaces to be used by more than one user group and for more than one type of activity.
- 3. Encourage / promote events and programs that support / increase physical activity**
Facilitate a range of programs and events within the Shire that encourage residents and visitors to engage in physical activity on a regular basis within public open spaces, e.g. walking festival, tai chi in a park, ParkRun, swimming lessons, water aerobics, Summer in the Parks, Heart Foundation Walking Groups, dive in movies, pedometer challenges, yoga, etc.
- 4. Involve the community in planning spaces, places, events and programs**
Encourage place making by empowering the local community to be involved in the planning of spaces and places in their neighbourhood where physical activity can occur and to also to be involved in the planning and delivery of events and programs. This is likely to create greater ownership of spaces and places, which will result in stewardship (caring for local facilities) and improved sustainability. It is also likely to encourage the implementation of events and programs which meet local needs and are therefore well supported.

One aspect of place making is the development and installation of art works to reflect something that is important to the community, e.g. the cormorant and fish sculptures at Little Lake Boort. This should be encouraged in major parks / open spaces.
- 5. Promote spaces, places, events and programs where physical activity occurs**
Promote existing open spaces and places and ensure that any new programs or events are well publicised using a variety of different tools (e.g. website, social media pages, media articles, posters in shop windows, etc).

6. Ensure that our systems, policies and processes encourage physical activity

Review Council, sports club and community systems, policies and processes (e.g. Community Support Policy) to enhance, rather than discourage, physical activity participation, e.g. suitable tenancy arrangements with sporting clubs, public access to tennis courts, access to school playgrounds, etc.

7. Develop partnerships with organisations to help deliver spaces, places, events and activities

Work in partnership with sports clubs, schools, neighbourhood houses, community planning groups, businesses, churches, service clubs and others to collectively increase the number of people who are physically active in open spaces throughout the Shire.

In order to identify the types of improvements required to activate public open spaces, 273 residents of Loddon Shire had their say through a series of community engagement and consultation activities including:

- consultation with young people at Wedderburn and Boort P-12 schools (44)
- listening posts at Wedderburn IGA Supermarket, Calivil Recreation Reserve, Inglewood Recreation Reserve (95)
- Seniors Forum (7)
- Townscape Services staff meeting (4)
- Technical Services staff meeting (1)
- community survey (122).

Local residents who completed a survey stated that the key factors that would encourage them to utilise public open spaces more often are:

- more events, e.g. movies in the park, festivals, markets, etc
- more or better walking / cycling paths and linkages
- more shade
- outdoor gym equipment
- more seats
- more / better play equipment
- picnic tables
- drinking fountains
- physical activity programs, e.g. outdoor tai chi, yoga and zumba
- shelters.

A series of recommendations have been made to help activate open spaces in Loddon Shire, taking into consideration feedback from the community, information from the literature review, demographic analysis, an audit of facilities, research into trends and best practice and analysis of available resources.

In the development of recommendations, it is acknowledged that recreation reserves are key public outdoor spaces used by local residents for sport, recreation, fitness and socialization. However, as each of the major recreation reserves in the Shire has its own master plan with a series of actions that committees of management are working towards implementing, only recommendations that improve facilities for the general public, i.e. related to playgrounds, seating, paths, BBQ areas, etc. are featured in this plan as all other recommendations, e.g. upgrading pavilions, installing oval lighting and installing shelters for netballers are already included in the individual master plans.

General Shire-wide recommendations include:

- park upgrades
- play space renewals
- development of walking and cycling tracks, including footpaths
- development of waterways as family recreation facilities
- solar heating and programming of swimming pools
- signage improvements
- improved maintenance and management
- keeping things affordable.

A summary of major projects in towns to activate open spaces are:

Boort - playground upgrades and skate park / modular pump track	Bridgewater - playground upgrades, nature-based play, landscaping and jetty	Calivil - BBQ / picnic area and walking track
Dingee - path developments	Durham Ox - toilets for canoeists	Eddington - path developments
Inglewood - youth play, paths, BBQ and walking track upgrades	Korong Vale - park / playground upgrade	Laanecoorie - BBQ, beach, boat ramp, canoe platform
Millamo - park / playground upgrade	Newbridge - BBQs and shelters in park	Pyramid Hill - park, playground and walking track upgrades
Serpentine - path upgrade	Tarnagulla - play upgrade and landscaping	Wedderburn - park / play upgrade, youth play, Reservoir upgrade

1 PURPOSE

The purpose of this strategy is to help prioritise and guide the ongoing development and management of Council's open spaces, with a particular focus on informal recreation opportunities and maximising participation in physical activity both formal and informal.

Specifically, the strategy aims to provide an evidence base to support Loddon Shire to:

- encourage more people to be more active, whether it be playing organised sport or by taking part in informal physical activities
- encourage people, particularly those from traditionally disadvantaged cohorts, to take part in more physical activity by addressing barriers to participation
- identify the types of facilities, infrastructure, programs, activities, technology and services that may be required to support people to be more active.

Relationship of the plan to other Council plans:



2 BUDGET IMPLICATIONS

None of the actions in this strategy have been costed. It is the intention that each project identified for towns, be scoped and costed as part of the planning process. It is expected that consideration will be given to what is realistic and achievable when scoping these projects, with local residents (including local Community Planning groups) being invited to participate in the planning and the scoping of these projects. Community Planning groups will consult with local residents about exactly what will work for their community and ensure that the project is realistic and achievable. The one exception to this relates to the identified outdoor exercise equipment which is in progress, having received external funding, which may have a potential ongoing cost implication as noted in this plan. Council staff will identify potential funding sources to support the implementation / delivery of the scoped projects.

3 RISK ANALYSIS

The risk of implementing this strategy is minimal. In fact the risk associated with failure to undertake forward planning is possibly more detrimental in the long term in relation to maximum utilisation of existing assets and maximising the community's opportunities to be physically active and thereby improve their health and wellbeing.

The key risks identified are:

Potential risk	Likelihood of risk occurring	Impact of risk / consequence criteria	Risk mitigation strategy
Infrastructure developments (e.g. outdoor fitness equipment) or upgrades (e.g. shade, lighting paths and seats in a park) recommended are unable to be funded by Council or external sources	Possible (C)	Minor (2) Developments or upgrades will not occur or may be delayed. There could be some community dissatisfaction if there is an expectation that certain things will be funded. Not all facilities will be utilised to their maximum capacity if specific upgrades are not undertaken. The diversity of opportunities will be limited if new developments do not occur.	Be clear in the action plan of the strategy that items can only be funded if sufficient funds are available from Council and/or external funding opportunities and also note that some things will be subject to further feasibility assessments and extended timeframes due to prioritisation. Consider other ways to activate spaces or to achieve the outcomes desired by the community that are less costly.
Infrastructure developments and upgrades implemented are not well utilised by the community	Possible (C)	Minor (2) Facilities will be under-utilised and therefore few people in the community will benefit from the investment.	Actively promote any new developments or upgrades in the community. Consider holding an open day, a come and try day, an event or running a program that utilises the new infrastructure in some way to increase awareness of the new development and how to use it is. Involve the local community in any significant new development or upgrade so that they develop a sense of ownership.
Events / programs (e.g. summer in the parks, tai chi in the park, etc) recommended are not well attended by the community	Possible (C)	Minor (2) Events or programs may not run again, thereby reducing the amount and diversity of physical activity opportunities in public open spaces. Council or event organisers may make a	Undertake sufficient research prior to the event to ensure that the event/program is something that people want to be involved in. Extensive promotion of events and programs to

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Potential risk	Likelihood of risk occurring	Impact of risk / consequence criteria	Risk mitigation strategy
		financial loss.	occur through a variety of different outlets. Key barriers to participation need to be addressed to maximise attendance, e.g. cost and times activities occur, etc.
Not developing an ongoing cyclic and pro-active maintenance and inspection regime that is budgeted and resourced appropriately and, allocated to a specific department within Council.	Possible (C)	Moderate (3) New and existing infrastructure and surrounds may not be maintained to an appropriate standard, therefore impacting on safety, aesthetic appeal and functionality	Develop a maintenance plan and fund it annually.

Based on Council’s risk matrix, each of the risks identified above fall into a medium risk category with a score of eight, with the exception of the last risk, which rates as a medium risk with a score of 13.

		Consequence criteria				
		1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 – Catastrophic
Likelihood Criteria	Overall Rating					
	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)

Legend for likelihood criteria: A= almost certain, B= likely, C= possible, D= unlikely, E= rare

To alleviate these risks, Council’s policy suggests:

Action: 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.

Details: Interim measures until permanent solutions can be implemented:

- develop administrative controls to limit the use or access
- provide supervision and specific training related to the issue of concern.

4 BACKGROUND AND SCOPE

4.1 Overview

Globally, as people are constrained by busy lifestyles and time pressures, there has been a shift in physical activity participation away from traditional sports participation such as cricket or tennis on a Saturday to more informal recreation and fitness pursuits such as walking or cycling at times that suit the participant.

Public open spaces, such as sports grounds, parks, rivers, lakes, trails, footpaths and bushland are key locations where physical activity occurs within Loddon Shire. Some of the open spaces and / or facilities located within Loddon Shire are very well utilised by local residents and visitors, whereas others are significantly under-utilised.

Loddon Shire has developed master plans for all of its major sporting reserves in recent years; however, these strategies have primarily focused on improving facilities and infrastructure for the tenant sporting clubs, with minimal consideration given to improving the overall amenity of these sites for potential usage by unstructured recreation or other user groups.

To activate public open spaces more effectively and to increase usage by a broader demographic, we need to not only understand what the key attributes of well utilised spaces are, but also what barriers are preventing some members of the community from utilising and benefitting from them.

4.2 Focus of strategy

This strategy therefore focuses on two key areas:

- improving the physical appearance, functionality and opportunities available at public open spaces – including accessible paths, BBQs, lighting, additional infrastructure, seats and shade
- activation of public open spaces (and therefore promoting more participation in physical activity) through programs, activities, events and services.

4.3 Definitions

Although public open space can be defined as “the variety of spaces within the urban environment that are readily and freely accessible to the wider community for recreation and enjoyment⁴,” for the purpose of this strategy, we will only include:

- parks
- playgrounds
- water ways, e.g. rivers, creeks and lakes
- shared paths, e.g. footpaths and cycling trails
- bushland.

We will not include recreation reserves as each recreation reserve has its own master planning. Committees overseeing these sites are working towards upgrading facilities to better meet the needs of the community. Nor will we include public halls or indoor leisure centres, despite these facilities potentially being key locations where physical activity can occur, as these facilities are located indoors.

Other definitions of relevance to this strategy include:

- place activation is defined as “planning for diverse human activity in a place...the focus of place activation is on ensuring the needs of all potential users are met⁵.”
- physical activity is defined as “any bodily movement produced by skeletal muscles that requires energy expenditure⁶.”

4.4 Methodology

In order to obtain the information necessary to make informed recommendations about what ideally needs to occur to better activate Loddon Shire's public open spaces, the following actions occurred:

- literature review
- demographic analysis
- assessment of benefits, trends, participation, usage and barriers
- community engagement
- audit
- case studies
- report on outdoor fitness equipment
- preparation of style guide
- action plan.

5 AN OVERVIEW OF PUBLIC OPEN SPACE

5.1 Importance of public open spaces

The World Health Organisation states that there is a need for "small, local green spaces very close to where people live and spend their day, as well as large green spaces offering formal provisions such as playing fields and opportunities to experience contact with nature and relative solitude."⁷ It specifically notes that a "lack of parks, sidewalks and sport / recreation facilities" are key environmental factors that discourage people from being more active.⁸

The World Health Organisation also notes that "urban green space has health benefits, particularly for economically deprived communities, children, pregnant women and senior citizens. It is therefore essential that all populations have adequate access to green space, with particular priority placed on provision for disadvantaged communities...the need for green space and its value for health and well-being is universal."⁹

5.2 Quality public open spaces

Public open spaces that attract high levels of use have a key set of common indicators. Kelly Park in Pyramid Hill, J Sloan Playground located at the Inglewood Recreation Reserve and Nolen's Park in Boort are all good examples within the Shire of parks that have recently been updated and which now attract a considerable amount of usage.

Some of the successful design features include:

- new play equipment, some of which is designed to be used by people of all abilities, e.g. the birds nest swing at Nolen's Park
- play equipment for a variety of different ages, e.g. at Nolen's Park there are swings and slides for younger children and a flying fox for older children; at Kelly Park there is traditional play equipment for younger children along with a half basketball court for older children; and at J Sloan Park there is a skate park for older children.
- multiple physical activity opportunities, including space to kick a football
- there are access paths throughout the play spaces, although it is also important to create access paths directly to equipment
- there are seats for parents / carers to sit and watch their children play, although more shade over some seats would be useful
- there are toilets nearby
- there are picnic tables and BBQs with shelters at Nolen's Park and Kelly Park, which encourage people to stay longer and to meet other people

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- there are clear lines of sight throughout the parks, which creates a perception of safety
- each site is easily visible and accessible from main roads, not hidden away in a court or back street
- there is aesthetically pleasing landscaping, which helps to create a sense of place
- there are items of public art which help to develop a sense of place
- each site is well maintained
- each site feels welcoming.

5.3 Key attributes of an activated area of public open space

When considering how to activate other areas of public open spaces in Loddon Shire and to encourage regular usage, attention should be given to the following key attributes (from the Heart Foundation's Healthy Active Design Guidelines):¹⁰

Access and connections:

- pedestrian-friendly and well-connected, permeable street design
- accessible using a range of transport options
- connected to nearby destinations, attractions and the wider area

Uses and Activities:

- convenient for both local daily living activities and larger organised events
- facilitates a range of activities
- used during different times of day and throughout the year

Comfort and Image:

- is attractive and appealing
- has a sense of character and history
- feels safe, clean and comfortable

Sociability:

- promotes co-operation and neighbourliness
- welcoming and non-exclusionary
- connects people with other people."

Other considerations include:

- land sufficient in size for its purpose
- well signed
- clear site lines
- potentially connected to a social media page to promote activities
- well maintained site
- proactive management, e.g. any incidents are quickly followed up with by Council officers.

5.4 Industry tools

Some specific industry tools and principles that promote quality design of public open spaces include:

- Crime Prevention Through Environmental Design:
https://www.police.vic.gov.au/content.asp?document_id=10444
- Heart Foundations - Healthy By Design:

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<https://www.heartfoundation.org.au/programs/healthy-by-design-victoria>

- Universal Design Principles:
<http://universaldesign.ie/What-is-Universal-Design/The-7-Principles/>
- Parks and Leisure Australia Open Space Planning and Design Guide:
<https://www.parksleisure.com.au/documents/item/2091>
- Department of Environment, Land, Water and Planning - Creating Liveable Open Space – Case Studies
<https://www.planning.vic.gov.au/policy-and-strategy/open-space-planning>.
- Sport and Recreation Victoria’s Guidelines for Planning, Installing and Activating Outdoor Fitness Equipment
<http://www.sport.vic.gov.au/publications-and-resources/community-sport-resources/guidelines-planning-installing-and-activating>
- AARP’s Creating Parks and Public Spaces for People of All Ages. A Step-by-Step Guide (2018)
<https://www.aarp.org/content/dam/aarp/livable-communities/documents-2018/Parks%20Guide-LR-091018-singles.pdf>

5.5 Benefits of public open spaces

According to Parks and Leisure Australia¹¹, the benefits of public open space for municipalities such as Loddon Shire include:

Social benefits	Health benefits
<ul style="list-style-type: none"> • Connect and build strong communities by providing opportunities for local people to come together for a range of leisure, cultural and celebratory activities. • Enhance opportunities for social cohesion and inclusion. • Improve liveability in urban environments by offering affordable recreation opportunities for all community sectors. 	<ul style="list-style-type: none"> • Encourages physical activity. • Enhances physical and mental health. • Helps to reduce the risk of developing chronic diseases. • Assists in recovery from mental fatigue. • Enhances children’s development and well-being.
Environmental benefits	Economic benefits
<ul style="list-style-type: none"> • Protection of areas of conservation, biodiversity or cultural heritage value. • Managing climate change impacts by providing shade and cooling. • Contributing to storm water management. • Contributing to urban heat abatement. • Reduction of air and noise pollution. 	<ul style="list-style-type: none"> • Parks are a major draw card for recreation and tourism industries and significant sources of employment for local communities and flow on economic benefits. • Active open spaces serve the same purpose on competition days by attracting participants and spectators beyond the district and this has significant flow on economic benefits.

5.6 Public open space trends

Rural municipalities such as Loddon Shire are not necessarily subject to the same trends in open space planning as inner city centres such as Melbourne and Sydney.

In metropolitan locations, the population is increasing at a fast rate and municipalities are promoting higher density living to limit the urban sprawl and the need to develop additional infrastructure. At the same time, developers are competing for any available space and selling residential blocks which provide little space for backyards.

Instead, the key trends impacting or likely to impact Loddon Shire include:

Trend	Details
Liveability	Quality open spaces are seen as one of the tools used to attract new residents to come and live in Loddon Shire and to improve the liveability of towns.
Social interactions	Parks and open spaces are seen as safe and attractive locations for public interactions for people living in lone households, older adults, families with young children, people with disabilities, people from Culturally and Linguistically Diverse communities, young people, etc. Some features to encourage social interactions are seating, BBQs, shelters and programming.
Active transport and linkages	There is a greater focus on ensuring that recreation and open space areas are connected to existing walking / cycling networks.
Accessibility	There is greater awareness of the need to ensure that people of all ages and all abilities can safely and easily utilise areas of open space. Universal Design Principles and Disability Discrimination Act (DDA) requirements provide guidance in this area. Infrastructure to encourage participation by people of all abilities includes ramps, unisex toilets with change tables, single story buildings to allow for wheelchair access, Braille signs, etc.
Planning	Master planning of recreation reserves and open spaces has occurred to ensure that needs of all existing and casual users are considered in the long term – including the linking of cycling / walking paths, development of play spaces, landscaping and BBQ / picnic facilities, formalised parking, etc.
Multi-purpose design and diversity	Parks and open spaces are being used for a variety of different purposes including sport, markets, festivals, etc.; hence spaces need to be as multi-purpose as possible to cater for community needs.
Connection with nature	There is a greater focus on providing quality landscaping and more natural spaces which utilise loose materials, rocks, logs, etc. There may also be some interpretive activities associated with the natural features. Loddon Shire has some excellent interpretive information and is blessed with an abundance of natural landscapes.
Safety	There is a greater awareness of safe design when it comes to parks and open spaces to ensure safety and perceived safety issues do not act as a barrier to usage. Clear sight lines, lighting, vegetation that can be seen through, passive surveillance, shade, etc. are all

Trend	Details
Sustainability	tools that can be used to improve safety. There has been a greater focus on the development of environmentally responsible practices such as solar hot water, recycled water systems, double glazed windows, wetlands, community gardens, synthetic surfaces, use of recycled materials, use of locally sourced materials, etc. to reduce the impact of facilities / spaces and their users on the environment and to potentially reduce operating costs of facilities.
Climate change	There is a greater focus on climate-proofing areas of open space as much as possible to reduce water usage and to retain some green space during periods of low rainfall.
Individual activities	There has been a movement away from many traditional organised sports such as football, cricket, netball and tennis to more individual or small group non-organised activities, e.g. walking, gym workouts, fitness classes, cycling, swimming, running, etc.
Lifestyle / non-traditional forms of sport	There is greater demand for lifestyle/non-traditional forms of sport and recreation in open space areas, e.g. petanque, street table tennis, spin classes in parks, etc.
Personal training	There has been greater use of parks, reserves and open spaces by personal fitness trainers and their clients.
Events	There has been greater demand on sporting facilities and public open spaces such as parks for special events and tournaments, e.g. markets, festivals, weddings, etc.
Programming	There is a growing focus by Local Government on providing programs in open spaces to attract greater levels of participation in physical activities, e.g. summer activities on a daily basis, ParkRun, etc.
Dog parks	There has been an emergence of off leash dog parks in response to the desire to connect with other dog walkers and the desire for dogs to socialise with one another.
Playgrounds	There has been greater investment in developing destination play spaces in open space areas, designed to attract people from both within and outside municipalities. Inglewood, Boort and Pyramid Hill all have play spaces which attract people from outside the immediate neighbourhood.
Aquatic centres	In many areas, the 25 or 50m outdoor municipal swimming pool is being replaced with an indoor pool, program pools and often a gymnasium and program rooms. Alternatively, there is big demand for communities, particularly in areas where indoor pools are not feasible (such as Loddon Shire), to solar heat outdoor swimming pools to extend the season and increase water temperature.
Splash parks	In some areas, swimming pools are being replaced by splash parks or water play areas. Splash parks are children's play areas that feature water which is sprayed from ground level or from upright

Trend	Details
Outdoor fitness equipment	structures and drained away so that it has zero or minimum depth at any time.
Community gardens	There has been a growth in the installation of outdoor fitness equipment in public open spaces in recent years, either clustered together in one location or spread along a linear pathway.
Food	There has been an increase in the number of community gardens in cities and towns in areas of public open space where people come together to garden together and increase their access to affordable fruit and vegetables.
Community hubs	There has been a growing trend for Local Government Authorities to develop a café or restaurant in some open spaces or encourage food trucks to visit these sites.
Management and maintenance	There has been a trend to co-locate several sporting facilities to form recreation precincts to maximise limited resources and to cross- market activities.
Place making	Local Government Authorities are focusing on more effective planning, management and maintenance, including understanding whole of life costs of infrastructure, i.e. construction, management, activation, maintenance and replacement.
Tourism	There has been a shift in recent years away from organisations such as Local Government Authorities undertaking the planning and design work for public open spaces to a greater focus on place making where communities and businesses lead or collaborate with authorities to develop vibrant well utilised spaces (place making). Public art has greatly assisting in reflecting what is important to a community.
	Public open spaces are increasingly being used by event organisers for activities such as fun runs, cycling events, Great Victorian Bike Ride, Tough Mudder, music festivals, etc. These can create a positive economic impact for the municipality.

5.7 Local demand for facilities

Loddon Shire's Recreation Strategy (2015) identifies the following facility upgrades in public open spaces as a priority by survey respondents:

- gym facilities
- swimming pool (heated) and swimming clubs
- more cycling / walking tracks
- indoor sports opportunities, e.g. badminton, table tennis, squash
- skate park
- water security for recreation reserves
- lakes stocked with more fish.

6 AN OVERVIEW OF PHYSICAL ACTIVITY PARTICIPATION

6.1 Benefits and importance of physical activity participation

Participation in regular physical activity can have a major impact on people's health and wellbeing. Not only can regular participation reduce the risk of some types of cancer and chronic conditions such as type 2 diabetes and cardio vascular disease, it can also promote stronger social connections, improved self-esteem and reduced stress and anxiety.

The importance of activating public open spaces and encouraging more local residents to become physically active is clearly apparent when reviewing current research about physical activity:

- Only 30% of Australian children aged 2-17 meet the physical activity component of Australia's Physical Activity and Sedentary Behaviour Guidelines (for 13-17 year olds this figure is just 7.9%).¹²
- Only 44% of adults aged 18 and over meet the physical activity guideline¹³
- Participating in regular physical activity can reduce cardiovascular disease-related deaths by up to 35%.¹⁴
- Physical inactivity costs the Australian economy \$805 million annually - \$640m in direct costs (healthcare expenditure) and \$165m in indirect costs (loss in productivity)¹⁵ (2013 figures).
- Physical inactivity causes an estimated 16,000 premature deaths a year.¹⁶
- Productivity loss due to physical inactivity is estimated at 1.8 working days per worker per year.¹⁷
- Adults who participate in sport are 20–40% less likely to die prematurely from all causes compared with non-participants.¹⁸
- People who are overweight or obese and physically inactive have the same level of disease burden (the health loss from living with, or dying prematurely from, a disease or injury) as people who use tobacco.¹⁹
- An extra 15 minutes of brisk walking, 5 days each week, could reduce disease burden due to physical inactivity by an estimated 13%. If this time increased to 30 minutes, the burden could be reduced by 26%.²⁰
- Physical inactivity contributes to 19% of diabetes cases, 16% of bowel cancer cases, 16% of uterine cancer cases, 14% of dementia cases, 11% of breast cancer cases, 11% of coronary heart disease cases and 10% of strokes.²¹

6.2 Participation in physical activity by adults

In recent years, there has been a shift away from organised sport to more informal recreational activities that can be undertaken in small groups, alone, or at varying times of the day in parks, sports reserves and open spaces. The following table shows the most popular physical activities (organised and non-organised) for people 15 years of age and over in Australia in 2015-2016.²²

No current local data is available, however it is anticipated that local data would show a lower percentage of people who take part in soccer as no clubs are available within the Shire and may also show AFL football in the top ten activities (nationally it sits at number 15 after basketball, cricket, netball and surfing).

Activity	Participation rate by people 15 years of age and over (%)
Walking (recreational)	43
Fitness / gym	32
Athletics track and field (includes jogging and running)	16
Swimming	15

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Cycling	12
Football (soccer)	6
Bushwalking	5
Golf	5
Tennis	5
Yoga	4

Note that participation refers to taking part in the specific activity at least once in the past 12 months (it doesn't account for frequency, intensity, membership / casual participation, etc).

Two of the activities listed above generally occur indoors (gym and yoga), but there is potential through the establishment of outdoor gym equipment and programs in parks to offer each of these activities outdoors if feasible. In terms of open space provision for adults, walking / cycling paths and trails and swimming pools need to be a priority, based on the Australian Sports Commission data. However, there continues to be a place for upgrading and promoting sport and recreation facilities.

6.3 Participation in physical activity by children

For Australian children, the top 10 organised activities outside school hours (does not include other leisure activities such as bike riding) undertaken at least once per year in 2015 were:²³

Activity	Participation rate by children under 15 years of age (%)
Swimming	30
Football (soccer)	15
Australian Rules Football	8
Gymnastics	7
Netball	7
Dancing (recreational)	7
Basketball	7
Tennis	6
Cricket (outdoor)	6
Athletics – track and field	4

Three of the top 10 activities for children are generally undertaken indoors, e.g. gymnastics, dancing and basketball. Consideration needs to be given to see if these activities can also be offered informally outdoors, e.g. outdoor basketball half courts, more adventurous equipment in play spaces such as climbing walls to replicate some gymnastic skills and spaces for young people to practice their dancing outdoors. Based on the top 10 activities, there will continue to be a need to provide multi-purpose playing fields, hard courts and swimming pools to service the needs of young people.

6.4 Local participation

As part of the previous Loddon Shire Recreation Strategy (2015), survey respondents were asked to identify what activities they regularly take part in, and the frequency of participation. On a weekly participation rate, walking was the most popular activity, followed by sport, swimming and running / jogging. Water sports and visiting playgrounds, parks and rivers are also popular activities, participated in by many people at least once per year.

When asked about the types of activities they would like to do, but don't currently do, survey respondents listed the following as their preferred activities:

- swimming

- gym / yoga / pilates
- bike riding
- horse riding.

6.5 Barriers to physical activity participation

There are a broad range of social and economic determinants that influence whether or not people participate in physical activity. These barriers exist at an individual, organisational, community and societal level as outlined below.

Individual level: Key factors which limit participation in physical activity by individuals include:

- fear of being embarrassed
- lack of time
- cost of activities
- poor health / injuries
- poor body image
- lack of motivation
- inability to access child care
- lack of confidence or self-esteem.

Organisational and club level: Factors that may limit participation at an organisational or club level include:

- lack of inclusive policies and practices
- lack of information about opportunities available
- inadequate facilities
- clubs or organisations that do not respond to the cultural needs of certain groups.

Community level: At a community level, the following factors can have a negative impact on physical activity participation:

- inadequate facilities and areas of open space as a result of poor planning and lack of activation
- communities that are based around cars as the major form of transport.
- lack of public transportation
- communities where people do not feel connected to each other.

Societal level: At a societal level, participation can be limited if:

- people don't feel that facilities and areas of open space are safe
- people feel that spectators will make it unpleasant to participate
- people feel that it is more enjoyable to spend leisure time using technology.
- there is a concern that participation as a participant or support person may lead to litigation.

Research undertaken as part of the previous Loddon Shire Recreation Strategy (2015) indicated that the key barriers for local residents are:

- it's not available locally (42%)
- I don't have time (14%)
- I'm not fit / well enough (5%)
- it costs too much (4%).

For people from traditionally disadvantaged groups, these barriers can be significant. The World Health organisation notes that "in most countries, girls, women, older adults,

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underprivileged groups, and people with disabilities and chronic diseases, all have fewer opportunities to access safe, affordable and appropriate programmes and places in which to be physically active."²⁴ It also notes that priority should be given to engaging the least active and those who face the greatest barriers to increasing participation.

7 DISTRIBUTION OF PUBLIC OPEN SPACE IN LODDON SHIRE

There are at least 80 parcels of public open space in Loddon Shire which include parks, playgrounds, bushland, walking / cycling trails, swimming pools, recreation reserves, rivers, lakes, creeks, etc. In addition, we have included a few spaces managed by Parks Victoria, e.g. Terrick Terrick National Park and Melville Caves in this list due to their popularity with local residents.

Whilst recreation reserves and swimming pools are included in this list, no recommendations have been made for these facilities as existing recreation reserve master plans and swimming pool development plans have already identified works to upgrade these sites (refer to individual plans for further detail). Further details of each of these sites can be found in the Audit Report. Public open spaces in Loddon Shire include:

Arnold
Arnold Recreation Reserve
Bears Lagoon
Bears Lagoon Public Reserve and Tennis Club
Boort
Boort Bowls, Croquet and Tennis Facility
Boort Golf Club
Boort Park
Boort Swimming Pool
Jubilee Park
Little Lake Boort Trail
Nolens Park
Sunnyside Crt Playground
Bridgewater
Bridgewater Bowls Club
Bridgewater Golf Club
Bridgewater Recreation Reserve
Bridgewater River Walk/Bridgewater foreshore
Bullabul Track from Bridgewater
Sloans Park
Swimming hole and fishing piers
Calivil
Calivil Recreation Reserve
Derby
Derby Public Hall and Tennis Club
Dingee
Dingee Recreation Reserve
Progress Park
Inglewood
Botanic Gardens and Reservoir Track
Bullabul Track from Inglewood
Inglewood Bowls Club
Inglewood Community Sports Centre
Inglewood Golf Course
Inglewood Riding Club
Inglewood Swimming Pool

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J Sloan Park
Kingower
Kingower Cricket and Recreation Reserve
Melville Caves
Village Green
Korong Vale
Borella Park
Korong Vale Community Sports Centre
Laanecoorie
Laanecoorie River Trail
Mitiamo
Mitiamo Golf Course
Mitiamo Municipal Recreation Reserve
Mitiamo Swimming Pool
R J Phelan Reserve
Terrick Terrick National Park
Newbridge
Newbridge Recreation Reserve
Progress Park
Powlett Plains
Powlett Plains and District Community Centre
Pyramid Hill
Kelly Park
Lions Park near tennis courts
Lions Park opposite Kelly Park
Mitchell Park
Pyramid Hill Bowls and Tennis Centre
Pyramid Hill Golf Course
Pyramid Hill Neighbourhood House
Pyramid Hill Reserve – The Hill
Pyramid Hill Swimming Pool
Pyramid Hill Trail
Rheola
Rheola Hall and Recreation Reserve
Serpentine
Serpentine Bowls and Tennis Complex
Serpentine Pon Pon Trail
Serpentine Recreation Reserve
T J Rudkins Reserve
Tarnagulla
Soldiers Memorial Park
Heraud's Place
Tarnagulla Cemetery Track
Tarnagulla Golf Course
Tarnagulla Recreation Reserve
Tarnagulla Reservoir Track
Tarnagulla Town Heritage Trail
Wedderburn
Blue Mallee Trail
Cooper Park
Donaldson Park

7.1 Spatial analysis

From a spatial perspective, there is a very good distribution of open space, within each of the major towns, i.e. Boort, Bridgewater, Inglewood, Pyramid Hill and Wedderburn, each featuring as a minimum a recreation reserve, a separate playground, a swimming pool, a golf course, a hall and some walking / cycling tracks.

Mitiamo, as a small town also includes all of the above, with the exception of walking / cycling tracks. As would be expected, other medium sized towns such as Calivil, Dingee, Newbridge, Serpentine and Tarnagulla don't feature as many areas of open space, but most have a hall and a recreation reserve with a playground. Both Dingee and Tarnagulla have separate parks with playgrounds.

The smallest towns or villages generally have a hall and may also have a park, recreation reserve or a village green.

7.2 Future demand and challenges

Given the size of the community and its current growth rate, there is no demand to increase the amount of public space that is available in the near future. The challenge will be for communities and Loddon Shire to be able to afford to maintain each of these facilities; find sufficient funds to help activate these spaces; and prioritise the spaces for development. If any requests are received from communities for new open spaces, these sites will be subject to a feasibility study and detailed costings, e.g. understanding of the full cost of development and a break-down of operational, maintenance and replacement costs.

8 OBSERVATIONS OF OPEN SPACES IN LODDON SHIRE

As part of the strategy development, a basic physical audit of every area of public open space was undertaken – refer to the Appendix for more details. Observations from this audit show:

8.1 Parks

- there is a lack of paths within parks, particularly leading to seats and play equipment, e.g: Sloan Park in Bridgewater. This makes it particularly challenging for people utilising wheelchairs, walking frames, crutches, motorised scooters, prams or tricycles to access parks and traverse through them.
- there is a lack of shade in some parks. This makes open spaces less appealing for people to spend time in, particularly in the height of summer.
- there is a lack of seats in some parks and play spaces, e.g. Calivil Recreation Reserve. This makes it unappealing to spend any length of time in parks, particularly for parents / carers of young children (who may then make a decision not to visit a park with their children, but to stay at home instead), older adults and people with mobility issues.
- there are no areas within the Shire featuring outdoor fitness equipment. The majority of Local Government Authorities in Victoria would feature at least one outdoor fitness station (cluster) or linear path containing outdoor fitness equipment. Such a facility provides free outdoor exercise opportunities for local residents and visitors, however, such facilities can be expensive to install and maintain.

8.2 Play spaces

- some good quality play spaces with high play value and more diversity of play opportunities have been installed, e.g. J. Sloan Park in Inglewood, Nolen's Park in Boort and Kelly Park in Pyramid Hill.
- play equipment is generally geared towards children under eight years of age.

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- some play equipment such as swings may have been installed at the wrong height and some rebound walls have been poorly designed (mostly at Recreation Reserves, which are not part of the scope of this project).
- there has been a growing focus on providing play opportunities for teenagers, e.g. half basketball court at Bridgewater Swimming Hole and Kelly Park, Pyramid Hill and the flying fox at Nolen's Park in Boort, but there are some towns with very limited non-formal sporting activities.
- some items of play equipment appear to be nearing the end of their life or may not meet current standards, e.g. Jubilee Park in Boort.
- play space soft fall levels may need to be addressed at some sites (mostly at recreation reserves, which are not part of the scope of this project).

8.3 Landscaping

- there has been some good quality landscaping undertaken in some areas, e.g. Kelly Park in Pyramid Hill, but there are many areas of open space which appear unappealing due to a lack of landscaping, e.g. Jubilee Park in Boort.
- solar lighting / bollards are being used in some locations, e.g. Kelly Park, Pyramid Hill.

8.4 Public art

- public art is becoming a feature of some areas of open space, e.g. sculptures around Little Lake Boort, Kelly Park in Pyramid Hill, Ted's Garden in Wedderburn and Tarnagulla Soldier's Memorial Park. Current trends suggested that ideally each town would have at least one items of public art to reflect the character of the town.

8.5 Signage

- trail head signage on walking tracks is generally excellent. e.g. Blue Mallee Trail in Wedderburn
- there is some good quality interpretive signage in some areas, e.g. Hard Hill in Wedderburn.
- the majority of parks and playgrounds do not have any signage. Signage can help to create a sense of place and create a welcoming atmosphere.
- some tracks do not have any directional signage, e.g. Bullabull Track from Bridgewater to Inglewood.

8.6 Water

- there have been some towns, e.g. Bridgewater and Boort, that have capitalised on their water access by installing walking paths, seats, shelters, public art, social areas, swimming platforms, interpretive information, etc.
- canoe trails are becoming increasingly popular and infrastructure has been developed to support this activity, e.g. Durham Ox fishing platform and canoe ramp.
- there are no splash parks or water play parks within the Shire. Whilst such features can be relatively expensive and rely on water treated in the same way as swimming pools, they can create good play value, particularly in towns where there are limited opportunities to engage with water, e.g. Wedderburn. Due to the cost of establishing an independent water park (e.g. a neighbouring LGA paid approximately \$600,000 to install a splash park) and the ongoing operational costs associated with water testing and cleaning / checking of toilets several times per day, it is likely to be out of financial reach for the Shire. It may be possible to develop a splash area at an existing swimming pool, nevertheless.

8.7 Recreation reserves

- since the Drought Proofing Recreation Reserves Strategy was undertaken in 2011, a significant amount of work has been undertaken at recreation reserves, e.g. installation of hard courts for netball and tennis, installation of water tanks, planting of warm season grasses, etc. Recreation reserve committees of management will be encouraged to complete their master plans, outside the scope of this strategy.

9 WHAT OUR STRATEGIES TELL US

9.1 Summary of key issues

Fifteen strategies including the Council Plan, the Municipal Public Health and Wellbeing Plan and Active Victoria's strategic framework for sport and recreation in Victoria were reviewed in order to understand the context in which open spaces are planned, developed and managed and in which physical activity occurs. A full literature review is included in the Appendix. An additional sixteen strategies or articles were referenced in the strategy.

Of particular relevance to this strategy are the following points:

- **benefits of physical activity** - there is a clear understanding of the benefits of physical activity and a strong push to increase participation in physical activity
- **health and wellbeing** - Loddon Shire has a strong desire to improve community health and wellbeing
- **aesthetics and functionality** - specific projects have been identified to improve the aesthetics and functionality of public open spaces, e.g. streetscape projects
- **passive activities** - specific projects that have a more passive element to them in public spaces have been identified, e.g. community gardens
- **sports related projects** - specific sports related projects have been identified, e.g. Donaldson Park development
- **importance of planning** - there is a high value placed on recreation reserve master plans by the Shire
- **accessibility** - there is a greater focus on improving accessibility for people of all abilities and utilising universal design principles in facility developments
- **events** - the potential role of events in activating spaces and people is acknowledged
- **marketing and promotion** - it is acknowledged that marketing and promotion of facilities and events could be improved
- **multi-purpose design** - there is an understanding that spaces need to be designed to encourage community use of spaces for different activities and by different ages and abilities and therefore need to be multi-purpose and flexible
- **participation options** - there needs to be a greater focus on flexible and innovative participation options
- **inclusion** - participation needs to be broader and more inclusive, i.e. – focusing on affordability and increasing participation for females; Aboriginals and Torres Strait Islanders; people with a disability; Lesbian Gay Bisexual, Queer or Questioning, Transgender or Intersex (LGBTQI) people and disengaged youth
- **active recreation** - there needs to be an additional focus on active recreation – focusing on supporting non-organised and unstructured physical activity, investing in infrastructure that enables active recreation and creating a model that supports the structure and needs of active recreation.

9.2 Recreation Strategy

Council's Recreation Strategy (2015-2020) highlighted a range of ways to activate public open spaces:

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- **developing social sport and recreation activities** - encourage local sports clubs to work in partnership with external providers and State Sporting Associations to develop and implement social sport and recreation activities or modified sports for community members
- **programming and events** - develop a range of shire-wide physical activity programs and events such as come and Try days, summer in the parks (which may include live music and movies), family BBQs at swimming pools, guided walks in forests / parks, etc which are inclusive of all residents
- **program leadership training** - develop a program to train local residents to run various physical activities such as yoga, gentle exercise classes, water aerobics, swimming lessons, kinder gym, gymnastics, circus skills, personal training, walking groups, dance classes, cycling groups, canoeing classes, cardio tennis, etc so that they can deliver these programs locally for an agreed period of time
- **facility upgrades** - continue to progressively upgrade sport and recreation facilities in line with Council's strategic planning priorities
- **attracting events** - prepare a prospectus outlining opportunities available for a range of sporting events in the municipality (e.g. on road and off-road cycling, orienteering, triathlons, water skiing, canoeing, hockey, football, netball, tennis, bowls, cricket, etc) and actively distribute this prospectus to event organisers, clubs / organisations and State Sporting organisations.

9.3 Municipal Public Health and Wellbeing Plan

Also of relevance is Loddon Shire's Municipal Public Health and Wellbeing Plan²⁵. A key outcome of this plan is to increase healthy eating and active living. Two measures of success against this outcome which have been listed in the plan to be measured every three years are:

- increased proportion of adults/ adolescents 10-17 years/ children 5-12 years, who are sufficiently physically active
- increased proportion of people participating in organised sport.

The plan notes:

- more than 60% of residents had used a local park or playground, recreation facility or open space or nature space in the last 12 months
- 75% said that more opportunities for physical activity were very important or important to them
- 59.8% said that they would like to increase physical activity to improve their health and wellbeing
- respondents said that the top three most important things to improve the community's health and wellbeing are better roads and road maintenance (30%), more footpaths (20%), better cycling and footpath networks (12.2%) and better recreation facilities (8.9%)
- 9.4% rated parks and green spaces and 5.2% rated good cycling and footpath networks in the top three things they value in the community.

10 OUR COMMUNITY

10.1 Location

Loddon Shire is situated in north central Victoria approximately 200km north of Melbourne and 40km north-west of Bendigo. It is predominantly a rural area featuring a number of small towns such as Bridgewater, Inglewood, Wedderburn, Serpentine, Tarnagulla, Boort, Miltiamo and Pyramid Hill. From a landscape perspective, the Shire features forests, rolling hills, rocky outcrops, rivers, lakes and productive farmland. Main industries include agricultural activities

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such as dairy, horticulture, viticulture, cropping, lamb and intensive poultry and piggeries. The area is popular with bushwalkers, cyclists, water skiers, fishermen, canoeists and people who enjoy visiting wineries and the natural environment.



A brief summary of the demographic make-up of the Shire of Loddon follows²⁶, with a more detailed analysis for each major town included in the Appendix.

10.2 Population

According to the Australian Bureau of Statistics Census (2016)²⁷, Loddon Shire has a current population of 7,516. The population is dispersed over many small towns, none of which exceed 1,000 people. By 2031, the population is projected to have declined to 6,710 according to the State Government's (2016) Victorian in Future 2016 report²⁸, although Loddon Shire is actively working towards reversing this trend. Growth is most likely to occur in towns in the southern part of the Shire closest to Bendigo such as Bridgewater and Inglewood.

10.3 Age

Loddon Shire is an ageing community with 44.8% of the population currently over 55 years of age compared with 27.6% of Australians. Wedderburn, Boort and Newbridge report the highest median age, i.e. 56, 53 and 53 respectively, compared with 38 for Australia. Hence from an activating open spaces perspective we need to ensure that we provide spaces that are accessible for people of all ages and abilities. There is less likely to be demand for highly active outdoor sports facilities and more demand for outdoor facilities that enable less physically active or passive recreational opportunities, e.g. walking, cycling, swimming, spaces in parks for activities such as tai chi, etc.

10.4 Country of birth and languages spoken

The majority of residents (79.8%) were born in Australia and speak only English at home (86.3%). Fifteen other languages are spoken at home, with the five most popular being Filipino, Tagalog, Hungarian, German and Greek. One in ten residents of Pyramid Hill was born in the Philippines and 9.3% of its population speak either Filipino or Tagalog at home. This indicates that there may be a need to provide information about open spaces in Filipino or Tagalog in Pyramid Hill.

10.5 Employment

Slightly less residents were employed full-time and slightly more part time, compared with Australians overall. There was a greater percentage of people away from work, compared with the Australian figure and the unemployment rate was slightly lower. Almost half of those employed were employed as managers and labourers and most people are employed in some form of farming. This data tells us that our residents may be working in quite manual jobs, some of which may be very demanding in hours at certain times of the year (e.g. shearing, harvesting and milking) and therefore consideration needs to be given to when activities are provided within the Shire.

10.6 Income

In relation to income, more than one third of Loddon Shire households earn less than \$650 gross per week, compared with just one in five Australians (20.0%). The median household income in Loddon Shire is \$826 per week compared with \$1,438 for Australia. Household incomes in Wedderburn and Inglewood are lowest within the Shire, indicating that participation costs for any physical activities need to be kept at an affordable level.

10.7 Caring for children and people with a disability

Due to the ageing population, the percentage of people who are responsible for caring for children in the Shire is generally less than Australia overall, with the exception of Serpentine where there are many young families. So whilst childcare is unlikely to be a major barrier to participation for older adults in the community (unless they are caring for grandchildren / foster children), due to the lack of childcare options in the Shire at present, it may be a major issue for some. Similarly, there is a higher percentage of people who care for someone with a disability. This may provide a barrier for carers to utilise open spaces for their own health and wellbeing. One in five people in Mitiamo is currently caring for a person with a disability.

10.8 Volunteering

Loddon Shire has a strong culture of volunteerism, as evidenced by the number of people who stated that they have undertaken some form of voluntary work through an organisation sometime within the last 12 months. Four out of every ten residents in Boort have volunteered their services in the past 12 months. Despite the high number of volunteers in the community, local feedback indicates that there is still a lack of volunteers, many volunteers are ageing and many volunteers are very busy.

10.9 Household types

Compared with Australia, Loddon Shire has a much higher rate of single or one person households (34.2% compared with 24.4%). This figure increases to 43.3% of households in Boort. To ensure that people in single or one-person households are able to make connections with others outside their homes, the design of public spaces should focus on facilitating community contacts, e.g. group programs, community events, seating that encourages interactions.

10.10 Transport

Given that public transport is very limited in Loddon Shire, access to a car is very important for many people. There is an average of 2.3 cars per household, compared with 1.8 for Australia. Mitiamo and Newbridge have the greatest access to vehicles, whereas Pyramid Hill and Wedderburn have the least access. Place-based activities and activities held at convenient locations are therefore likely to be very important, particularly given the cost of fuel and

distances that need to be travelled to access open spaces and physical activity opportunities in neighbouring communities inside the Shire or in towns outside the Shire.

10.11 Internet connection

Loddon Shire lags considerably behind its Australian counterparts in relation to internet connection. Whereas more than eight out of ten Australians access the internet from their home, this figure is as low as 58.7% for Inglewood. Until such time as there is greater uptake of the technology and improved access to a reliable and affordable internet service, any information about the provision of facilities or activities needs to be provided in multiple platforms, including written materials and posters in shop windows.

10.12 Health and wellbeing

In terms of health and wellbeing, 55% of Loddon residents do not do enough physical activity to achieve health benefits, compared with 50% of Victorians. Further, 25% of Loddon residents are obese or overweight, compared with 19% of Victorians. These factors, combined with smoking, excessive alcohol consumption and poor diet contribute to chronic illness. Some specific data related to chronic illness in Loddon Shire follows:

- Loddon Shire has the highest rate of heart attack in Victoria
- Loddon Shire has the 2nd highest rate of cardiac arrest in Victoria
- there is a higher proportion of people in Loddon Shire with diabetes compared with Victoria
- avoidable deaths from diabetes, cancer, COPD and suicide are higher in Loddon than in Victoria.

11 WHAT OUR COMMUNITY TELLS US

11.1 Overview of community engagement

273 residents of Loddon Shire had their say through a series of community engagement and consultation activities including:

- consultation with young people at Wedderburn and Boort P-12 schools (44)
- listening posts at Wedderburn IGA Supermarket, Calivil Recreation Reserve, Inglewood Recreation Reserve (95)
- Seniors Forum (7)
- Townscape Services staff meeting (4)
- Technical Services staff meeting (1)
- community survey (122).

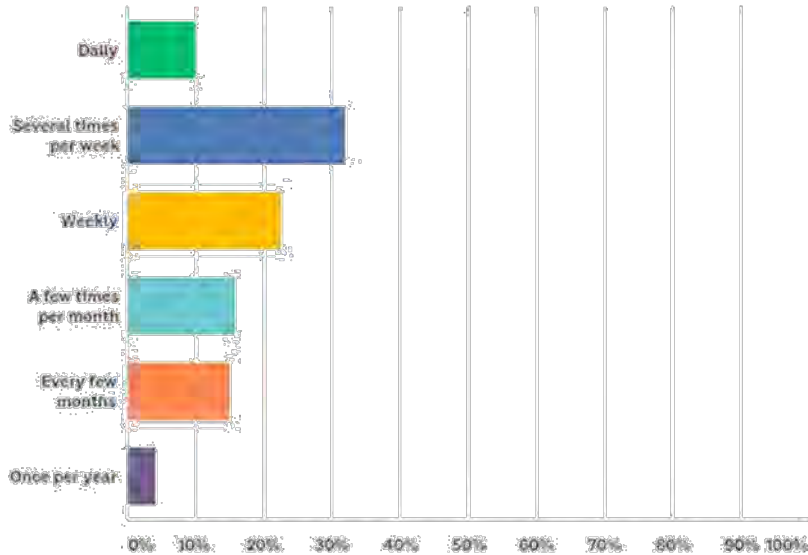
Detailed notes from each consultation or engagement activity are included in the Appendix. Suggestions received from the community have been assessed and used to inform the recommendations for each town.

11.2 How local residents utilise public open space

Local residents who completed a survey were asked a series of questions about their usage of open space. They were permitted to provide details of up to three spaces. The following data pertains just to the first area of open space identified, which was generally the most frequently visited site by survey respondents. Results for the second and third sites were very similar. Refer to the Appendix for further details.

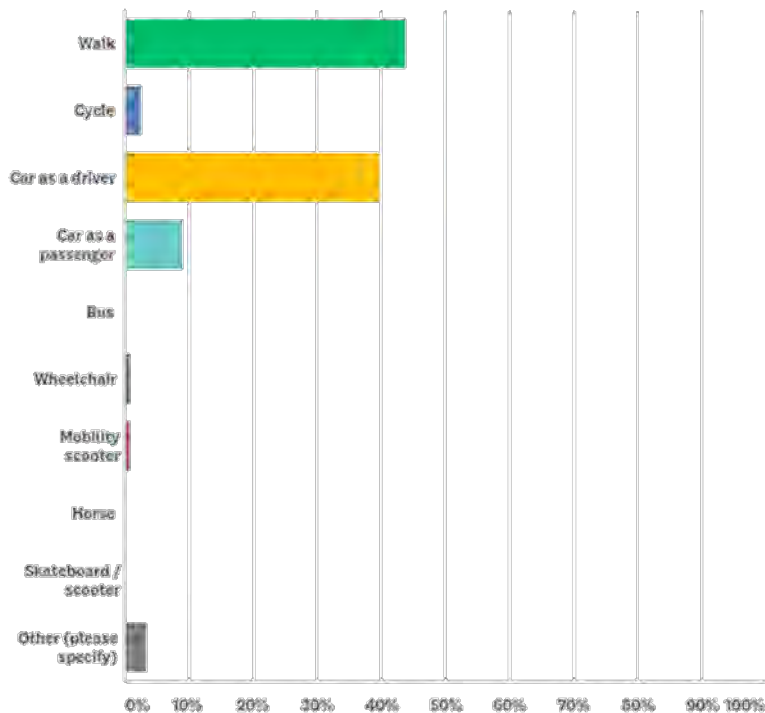
11.3 How often people use open space

For the first area of open space nominated, survey respondents typically used this space several times per week (31.9%) followed by weekly (22.7%).



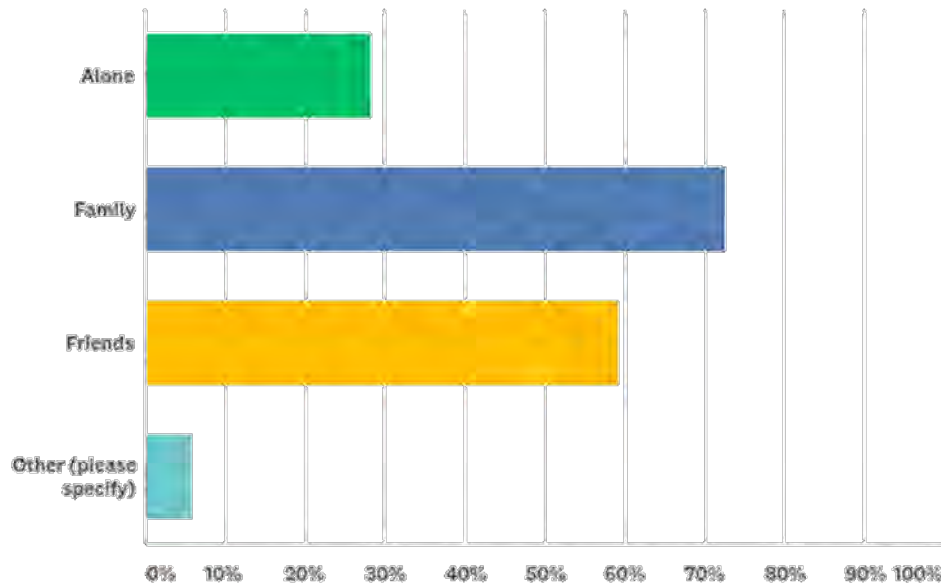
11.4 How people get to areas of public open space

In general people travelled to this site by foot (43.8%) or in a car as a driver (39.7%).



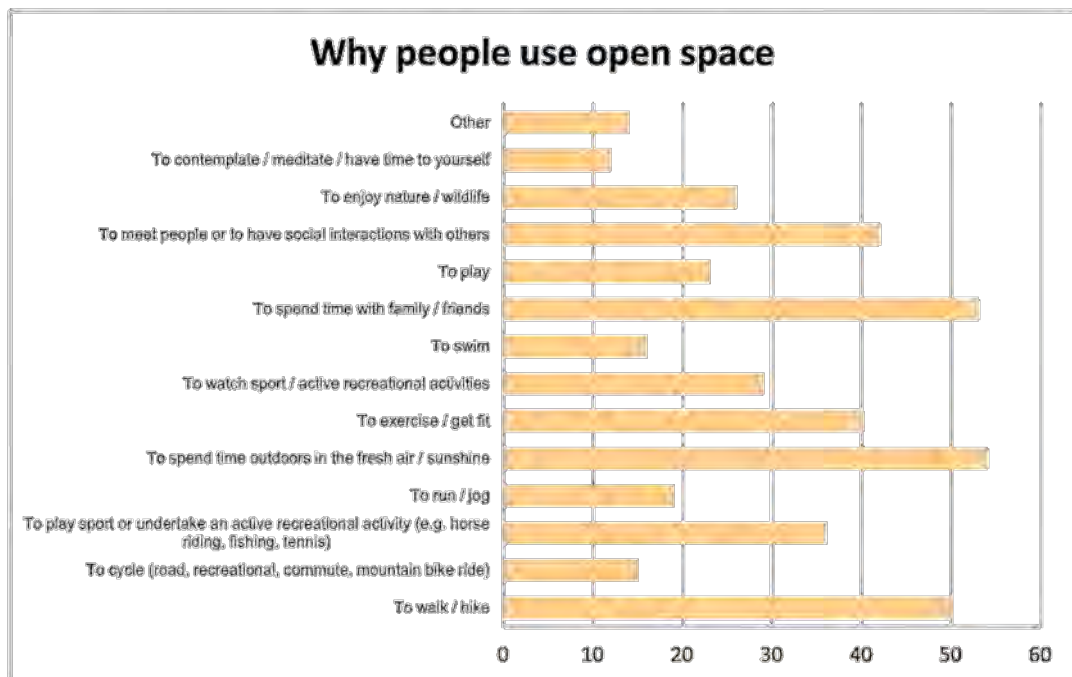
11.5 Who people go to public open spaces with

People mostly visit open spaces with family (72.5%) and / or with friends (59.2%).



11.6 Why people use open space

Survey respondents primarily used this site to spend time outdoors in the fresh air / sunshine (44.6%), to spend time with family / friends (43.8%), to walk / hike (41.3%), to meet people / have social interactions with others (34.7%) or to exercise / get fit (33.1%).



11.7 What would encourage people to use public open spaces more often

Survey respondents were asked (from an extensive list) what would encourage them to use public open spaces in Loddon Shire more often (multiple responses were permitted). The top 10 responses to this question are:

Suggestion	Percentage of responses
More events, e.g. movies in the park, festivals, markets, etc	50.9%
More or better walking / cycling paths and linkages	44.4%
More shade	40.7%
Outdoor gym equipment	38.9%
More seats	32.4%
More / better play equipment	32.4%
Picnic tables	32.4%
Drinking fountains	28.7%
Physical activity programs, e.g. outdoor tai chi, yoga, zumba, etc	28.7%
Shelters	28.7%

11.8 General comments

Some general comments included:

Topic	Details
Events	facilitate more community events in parks, particularly over summer, e.g. movies, music, markets, walking festival, food trucks
Activities / programs	consider facilitating activities or programs in parks and open spaces, e.g. tai chi, bushwalking groups
Promotion	consider ways to better promote spaces and activities held within spaces
Maintenance	ensure that our existing public open spaces are well maintained
Diversity of activities	facilitate a more diverse range of active sport and informal recreation activities in public open spaces, e.g. horse riding, soccer, rock climbing, outdoor table tennis
Infrastructure	provide more seats, paths and shade in public open spaces
Accessibility	ensure that infrastructure / facilities are DDA compliant and designed according to universal design principles
Drinking water	provide drinking water for both people and dogs in parks
Culture	provide more interpretive information about Indigenous and European history
Sense of place	each area of open space should have its own identity and reflect the community in which it is based (community engagement is important)
Informal recreation	continue to develop walking / cycling trails, upgrade play spaces, consider development of dog parks and install outdoor fitness equipment

Topic	Details
	in key locations throughout the Shire
Social aspect	construct BBQs and shelters in parks and at recreation reserves to allow for outings with family and friends and improved community connections
Inter-generational activities	provide a range of activities suitable for people of all ages wherever possible in parks, recreation reserves and other areas of public open space

11.9 Site specific demands

Some of the site-specific recommendations with a higher degree of support (i.e. more than one response / suggestion) include:

- **Boort**
 - install outdoor exercise equipment
 - upgrade Nolen's Park play space, paths and shade
 - install solar heating at the swimming pool [this is already planned]
 - improve access tracks to The Granites
 - improve play opportunities for teenagers
 - develop more paths for walking / cycling;
 - level footpaths in the main street
- **Bridgewater**
 - construct toilets at Sloans Park
 - improve change facilities for netballers and public toilets at Bridgewater Recreation Reserve
 - continue to improve the River Walk and the Swimming Hole
- **Calivil**
 - construct a BBQ and shelter
 - develop a netball shelter
 - upgrade play equipment and install seats next to the playground
 - develop a double lane road in front of the Reserve to improve safety
- **Inglewood**
 - provide more shade and seats at the Sloan Park playground
 - upgrade lights on the oval to allow night games and construct new accessible public toilets
 - upgrade Inglewood Botanic Gardens
 - encourage more people to walk around the Inglewood Golf Course and perhaps set up a Heart Foundation Walking Group
 - install a full-sized basketball court for young people in town
 - increase the size of the Skate Park and increase the degree of difficulty of some equipment
 - upgrade walking / cycling tracks at Inglewood Reservoir
- **Mitiamo**
 - upgrade play equipment at Phelan Park
 - construct additional female toilets and showers at the Recreation Reserve
- **Newbridge**
 - construct BBQ with shelters at both Riverside Park and Progress Park

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- Pyramid Hill
 - install a fence next to the Lions Park in Victoria St (next to the tennis courts)
 - better maintain the Pyramid Hill Walking Track and install improved signage
 - upgrade Kelly Park to include drinking fountains, a baby swing, outdoor gym equipment and swings from the park on the opposite side of the road
 - better female change room facilities at Kelly Park
- Serpentine
 - install outdoor fitness equipment at the Reserve
 - upgrade the Serpentine Tennis clubrooms
 - develop more walking tracks
 - upgrade car parks at the Reserve (this work has now been undertaken)
- Wedderburn
 - develop new clubrooms at Donaldson Park [this is already planned]
 - improve accessibility of toilets for hockey players at Donaldson Park
 - update play equipment, repair gates, develop a skate park and develop water play opportunities at Soldier's Memorial Park
 - upgrade fitness equipment and improve maintenance on the Nardoo Walking Track
 - grade roads in bushland to allow easier walking
 - install more seats, shade and a diving board at Wedderburn Swimming Pool
 - install more picnic tables at Mt Korong
 - upgrade toilet facilities, seats and picnic tables and construct BBQs at Skinners Flat Reservoir
 - develop an off-leash dog park in Wedderburn
 - install a drinking fountain at the bus stop under the shelter
 - continue to provide green spaces (grass and trees) that are well maintained
 - develop more community activities in parks and in community centres
 - develop more outdoor play opportunities for teenagers.

Note that in some towns, e.g. Dingee, Laanecoorie and Tarnagulla, there were no suggestions nominated two or more times by the community.

12 HOW CAN WE ACTIVATE OUR OPEN SPACES

Activating open spaces can be achieved by addressing seven key aspects:



Each of these actions is described in further detail in the table below. This strategy has identified specific actions to help activate open spaces in towns throughout the Shire. However, there are some broader, national, state and Shire-wide actions which also need to be considered, which are based on the strategic directions such as the World Health Organisation as well as general feedback from the Loddon community.

12.1 The seven key factors to activate open spaces

These actions are as follows:

Action	Details	Strategic linkages
Promote the benefits of being physically active to the community	Actively promote the Australian Physical Activity Guidelines and increase people's knowledge of the benefits of being physically active and leading a healthy lifestyle.	Municipal Public Health and Wellbeing Plan
Create safe, inclusive and accessible spaces and places.	Develop and / or maintain a number of safe, inclusive and accessible spaces and places in towns that encourage people of all ages and abilities to be physically active, as per the Open Space Infrastructure Provision Framework and the Style Guide in the Appendix. Infrastructure / facilities should be DDA compliant and designed according to universal design principles. Wherever possible, open spaces should be designed to be as flexible as possible to encourage spaces to be used by more than one user group and for more than one type of activity.	Recreation Strategy Tracks and Trails Strategy
Promote events and programs that encourage physical activity	Promote a range of programs and events within the Shire that encourage residents and visitors to engage in physical activity on a regular basis within public open spaces, e.g. walking festival, tai chi in a park, ParkRun, Summer in the Parks, Heart Foundation Walking Groups, dive in movies, pedometer challenges and yoga Wherever possible, encourage clubs, not for profit agencies and businesses to offer new activities and provide them with an appropriate level of support.	Tourism Strategy Recreation Strategy
Involve the community in planning spaces, places, events and programs	Encourage place making by empowering the local community to be involved in the planning of spaces and places in their neighbourhood where physical activity can occur (place making) and to also be involved in the planning and delivery of events and programs. This is likely to create greater ownership of spaces and places, which will result in stewardship (caring for local facilities). It is also likely to encourage the implementation of events and programs which meet local needs and are therefore well supported. One aspect of place making is the development and installation of art works to reflect something that is important to the community, e.g. the cormorant and fish sculptures at Little Lake Boort. This should be encouraged in major parks / open spaces.	Recreation Strategy.

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Action	Details	Strategic linkages
Promote spaces, places, events and programs where physical activity occurs	Promote existing open spaces and places and ensure that any new programs or events are well publicised using a variety of different tools (e.g. website, social media pages, media articles, posters in shop windows, etc).	Tourism Strategy Recreation Strategy
Ensure that our systems, policies and processes encourage physical activity	Review Council, sports club and community systems, policies and processes (e.g. Community Support Policy) to ensure that they enhance, rather than discourage, physical activity participation, e.g. suitable tenancy arrangements with sporting clubs, public access to tennis courts, etc.	Recreation Strategy
Develop partnerships with organisations to help deliver spaces, places, events and activities.	Work in partnership with sports clubs, schools, neighbourhood houses, community planning groups, businesses and others to collectively increase the number of people who are physically active in open spaces throughout the Shire.	Recreation Strategy

12.2 Potential opportunities for consideration

12.2.1 Outdoor fitness equipment

Outdoor fitness equipment is similar to indoor gym equipment, except that it may be somewhat more basic in appearance, is more hard wearing and resistant to weather. Items may be static or dynamic. Outdoor fitness equipment is generally installed along a linear pathway, e.g. around a lake or along a river, or can be clustered together to form an exercise station or can be a combination of the two.



Image: Springfield Daily Record on google images. Outdoor fitness equipment in Yeppoon, QLD

Some of the advantages and disadvantages of outdoor fitness equipment (OFE) can be summarised as follows:

Advantages

- helps to improve people's health and fitness (e.g. strength, aerobic capacity, balance, dexterity, range of motion and flexibility)
- helps to improve people's mental health and social connections
- free for people to use
- can be used at any time of day or night (if there is some form of lighting)
i.e. not reliant on a gym being open
- intergenerational and social meeting point for local residents
- can be used by people of all ages including family groups
- opportunity to exercise outdoors in the fresh air and sunshine
- enables people to connect with nature and feel rejuvenated
- no need to employ people to supervise the gym
- no need to pay running costs of a building, e.g. lighting, heating, cooling, etc
- may encourage increased physical activity levels by existing park users
- can modernise an existing area of open space and draw more users
- it builds on the increasing demand of Australians for gym / fitness activities,
i.e. 32% of Australians currently participate in gym / fitness activities
– this is second only to walking (42%) which is the most popular physical activity of Australians.
- opportunity for fitness instructors to 'hire' the site at set terms to earn income by offering group fitness classes using the equipment.

Disadvantages

- equipment can be vandalised
- some people are embarrassed to use the equipment in public and fear that they will look silly
- some people worry about their safety in an outdoor gym environment or are concerned that they will injure themselves
- usage can be impacted by weather
- equipment, particularly moving equipment, requires a high level of maintenance (possibly 5-10% of the construction cost annually)
- difficult to achieve universal design with some items
- people could potentially injure themselves if they do not know how to use the equipment correctly
- equipment may not be used if people are unfamiliar with the type of exercises that can be performed
- they often only appeal to or are regularly used by people who are already leading active lifestyles
- it is difficult to monitor and evaluate usage.

The cost of OFE varies considerably, depending on a range of factors including the number of exercise stations, the type of exercise stations, under-surfacing, signage costs, supporting infrastructure, planning costs, programming costs.

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According to Sport and Recreation Victoria²⁹ equipment installed along Swan Hill Rural City Council's Riverside Park cost just over \$220,000; Darebin City Council installed OFE for just over \$80,000, Port Philip Bay for \$100,000 and City of Wodonga for \$150,000.

There will be an annual maintenance cost that will also need to be factored in. This is estimated to be around \$4,000 annually for equipment with a purchase price of \$100,000. The equipment is likely to last for 10-15 years, depending on factors such as usage levels, weather conditions, the degree of dynamic equipment, etc., hence an annual sum of \$10,000 in today's costs needs to be set aside for renewal in 10 years-time.

A sample of state, national and international research undertaken over the past five years indicates a mixed response to outdoor fitness equipment in terms of its usage and benefits. Generally older adults and females will be the main users of such equipment. More research is needed to determine how effectively parks or spaces with outdoor fitness equipment can attract new park users and increase physical activity levels of participants over time. What is highly evident however, is the growth in suppliers of outdoor fitness equipment, based on a demand by communities for such equipment.

The key to successful outdoor fitness gyms are:

- demand by the community, i.e. sufficient population and visitor numbers to justify the expenditure and an indication that the facilities will be well utilised
- placement in a highly visible location with good passive surveillance
- access to supporting facilities and amenities, e.g. paths, toilets, shelter / shade and drinking fountains
- diversity of equipment that allows for a full body workout and that is easy and intuitive to use by people of all ages and abilities (universal design)
- promotion of the outdoor gym when it is first developed, e.g. come and try day, media articles, website promotion, etc.
- encouragement and support, e.g. programs run by exercise physiologists / personal trainers on how to use gym equipment correctly and how to develop and modify a program
- information about how to use the gym equipment, e.g. signage, instructional guides, brochures, posters, etc.
- sufficient resources to effectively maintain the site and keep it in good working order.

The key locations for consideration of outdoor fitness equipment in Loddon Shire, based on existing strategic planning, community feedback and an assessment of likely success factors, are:

- Little Lake Boort – a cluster at Nolen's Park or near the swimming pool
- Inglewood Town Hall – cluster
- Wedderburn – linear with small clusters of equipment at Cooper Park, Soldier's Memorial Park and along the Nardoo Creek path.
- Bridgewater – linear trail along the Loddon River
- Pyramid Hill – near the tennis court and swimming pool.

Several options for consideration are:

Option	Description	Discussion
Option 1	Construct outdoor fitness equipment in three communities	This option would cost approximately \$300,000 to deliver with an additional \$12,000 annually for maintenance and an annual amount of \$30,000 set aside for renewal. It would enable people in each of these towns (and possibly neighbouring towns) to access gym equipment

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Option	Description	Discussion
		<p>free of charge at any time that suits them. It is a large investment with no guarantees of usage levels. It may impact on usage of community gyms in Boort and Wedderburn.</p> <p>External funding would need to be sought to help fund the development.</p>
Option 2	Construct outdoor fitness equipment in one community	<p>This option would cost approximately \$100,000 to deliver, with an additional \$4,000 annually for maintenance and an annual amount of \$10,000 set aside for renewal. It would enable people in the selected town and possibly neighbouring towns to access gym equipment free of charge at any time that suits them. It is a moderate sized investment with no guarantees of usage levels. External funding would need to be sought to help fund the development.</p>
Option 3	Establish a physical activity program fund	<p>This option would cost approximately \$50,000 for Council staff to establish and run activities in public open spaces such as parks, waterways, sports grounds, etc. that encourage local residents, particularly those who are currently inactive, to get outdoors and take part in physical activities. This reflects actions identified in the Loddon Shire Recreation Strategy. It is a moderate sized investment with no guarantees of usage levels. From an equity perspective, this option could enable every town in the Shire to benefit in some way. Long term sustainability of the program cannot be guaranteed.</p>
Option 4	Construct outdoor fitness equipment at two towns as a pilot project and establish a physical activity program fund	<p>This option could be delivered for approximately \$120,000 with an additional \$4,000 annually for maintenance and an annual amount of \$10,000 set aside for renewal. The first part would involve the development of outdoor fitness equipment in two towns and the second component would involve community groups and individuals (supported by seed funding) to deliver physical activities in parks and other open spaces throughout the Shire on behalf of Council for local residents and packaged together through Shire advertising. This model has a strong community development focus and is likely to be more sustainable. From an equity perspective, this option could enable every town in the Shire to benefit in some way. However, to some extent it relies on utilising volunteers (who may not have the time or desire to be involved in delivering physical activities). It is a moderate sized investment with no guarantees of usage levels.</p>

It is recommended that the Shire of Loddon proceed with option four and seek external funds to construct outdoor fitness equipment at two locations in the Shire as a pilot project with the view to expanding equipment if there is demonstrated high usage and success; and to set aside \$20,000 as a pilot project to establish physical activity opportunities throughout the Shire for

local residents. If these facilities are deemed to be successful, there is potential that it could be rolled out to other towns in the Shire.

As per the recommendations of the Recreation Strategy 2015-2020 Council should also continue to assist communities to develop community gyms as required.

12.2.2 Splash Parks

Splash parks are children's play areas that feature water which is sprayed from ground level or from upright structures and drained away so that it has zero or minimum depth at any time. Zones can be incorporated into the splash park so that there are areas suitable for toddlers right through to teens. These facilities, whilst very popular, require water to be treated in the same way as swimming pools; hence can be cost prohibitive in some areas.

A neighbouring Local Government Authority installed a Splash Park in one of its suburbs in 2017 at a cost of approximately \$600,000. It is a solar heated facility which opens in October each year and closes in March. Water quality and toilets are checked several times daily by contractors. In addition to the visitor-activated fountains in the splash park, it features a shaded seating area, irrigated grass area, picnic tables, BBQ, toilets, change room, dry playground, and basketball ring. There are crossing signals at each end of the splash pad, which when activated run for four minutes at a time.



The Little Lake Boort Draft Master Plan recommends the establishment of a splash park. Ideally, the priority location for the development of water play facilities is Wedderburn in the vicinity of the public outdoor swimming pool (subject to feasibility) as a priority given the lack of quality play opportunities and the lack of water in the town.

12.2.3 Modular pump track

Modular pump tracks are becoming increasingly popular, often as an alternative to a traditional skate park. They are suitable for people of all ages and abilities on mountain bikes, scooters and skate boards. They work by people using pressure to generate propulsion on the high grip surface, i.e. a pumping movement rather than a pedalling or skating movement. The track is made up of engineered modules that can be configured in a variety of different ways and they are installed either above ground or into the terrain. They can be easily upgraded or changed. Modular pump tracks come as pre-cast concrete or as a plywood composite. The plywood composite track can be transported to events. Pump tracks have been installed in Horsham, Nagambie and Apollo Bay. Supplier: Parkitect.



12.2.4 Outdoor table tennis

Numerous parks and open spaces have incorporated permanent outdoor table tennis tables into their design to create another informal physical activity opportunity for park users. Generally there is a permanent 'net' on the table and people can either bring their own bats and balls along or they can be hired or borrowed from a nearby shop. Supplier: Imaginationplay.



12.2.5 Technology

Technology can be used in a park to enhance the user’s experience, e.g. interactive play structures and can also be used to enhance the management and maintenance of parks and open spaces, e.g. moisture detecting devices for ovals and lawns.

There are various websites and apps that promote and encourage physical activity, e.g. Strava - a social fitness network that is used to track cycling, running, and swimming activities; and the Heart Foundation’s Walking app which tracks a person’s minutes of activity and daily steps and compares the results with others in the community. It is important that Loddon Shire promote its public open spaces and the physical activity opportunities that are available in these on relevant apps and websites (including its own).

The term ‘smart parks’ is growing in momentum and is used to describe a park that utilises technology to enhance the visitor’s experience, improve the performance of a park and reduces the long-term operating costs of a park.

Interactive play structures – can be used by people of all abilities. They can take the place of traditional play structures, or be used in addition to existing structures. Interactive play structures are designed to create fun, educate people (e.g. they can be programmed with maths questions), and promote physical activity. Users can receive automatic updates of new games.



Supplier: Yalp Interactive (Netherlands)

Dance arch – these spaces create opportunities for people of all abilities to dance and listen to music. There is software available that provides audio feedback. Games have also been incorporated into the software that are designed for children with autism or other disorders.



Supplier: Yalp Interactive (Netherlands)

Sutu ball wall – is an interactive soccer game that is connected to a Smartphone application. Young people can compete with other young people by tracking their scores on an app associated with the game. They receive a notification when their friends get a higher score.



Supplier: Yalp Interactive (Netherlands)

Energy-generating exercise equipment – such as an exercise bike, creates friction (and heat), while it is being used. This heat is then converted to electrical energy via a generator. This electricity can be used to charge up mobile phones, provide lighting or returned to the grid. An hour of cycling produces enough energy (50 to 150 watts) to power a TV for approximately one hour.

Supplier: Playpoint Asia



Daylight fluorescent aggregate – daylight fluorescent aggregate (small pebbles) used on walking/cycling paths and roads, when mixed with epoxy resin can create glow in the dark paths. Following approximately 10 minutes of exposure to natural light, the aggregate can glow for up to 12 hours.

Supplier: Strabag (Poland)



Smart benches – are bench seats that incorporate solar powered USB charging points for electronic devices and / or Wi-Fi hot spots.

Supplier: Soofa (USA)



Smart water fountains – include solar panels to chill water, filters to remove contaminants, sensors to monitor water quality and audio to engage visitors (some provide compliments or tell jokes).

Supplier: Meet PAT – Products and Things (Australia)



Piezoelectric energy harvesting tiles – every footstep generates five watts of power, which can fully charge a mobile phone within an hour. These tiles can also power park or sports ground lighting when supplemented with solar energy.

Supplier: Pavegen (UK)



All photos sourced from UCLA Luskin School of Public Affairs - Luskin Center for Innovation Smart Parks: A Toolkit: <http://innovation.luskin.ucla.edu/sites/default/files/ParksWeb020218.pdf>

There are numerous other forms of technology such as LED lighting, fibre optic lighting, solar lighting digital signs, etc. Some of the challenges of incorporating technology into parks and open spaces are:

- Cost to install the technology
- Staff skills to utilise and oversee the technology
- Technology installed quickly becomes obsolete
- Some people afraid of using technology.

There is potential to seek State Government funding to establish a smart park at as suitable location in Loddon Shire.

12.2.6 Programming

Numerous Local Government Authorities around Australia are implementing free or low cost programs in their parks to activate these sites, particularly over the warmer months. This has been occurring in United States parks for many years.

The City of Gold Coast produces an annual 12 month lifestyle guide for its community. The guide lists activities that occur both outdoors and in indoor venues. In 2016, there were 150 weekly active and health sessions conducted, which attracted 120,000 attendances. Low cost or free activities held in parks, at beaches or on the river include tai chi, yoga, pilates, barre, paddleboard, group fitness classes, boxing, stroller groups, mums and bubs fitness classes, walking groups, trail chix, etc. Sports sign on days are also held.

Darebin Shire Council conducted a program in 2017 called Get Active in Darebin. This program featured a variety of free or low-cost activities such as yoga, walking groups, Qi Gong, pilates, hooperise, tai chi, zumba, spin classes and family discos to encourage local residents to get more active. As part of this program they held come and try days so that local people could learn how to use the recently installed outdoor fitness equipment and also promoted modified sports such as Cardio Tennis and Rock Up Netball.

Figure 1: City of Darebin's Get Active in Darebin program

SUMMER MONDAY 6 FEBRUARY UNTIL SUNDAY 26 MARCH 2017

ACTIVITY	LOCATION	SUBURB	STARTS	FINISHES	TIME
MONDAY					
ROCK UP NETBALL	DAREBIN COMMUNITY SPORTS STADIUM	RESERVOIR	6 FEBRUARY	20 MARCH	9.30 - 10.30AM
SOCIAL SPIN	EDWARDES LAKE PARK	RESERVOIR	6 FEBRUARY	20 MARCH	6.45 - 7.30PM
TAI CHI IN THE PARK	AG DAVIS PARK	PRESTON	6 FEBRUARY	20 MARCH	9.30 - 10.30AM
TUESDAY					
GET INTO CARDIO TENNIS	JS GREY RESERVE	PRESTON	7 FEBRUARY	21 MARCH	9.30 - 10.15AM
HOOPERISE	PENDERS PARK	THORNBURY	7 FEBRUARY	21 MARCH	9.30 - 10.30AM
NORTHLAND WALKING GROUP	NORTHLAND SHOPPING CENTRE	PRESTON	7 FEBRUARY	21 MARCH	9.30 - 10.30AM
PARENTS AND KIDS DISCO	PRESTON CITY OVAL	PRESTON	7 FEBRUARY	21 MARCH	10 - 11AM
WOMEN'S ZUMBA	PRESTON CITY HALL	PRESTON	14 FEBRUARY	21 MARCH	6 - 7PM
WEDNESDAY					
HEART FOUNDATION WALKING GROUP	NORTHCOTE AQUATIC AND RECREATION CENTRE	NORTHCOTE	8 FEBRUARY	22 MARCH	9.30 - 10.30AM
PILATES IN THE PARK	GE ROBINSON PARK	RESERVOIR	8 FEBRUARY	22 MARCH	9.30 - 10.30AM
THURSDAY					
QI GONG IN THE PARK	RAY BRAMHAM GARDENS	PRESTON	9 FEBRUARY	23 MARCH	9.30 - 10.30AM
YOGA IN THE PARK	DAREBIN PARKLANDS	ALPHINGTON	9 FEBRUARY	23 MARCH	9.30 - 10.30AM
FRIDAY					
FITNESS IN THE PARK	ALL NATIONS PARK	NORTHCOTE	10 FEBRUARY	24 MARCH	9.30 - 10.30AM
OUTDOOR EXERCISE EQUIPMENT 'COME AND TRY'	TW ANDREWS RESERVE	RESERVOIR	10 FEBRUARY	NA	10 - 11AM
OUTDOOR EXERCISE EQUIPMENT 'COME AND TRY'	BUNDOORA PARK	BUNDOORA	17 FEBRUARY	NA	10 - 11AM
YOGA IN THE PARK	HP ZWAR RESERVE	PRESTON	10 FEBRUARY	24 MARCH	9.30 - 10.30AM
SUNDAY					
GET INTO CARDIO TENNIS	JS GREY RESERVE	PRESTON	12 FEBRUARY	26 MARCH	10 - 10.45AM

CITY OF DAREBIN

274 Gower Street, Preston
 PO Box 91, Preston, Vic 3072
 T 8470 8888 F 8470 8877
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 darebin.vic.gov.au

 **National Relay Service**

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13 ACTION PLAN

13.1 Shire-wide considerations

General 'big picture' Shire-wide considerations to encourage activation of public open spaces are:

Consideration	Action
Parks	<p>Review Councils Park Asset Management Plan 2010 to update policy around hierarchy, standards and service levels.</p> <p>Undertake a gradual plan to renew and upgrade parks and reserves throughout the Shire, focusing on planting more shade trees in strategic locations, improved landscaping (using drought tolerant plantings and infrastructure such as rocks and logs), installing drinking fountains, installing more seats with arm and back rests, providing picnic tables, providing BBQs, improving accessibility for people of all abilities, installing paths and installing lighting where appropriate, etc.</p> <p>Appropriate planning should be undertaken prior to any renewals or upgrades to ensure that the proposed works complement what already exists and will meet community needs into the future. For major sites, a master plan is recommended.</p>
Play Spaces	<p>Renew playgrounds when they reach the end of their useful life, taking into consideration diversity of play opportunities, quality of play, etc.</p> <p>Provide a greater focus on nature-based play and work towards including access for all abilities, particularly in the larger play spaces.</p> <p>Remove under-utilised play spaces that do not provide play value.</p> <p>Encourage each major recreation reserve to maintain and further develop suitable play opportunities for families.</p> <p>Explore opportunities to develop a Memorandum of Understanding with local schools to provide access to school play equipment after hours.</p> <p>Playgrounds will be included as part of the review of Councils Park Asset Management Plan and will include information about updating policy around hierarchy, standards and service levels.</p>
Walking / Cycling tracks	<p>Develop future footpath infrastructure to be consistent with "Loddon Shire Footpath Asset Management Plan".</p> <p>Continue to develop quality walking / cycling tracks throughout the Shire, with suitable supporting infrastructure, e.g. seats, shade, drinking water and signage (subject to feasibility and full costings / whole of life costings being established). Connect any new tracks to the existing walking / cycling network wherever possible.</p> <p>Consider partnering with golf clubs to develop walking / cycling tracks on golf courses.</p>
Waterways	<p>Develop key water ways as passive recreation facilities for local residents and visitors, including infrastructure such as seating, picnic tables, BBQs where relevant, shade, planting of grass, fishing platforms, swimming pontoons, kayak entrance / exit points, play opportunities, etc. There is a real opportunity to turn these spaces into quality family recreation facilities that attract not only locals but also visitors.</p>

Consideration	Action
Swimming pools	Extend the swimming pool season wherever possible through use of solar heating and implementation of a Volunteer lifeguard program. Provide a range of activities at each pool throughout summer, e.g. community BBQs, water aerobics, swimming lessons, pool parties and dive in movies to encourage physical activity participation. Share inflatable equipment between the pools. Install drinking fountains. These actions have been picked up in swimming pool development plans. Maintain and further develop early morning swimming sessions and other related activities i.e. aquarobics at all swimming pools.
Signage	Install suitable signage (trail heads, directional signage, place signage, kilojoule consumption signage, etc.) so that local residents and visitors are aware of facilities available, their location and the benefits of physical activity. Provide interpretive signage where appropriate to enhance the experience.
Maintenance and management	Develop an adequate maintenance schedule and budget to keep infrastructure in a safe and usable state. Consideration for additional staff in Townscape Services to adequately maintain existing open spaces, parks and gardens as well as new additional items added into these areas.
Affordability	Ensure that facilities, events and programs remain affordable for local residents to maximise participation.
Programming	Work in partnership with a range of organisations including the health sector, the environmental sector, schools, community organisations such as neighbourhood houses, churches and the private sector to deliver a range of physical activity programs in parks and open spaces in Loddon Shire. Activities could include yoga, tai chi, walking groups, circus skills, bocce, community cricket games, old fashioned games, running groups, cycling groups, swimming groups, water aerobics, canoeing, stand up paddle boarding, etc. If funds permit, Loddon Shire could potentially train some local people to facilitate some of these programs (as per a key recommendation in the 2015 Recreation Strategy).

13.2 Town by town suggested initiatives from community consultation process.

BOORT
Implement the recommendations of the Little Lake Boort Draft Master Plan (2018).
Incorporate rubberised paths to play equipment in Nolen's Park and more informal play opportunities near Little Lake Boort as part of the Boort Foreshore Plan, e.g. half basketball court, a rock-climbing wall, outdoor table tennis tables, bocce pitch and a kayak launch pad.
Sell the Sunnyside Court block and use the funds to expand the play space at nearby Boort Park.
Renew Jubilee Park playground.

BRIDGEWATER

Continue to implement the Bridgewater Foreshore Development Plan (stages 1 and 2), which includes a nature-based play space, shade, seats, signage, art work, pier / jetty, landscaping, lighting and interpretation (black smith area).

Prepare an upgrade plan in partnership with the local community for Sloan Park to install paths, landscaping, shade trees, a barrier, some form of public art and more exciting play equipment. Ensure that play opportunities available at this site are different to what is available at the Recreation Reserve and along the Foreshore.

Install additional seating at Bridgewater Swimming Hole and more shade trees/structures.

Install signage on Bullabull track.

CALIVIL

Support the Recreation Reserve COM to upgrade the social aspect of the Recreation Reserve to include a BBQ area, shelter, picnic tables, drinking fountain and landscaping. At the same time develop a pedestrian safe area.

Support the Recreation Reserve COM to develop a walking track around Calivil Recreation Reserve utilising the old golf course.

DINGEE

Construct access paths at Progress Park and renew existing play equipment when it reaches the end of its lifespan.

DURHAM OX

Construct environmentally sustainable toilets at Durham Ox for use by canoeists.

EDDINGTON

Construct some access paths in the park next to Eddington Community Centre.

INGLEWOOD

Develop a BBQ area with shelter and picnic tables at Inglewood Recreation Reserve.

Consider providing active play opportunities for teenagers at J Sloan Park playground, e.g. flying fox, climbing wall, full sized basketball court and upgrade traditional skate park to a modular pump track when it reaches the end of its life.

Plant more shade trees at J Sloan playground.

Develop a safe pedestrian area at Inglewood Recreation Reserve in the vicinity of the J Sloan playground and the oval.

Liaise with Inglewood Golf Club to develop a walking track around the golf course.

Liaise with the Heart Foundation to establish a walking group in Inglewood, utilising the golf course.

Upgrade Inglewood Botanic Gardens and Inglewood Reservoir, primarily through a track upgrade, more seats, renewal of infrastructure and better maintenance.

KINGOWER

Advocate for Parks Victoria to upgrade seats, toilets, picnic / BBQ facilities at Melville Caves.

Support development of Captain Melville's Trail.

KORONG VALE

Consider upgrading Borella Park to include shelter over the BBQ area, upgraded seats and new play equipment (when the existing equipment reaches the end of its useful life).

LAANECOORIE

Develop a plan to upgrade Brownbill Reserve at Laanecoorie Weir near the caravan park on the edge of the waterway for passive recreational purposes, e.g. BBQS under shelter, sandy beach area, upgrade and extend boat ramp, develop a canoe platform, etc.

MITIAMO

Advocate for Parks Victoria to undertake more regular grading of the tracks at Terrick Terrick National Park.

Upgrade Phelan Park when equipment is at the end of its lifecycle by renewing equipment, installing some form of barrier against the Mitiamo- Echuca Road boundary and planting more shade trees and trees to act as a wind break.

NEWBRIDGE

Install BBQs and shelters at Progress Park if feasible and if it aligns with community planning priorities.

PYRAMID HILL

Redevelop Lions Park in Kelly St to develop a passive recreational space.

Install a drinking fountain and more comfortable seats at Kelly Park.

Improve toilets at Pyramid Hill.

Improve signage and maintenance of Pyramid Hill Walking.

Redevelop the playground next to the swimming pool and tennis courts and install a barrier to prevent children from running on to the road.

SERPENTINE

Upgrade track condition and wayfinding on the Pon Pon Trail in Serpentine.

TARNAGULLA

Renew street furniture in Heraud's Place and improve landscaping.

Add additional play equipment at Soldier's Memorial Park.

WEDDERBURN
Upgrade play equipment at Soldiers Memorial Park (consider installation of a learn to ride bicycle track) and include a screen to act as a wind break. This could become a smart park by installing technologically advanced items such as exercise bikes that charge mobile phones and a demonstration environmental park (i.e. use of solar lighting and water saving measures).
Develop informal activities for young people, e.g. climbing wall, multi-use games areas, skate park or modular pump park, socialisation space, etc. at Soldier's Memorial Park.
Install drinking fountains in public places in Wedderburn, e.g. Soldier's Memorial Park and Nardoo Creek Trail.
Install additional seating and trees along Nardoo Creek Trail.
Consider developing an off-leash dog area in Wedderburn.
Prepare a development plan for Skinners Flat Reservoir, particularly focusing on items such as walking track to the site, BBQ, picnic tables, shelter and possibly a toilet.
Consider installation of some water play features at or near the Wedderburn Swimming Pool.
Advocate to Parks Victoria to grade tracks in state and national parks and provide additional facilities such as BBQs and seats.

The Appendix contains detailed information about each town, including demographics, a list of all public open spaces, relationship to existing plans, community feedback, observations from the audit and proposed town by town recommendations.

14 COSTING AND FUNDING OF ACTIONS

None of the projects in this strategy have been costed. It is recommended that all infrastructure works and programming activities be costed at the development stage. This will provide clarity associated with construction, implementation, ongoing maintenance and whole of life costs.

APPENDIX

15 LITERATURE REVIEW

Thirty-five strategies and articles were reviewed in order to understand the context in which open spaces are planned, developed and managed and in which physical activity occurs. These documents included:

- Council Plan 2017-2021
- Loddon Shire Municipal Public Health and Wellbeing Plan 2017 – 2021
- Loddon Shire Building Asset Management Plan 2009
- Loddon Shire Disability Access and Inclusion Plan 2018 – 2021
- Loddon Shire Recreation Strategy 2015-20
- Loddon Shire Climate Proofing Loddon's Sports and Recreation Facilities Strategy 2011
- Loddon Shire Cycling and Walking Strategy 2009
- Footpath Asset Management Plan August 2009
- Loddon Mallee Regionally Significant Trails Strategy (2009)
- Loddon Shire Swimming Pool Development Plan 2014-2018
- Parks Asset Management Plan March 2010
- Loddon Shire Nature Tourism Plan 2011
- Jacka Park Master Plan (Soldiers Memorial Park) Need brief commentary table below
- Loddon Shire Major Recreation Reserve Master Plans
- Loddon Shire New Master Plan Projects document
- Little Lake Boort Master Plan 2018-2028 (Draft)
- Wedderburn Community Plan 2015-2025
- Active Victoria. A strategic framework for sport and recreation in Victoria 2017 - 2021
- Heart Foundation. Healthy Active By Design. Public Open Space (website)
- Parkland WA. Vibrant activation! An introduction to space activation and placemaking website
- World Health Organisation (2017) Global action plan on physical activity 2018-2030. More active people for a healthier world
- World Health Organisation (2016) Urban green spaces and health – a review of evidence (2016)
- Parks and Leisure Australia (2013) Open Space Planning and Design Guide
- Australian Institute of Health and Welfare (2018) Physical activity across the life stages
- Samitz G, Egger M, Zwahlen M. (2011) Domains of physical activity and all-cause mortality: systematic review and dose-response meta-analysis of cohort studies
- Eoin Blackwell (2017) Physical Inactivity is Costing Australia Nearly \$1 Billion a Year
- Khan KM, Thompson AM, Blair SN, et al. Sport and exercise as contributors to the health Australian Institute of Health and Welfare (2017) Impact of physical inactivity as a risk factor for chronic conditions: Australian Burden of Disease
- Australian Sports Commission (2016) AusPlay Participation data for the sports sector – summary of key national findings – October 2015 to September 2016 data
- Sport and Recreation Victoria (2018) Guidelines for planning, installing and activating outdoor fitness equipment
- Leonie Neville and Ashleigh Scott (2013) The impact of outdoor gyms on park use and physical activity
- Leonie Cranney et al (2016) Impact of an outdoor gym on park users' physical activity: A natural experiment
- Ashleigh Scott et al (2014) Design and promotion of an outdoor gym for older adults: a collaborative project
- Hsueh-wen Chow et al (2017) Who is using outdoor fitness equipment and how? The case of Xihu Park

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- Geoff Bates et al (2013) Evaluating the provision of outdoor gym equipment: Uptake and impact in Sefton, Merseyside

Document title	Relevance to strategy
Loddon Shire Council Plan 2017-21	<p>Council's vision is for "a prosperous, vibrant and engaged community"</p> <p>Relevant projects identified in the Council Plan include:</p> <ul style="list-style-type: none"> • implement the Donaldson Park Master Plan • implement streetscape improvements in key townships • provide opportunities for the community to develop community gardens • develop a plan for rationalisation of unnecessary assets with a direction towards future use of multi-purpose facilities • pursue advocacy opportunities for water security initiatives which support lifestyle needs and recreation choices as they arise.
Municipal Public Health and Wellbeing Plan 2017 – 2021	<p>Council's Municipal Public Health and Wellbeing Plan provides a strategic framework for Council and other agencies with an aim to improve the health and wellbeing of the community.</p> <p>The four key priorities identified in this plan are:</p> <ol style="list-style-type: none"> 1. Good physical health 2. Good mental health 3. Protect and promote health 4. Feel safe and secure <p>Some of the measurements of relevance to be undertaken as part of this plan include:</p> <ul style="list-style-type: none"> • increased proportion of adults/ adolescents 10-17 years/ children 5-12 years, who are sufficiently physically active • increased proportion of people participating in organised sport.
Park Asset Management Plan 2010	<p>This plan focuses on capital investment in park assets in Council owned and controlled parks with playgrounds or major parks structures as well as other park areas comprising of only lawn, irrigation systems or gardens with no substantial structures, lawn or gardens in streets, lawn and gardens at other Council facilities, open space areas and road reserves.</p> <p>Some key recommendations from this plan:</p> <ul style="list-style-type: none"> • develop a policy in relation to the provision of shade in council's playgrounds and passive parks in recognition of risk management issues and climate change concerns. • develop a policy and hierarchy in relation to playgrounds and passive parks.

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Document title

Relevance to strategy



- review the use of all playgrounds with a view to rationalise small under-utilised playgrounds with single items or minimal equipment.
- ensure all renewal and future new works are designed for a range of age groups and suitable for all abilities.
- develop guidelines for Community Plans setting out a balance between new and renewal projects.
- progressively develop and expand this plan by including other parks assets as they are quantified, valued and assessed. These assets include irrigation systems, recreational lakes and dam's infrastructure and lighting.

The following aspects will be measured to determine the effectiveness of the plan:

- playground and parks maintenance and condition surveys will continue to be carried out on a regular basis.
- the progressive reduction in the funding gap will be a measure of the success of the Plan
- community satisfaction with parks and playground conditions will improve.

The specific purpose of the Asset Management Plan is to:

- demonstrate responsible stewardship by the Council
- define how the infrastructure is and will be managed to achieve the organisation's objectives
- provide the basis for customer consultation to determine the appropriate levels of service
- manage risk of asset failure
- achieve savings by optimising whole of life costs
- support long term planning.

Council's support for bids for external funding is subject to an adopted Recreation Reserve Master Plan to support the application. This is an absolute requirement before bids for external funding will be supported by Council. Council's Recreation Department plans to actively encourage and assist Recreation Reserve Committees of Management to produce or update Master Plans.

Other considerations include:

- a project proposal is supported by documented substantiated need
- projects which create multi-use facility have high priority (i.e. consolidates existing buildings or functions)
- renewal projects have high priority
- advice from grant provider as to likelihood of project being funded

Document title	Relevance to strategy
<p data-bbox="342 874 600 927">Footpath Asset Management Plan 2009</p> <p data-bbox="331 1273 495 1294">Page 49 of 127</p>	<ul style="list-style-type: none"> • compliance with grant conditions and funding guidelines • availability of community funding • project readiness to commence. <p>As part of the Operations and Management Plan, it was determined that with regard to recreation buildings Council provides the same level of support for all types of sporting facility whether or not located on Council controlled land. However under this plan Council's investment in operations and maintenance in recreation buildings is limited to:</p> <ul style="list-style-type: none"> • annual allocations as per "Public Hall and Reserve Allocation Policy" • allocation of Community Grants as per Community Grants policy" • Committees of management are required to fund operations and maintenance expenditure from their own resources. <p>As part of the renewal or replacement plan, it was determined that with regard to recreation buildings:</p> <ul style="list-style-type: none"> • Council's investment in renewal or replacement works at recreation buildings is limited as detailed in 2.11.4 Level of Service provided for recreation buildings under this plan • renewal or replacement works at indoor stadiums, located at district colleges, will be assessed on a case by case basis at the time of project development. <p>This Asset Management plan documents Council's asset management processes to guide the planning, acquisition, operation, maintenance, renewal and disposal of assets with an objective to maximise service delivery potential and manage related risks and costs over entire asset lives.</p> <p>Key recommendations include:</p> <ul style="list-style-type: none"> • incorporate asset renewal funding into the Strategic Resource Plan • Investigate and implement systems to facilitate integration of Asset Registers and GIS. • develop asset rationalisation policy • develop a formal system for controlling and monitoring construction of vehicle crossings. • develop an asset protection process that incorporates an inspection prior to development works commencing that involves access across an existing footpath. This could include the issuing of a permit and the taking of a bond • review the existing footpath network to determine if footpaths exist that provide no useful purpose with a view to removing them from the footpath register • this will assist in reducing council's future liability and the renewal gap

Document title

Relevance to strategy

Disability Access and Inclusion Plan 2018 – 2021

- review footpath renewal cost estimates that have been used to calculate the funding gap. New footpath construction costs have been used. These may well be higher due to preparation and earthworks costs
- develop a policy and hierarchy in relation to recreational paths
- develop guidelines for Community Plans setting out a balance between new and renewal projects.

The Disability Access and Inclusion Plan has been developed to help identify how Loddon Shire Council can contribute to better access and inclusion for local residents.

The six focus areas of the plan are:

1. Accessible services, programs and events
2. Accessible Council buildings and infrastructure
3. Equal employment opportunities
4. Accessible communication and engagement
5. Inclusive community participation
6. Respectful and safe communities.

Some of the key commitments by Council include:

- We will support events in the Loddon Shire to be accessible and welcoming to people with a disability.
- We will work with our community to understand what physical barriers are experienced by people with a disability in our built and natural environments.
- We will ensure new developments and infrastructure are built to the principles of universal design, planning beyond the Access Standards to meet community needs.
- We will work to increase the accessibility of our built and natural environments to reduce the physical barriers experienced by people with a disability.
- We will support our residents to maintain their independence to get about town.
- We will support private businesses and people working in the building sector to understand the importance of and improve their accessibility.
- We will continue to improve our communication and information approaches to ensure that people with a disability can access information and know what is happening in their community.

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Document title

Relevance to strategy



Recreation Strategy
2015-20

- We will ensure our community engagement approaches are accessible and inclusive of people with a disability and ensure all Loddon Shire residents have the opportunity to have their say.
- We will continue to improve access to and from activities, services and events for people with a disability in the Loddon Shire community and reduce isolation.
- We will lead and work with others to increase opportunities for people with a disability, their families and carers to connect and feel supported in the Loddon Shire community.

The aim of the Loddon Shire Recreation Strategy 2015-2020 is to develop a framework to guide Council and its partners to ensure that their investment in sport and recreation facilities, services and programs will achieve the most effective outcomes possible for the community. At its very core is the desire to get more people more active, so that health and wellbeing of the community will improve; so that existing facilities meet the needs of the community and their use is maximised; and so that local clubs and organisations are assisted to be as sustainable as they can be.

The vision contained within this strategy is:

Loddon Shire is an active, healthy and inclusive community supported by strong community clubs and a diversity of programs and accessible facilities.

The 10 planning principles are:

1. Designed to meet demonstrated community need
2. Of benefit to the community
3. Accessible for people of all abilities
4. Inclusive and welcoming
5. Sustainable
6. Multi-purpose design
7. Able to offer a diversity of opportunities
8. Cost effective
9. Designed to enhance and protect natural environment and cultural and heritage values
10. Designed to reflect the unique nature of Loddon Shire

The following recommendations, of relevance to activating open space, are included in the strategy:

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- developing social sport and recreation activities - encourage local sports clubs to work in partnership with external providers and State Sporting Associations to develop and implement social sport and recreation activities or modified sports for community members
- programming and events - develop a range of shire-wide physical activity programs and events such as Come and Try Days, summer in the parks (which may include live music and movies), family BBQs at swimming pools, guided walks in forests / parks, etc which are inclusive of all residents
- program leadership training - develop a program to train local residents to run various physical activities such as yoga, gentle exercise classes, water aerobics, swimming lessons, kinder gym, gymnastics, circus skills, personal training, walking groups, dance classes, cycling groups, canoeing classes, cardio tennis, etc so that they can deliver these programs locally for an agreed period of time
- facility upgrades - continue to progressively upgrade sport and recreation facilities in line with Council's strategic planning priorities
- attracting events - prepare a prospectus outlining opportunities available for a range of sporting events in the municipality (e.g. on road and off road cycling, orienteering, triathlons, water skiing, canoeing, hockey, football, netball, tennis, bowls, cricket, etc) and actively distribute this prospectus to event organisers, clubs / organisations and State Sporting organisations.

The aim of this Strategy is to identify work that will assist to 'climate proof' as many sporting facilities in Loddon Shire as possible and at the same time help communities to retain their invaluable sport and recreation assets. The report notes that climate change has had a significant impact on the ability of sport and recreation clubs to access water to maintain sports grounds to a satisfactory standard. Rainfall levels have decreased, temperatures have increased and access to potable or irrigation water through water authorities has decreased.

This strategy has identified a number of works to:

- reduce water use
- increase the security of supply of water
- reduce leakage of storage systems at sport and recreation facilities in Loddon Shire.

Typically these works include:

- installation of hard courts and removal of grass courts
- resurfacing grass playing fields
- upgrading irrigation systems

Document title

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- water harvesting projects, e.g. installation of water tanks
- installation of water saving devices.

Loddon Shire Council received \$900,000 worth of external grants, and with local contributions had an amount of \$1.7m available to redevelop facilities.

The purpose of the Tracks and Trails Strategy was to help identify and review existing tracks and trails located within Loddon Shire; and to identify a clear direction for the Shire from 2008-2013 in terms of tracks and trails provision, future development, management, maintenance and marketing.

An audit was undertaken as part of the Strategy, which identified a number of gaps and opportunities in the tracks and trails in the Shire.

The gaps identified included:

- poor signage
- inconsistency of track names
- access issues
- confusion on correct routes
- varying levels and standards of maintenance
- limited connections and linkages
- overall lack of trails

Opportunities identified include:

- improved marketing
- understanding and appreciation of the natural environment
- increased physical activity
- development of events that could be run on the trails
- development of a local management committee

The following recommendations were made:

Document title

Relevance to strategy



- improve links between trails
- improve connectivity of existing trails
- improve trail design (through the development of specific guidelines)
- instigate a "Stop and Walk" program (aimed at encouraging motorists to stop and walk in towns)
- identify potential events to encourage usage of tracks and trails
- ensure interpretation opportunities are made available
- improve marketing and promotion of tracks and trails
- improve the coordination, management and planning of trails
- provide appropriate maintenance schedules

The purpose of the Loddon Mallee Regionally Significant Trails Strategic Plan is to provide a clear framework to guide the Loddon Mallee Regional Manager's Forum; the Loddon Mallee Trails Network; individual Local Government Authorities; Department of Sustainability and Environment; Parks Victoria; and individual trail management groups in relation to the development of regional cycling, walking, mountain biking, horse riding and canoeing / kayaking trails throughout the Loddon Mallee region of Victoria.

Of particular relevance is Captain Melville's Trail (Bridgewater-on- Loddon, Inglewood, Kingower, and Melville Caves). This regionally significant trail will bring in economic benefits from other trail users and provide an additional recreation facility for local residents. Community strengthening is possible through formation of management committees and working bees.

Some opportunities associated with the trail are:

- linking trail related activities to annual local events (such as food and wine festivals) will improve awareness and use of the trail
- the development of packages and some innovative marketing and interpretation (i.e. indigenous and bushranger history) and the naming of the trail to reflect its bushranger past may assist in attracting potential trail users from other parts of the state, and potentially internationally
- there is an opportunity to develop canoe trails, rock climbing and horse riding which would further enhance the reputation of the trail.

The major challenges are accessing public transport and distance to metropolitan areas. It also does not link with other major trails.

Document title

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Loddon Shire Swimming Pool Development Plan 2014-2018 [note that a new swimming pool improvement plan is now in place]

The purpose of this plan is to identify required capital works and routine maintenance costs required to maintain an adequate level of safety and amenity for each of Council's five public swimming pools over a four-year period 2014-2018.

Recommendations include:

- installation of solar panels
- shade structures
- water play features (at three pools)
- perimeter fencing (over the next four years)
- pool painting (on a three year cycle)
- cyclic maintenance.

Little Lake Boort Master Plan 2018-2028 (Draft)

The vision for Little Lake Boort will be:

- a place that nurtures our flora and fauna, and celebrates our natural and indigenous heritage
- an expression of who we are as a community
- a place of creativity, celebration, energy, and fun
- a place to meet and greet, play, relax, and restore the soul
- a place that tells a story and can take us on a journey
- a place where we love to be, and that brings us together.

The six principles identified in the plan are:

1. Proposed built and landscape development must be financially and environmentally sustainable.
2. The type of infrastructure and vegetation will be determined by the environmental and recreation themes of each zone, and the overall topographic and climatic condition of the region.
3. Built infrastructure will be in a modern and consistent theme and appropriate to the environment and primary use of the zone; and comply with all relevant legislation.
4. Signage will be important in activating the lake environs and interpreting the natural and cultural values and history of the lake.
5. Spaces will be designed so as to encourage community use of the lake and foreshore environment for different activities and by different ages and abilities.
6. Management protocols and processes are necessary to ensure the parklands are managed in line with relevant government and industry OHS, risk management, asset management etc. guidelines, legislation, and/or policies.

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Active Victoria. A strategic framework for sport and recreation in Victoria 2017 - 2021

The Master Plan recommends the construction of all or some of the following, subject to a feasibility study: water splash park, a skate park and an outdoor fitness centre between the swimming pool and the croquet club.

Active Victoria is a strategic framework for sport and recreation in Victoria. The Victorian Government's vision is: "an increased proportion of Victorians participate in sport and active recreation."

Its strategic directions of relevance are:

- meeting demand – focusing on flexible and innovative participation options and increasing the capacity of infrastructure
- broader and more inclusive participation – focusing on affordability and increasing participation for females, Aboriginals, people with a disability, LGBTI people and disengaged youth
- additional focus on active recreation – focusing on supporting non-organised and unstructured physical activity, investing in infrastructure that enables active recreation and creating a model that supports the structure and needs of active recreation.
- build system resilience and capacity – focus on supporting volunteers, developing a strong evidence base and encouraging good governance and diverse leadership
- work together for shared outcomes

The framework defines active recreation as : "leisure time physical activity undertaken outside of structured, competitive sport".

Loddon Shire Nature Tourism Plan 2011

The objective of this plan is to:

- to promote existing nature tourism venues in the Shire
- to identify areas in Loddon Shire that demonstrates potential for nature tourism
- to assist in the improvement, where practical, of existing facilities
- to identify potential new/expanded business opportunities in nature tourism.

The relevant objectives and actions from this plan include:

- to promote existing nature tourism venues in the Shire. Action: to produce brochures for individual activities, a nature activities map, annual nature-based events

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- to identify areas in Loddon Shire that demonstrates potential for nature tourism. Action: select 5 top priority areas to focus attention
- to assist in the improvement of existing facilities where practical.

Action:

- to identify sites for potential improvement; undertake a tracks and trails audit
- to identify potential new/expanded business opportunities in nature tourism.

Recreation Reserve Master Plans have been prepared for the nine major recreation reserves in Loddon Shire to guide future development and to identify priorities. Key recommendations from each of these master plans follow.

Note that:

- High Priority recommendations are those proposed to take place in 1-3 years
- High to Medium Priority Recommendations between 4-6 years
- Medium Priority Recommendations between 7-9 years
- Low Priority Recommendations over 10+ years.

Boort Park

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods, implement formal water use monitoring and annual reporting process
- construct basic facility with shelter and storage space for hockey club, install lights
- install a more hard-wearing grass on the sports oval that remains green over winter.

High to medium recommendations include:

- install more lights for football club training purposes.

Medium priority recommendations include:

- upgrade toilets, showers and taps to water efficient fixtures
- extend social rooms to cater for club functions
- construct a small shed on site to be utilised as a gymnasium

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- develop a female umpire change room
- upgrade kitchen to better cater for club functions
- upgrade public toilets.

Low priority recommendation:

- install rainwater tanks.

Bridgewater Recreation Reserve

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods, implement an ongoing water use monitoring and reporting program
- resurface and re-grade the oval and plant with warm season grasses
- irrigation specialist to assess the current system and provide recommendations to either upgrade or replace the system
- implement the recommendations provided by the irrigation specialist
- proceed with the development of a groundwater source at the Recreation Reserve
- construct concrete pathways and paving around the Sports Pavilion, construct verandah
- construct drainage near the pavilion to reduce pooling of water.

Medium priority recommendations include:

- install two additional floodlights around the sports ground
- replace mower
- provide shade and protective barriers around playground equipment
- install boundary fencing, particularly along the highway.

Low priority recommendation:

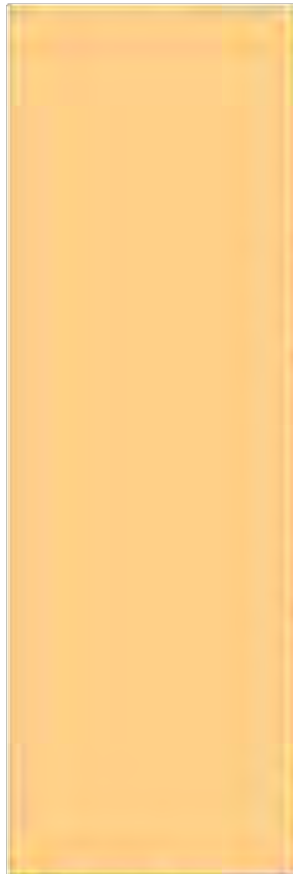
- assess the need to purchase and install a rainwater/storm water harvesting system which collects run-off from the netball / tennis courts as a back-up emergency water supply.

Calivil Recreation Reserve

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High priority recommendations include:

- implement a formal water use monitoring and annual reporting process
- investigate the sinking of a bore to provide an alternative source of water for the Recreation Reserve
- resurface courts and relocate light towers to meet Netball Victoria standards. Line-mark these two courts for tennis
- install a new irrigation system to reduce water use
- install lights for bowls to allow night time training and games.

High to Medium priority recommendations include:

- construct a BBQ to encourage visitors
- resurface cricket practice nets

Medium priority recommendations include:

- consider development of a campground at the Recreation Reserve
- install shade sails to provide a safer and more attractive play space
- re-vegetate and landscape around the entire recreation reserve to improve visual amenity of the site
- consider the development of a farmer's market and alternative expos at the Recreation Reserve to increase local revenue
- modify power supply to the football shed
- install safety signage around play area and additional directional signage to and around the reserve.

Low priority recommendations include:

- retain two grass courts in the short term and develop two new hard courts if demand dictates.
- install two extra light towers on the football oval
- construct a covered and paved area which links the pavilion to the change rooms
- explore the possibility of developing an Opportunity Shop in the tennis pavilion at the Reserve.

Inglewood Recreation Reserve

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods

Document title

Relevance to strategy



- calculate the yield of the Old Inglewood Reservoir and put in place a water allocation process
- develop and implement an ongoing program of works for the Old Town Reservoir.
- implement a formal water use monitoring and annual reporting process
- secure water for the ground by upgrading catch drains to allow the Inglewood Reservoir to fill so that water can then be transferred to the sports complex for irrigation purposes
- upgrade toilet facilities in Sports Centre
- install a new irrigation system to allow more efficient use of water and plant warm season grasses to provide a better playing surface
- install a range hood in the kitchen area to meet regulations
- install some speed humps with signage around the sports oval.

High to Medium priority recommendations include:

- upgrade Sports Centre to improve overall appearance and amenity
- develop change facilities for netballers and female umpires – as part of the tennis pavilion
- install heating and cooling in the pavilion. Cover louver windows.

Medium priority recommendations include:

- install more shelter, shade and seating around the Recreation Reserve
- upgrade the canteen and the bar
- upgrade lights for sports oval and netball courts
- upgrade football / cricket showers and toilets in change rooms.

Low priority recommendations include:

- upgrade public toilets
- develop a rebound wall to allow people to practice their tennis alone or in pairs.

Donaldson Park (Wedderburn)

High priority recommendations include:

- calculate the yield of the old town water supply system and put in place a water allocation process
- develop and implement an ongoing program of works for Skinners Flat Reserve and Caravan Park dam

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Relevance to strategy



- investigate potential for storm water harvesting from Nardoo Creek
- develop a water allocation agreement for key sports facilities during restriction periods
- develop a new pavillion on the current site of the spectator shed. The new pavilion is to be constructed in two stages.
- upgrade second netball court to meet Netball Victoria standards
- extend kitchen and construct administrative space in bowls pavilion. Ensure kitchen upgrade includes provision for low water use fixtures and appliances
- demolish the old tennis shed and develop an adventure / outdoor play space in this area; and also a more traditional play space near the netball courts
- plant with warm season grasses to reduce water use and costs
- replace two grass tennis courts with two synthetic (hard) tennis courts with lights to reduce water use and to provide for year round tennis
- upgrade existing hockey irrigation system.

Medium priority recommendations include:


- review use of harness racing in 2011 to determine future of pavilion and the track. Increase use of the pavilion, e.g. hockey change facility, cricket pavilion, community gym shared with Wedderburn P-12 College, etc. and install a DDA compliant toilet and ramp suitable for people with disabilities.

High to medium priority recommendations include:

- install signage that reflects Council's corporate style and provides information on opportunities at the Park
- improve landscaping throughout the park, to create a more attractive and welcoming environment
- seal main entrance from Chapel St to improve condition of internal roadway
- install two lights at the southern end of the hockey field.

Medium priority recommendations include:

- demolish existing sheds and build one new shed, able to provide some shelter, seating and storage for hockey equipment
- decommission Hospital Street toilet block once pavilion extension is complete
- render and smarten up existing public toilets near the bowls green.

Document title	Relevance to strategy
	<p>Low priority recommendation:</p> <ul style="list-style-type: none">• develop an electronic ground booking system. <p>Ongoing recommendations:</p> <ul style="list-style-type: none">• continue to explore opportunities for new activities / user groups• continue to plant trees along Nardoo Walking Track. <p>Mitchell Park (Pyramid Hill)</p> <p>High priority recommendations include:</p> <ul style="list-style-type: none">• develop a water allocation agreement for key sports facilities during restriction periods• implement a formal water use monitoring and annual reporting process• set up an agreement with Loddon Shire to access a set volume of water from the Loddon Shire's Pyramid Hill-Boort Irrigation water share• reseal both courts and extend run-off to meet Netball Victoria standards and to improve safety for netballers• replace existing irrigation system• upgrade fire service to ensure safety of patrons in the pavilion should a fire break out• install light near playground to improve visibility of children playing in the area• install signage to warn motorists to slow down. <p>High to medium priority recommendation:</p> <ul style="list-style-type: none">• provide access for people with disabilities to top floor of the pavilion. <p>Medium priority recommendations include:</p> <ul style="list-style-type: none">• collect rainwater from clubhouse and use for toilet flushing and other non-drinking building purposes• consider replacement of turf wickets with synthetic wickets to reduce water usage• need to install heating and cooling in the pavilion, a skylight and better acoustics• construct a verandah to the south end of the pavilion for netball spectators• improve aesthetics of the ground through ongoing planting and upkeep of more trees• seal internal road around oval and provide signage and speed humps.

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Document title

Relevance to strategy



Low priority recommendations include:

- replace training lighting around the sports oval to improve visibility during training sessions
- replace gate, fence and track to provide safe access for users of Mitchell Park
- replace original toilet block.

Mitiamo Recreation Reserve

High priority recommendations include:

- develop an agreement with the MRWS to access water from the proposed pipeline and install rainwater tank
- develop a water allocation agreement for key sports facilities during restriction periods
- decommission all 5 lawn tennis courts and construct 2 new shared netball / tennis courts (which meet Netball Victoria standards)
- relocate existing light poles and upgrade lighting of the courts
- Improve drainage around the court area so that water does not pool on the courts
- relocate entrance to pavilion further to the east to allow a car-free area around the netball / tennis and play area
- survey oval and improve drainage on southern side of ground
- revegetate Recreation Reserve.

High to medium priority recommendation:

- construct a basic club facility to provide shelter, a toilet, a shower and storage space next to the courts.

• Medium priority recommendations include:

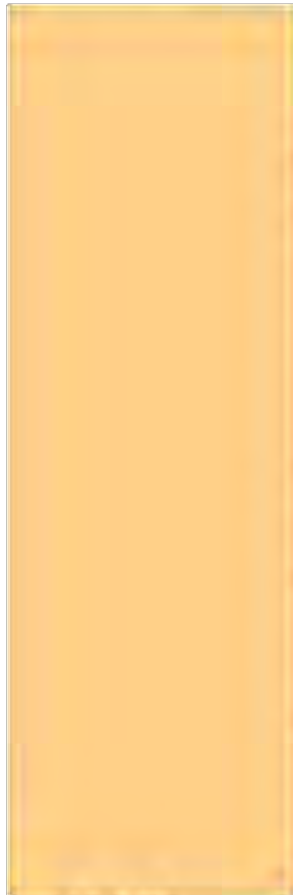
- implement a formal water use monitoring and annual reporting process
- install sturdy cafe plastic sheeting around the verandah to increase capacity of the pavilion to cater for events
- relocate the two water tanks and connect to the roof for toilet flushing.
- install water efficient fixtures.
- assess the need to supplement the water supply and implement a stormwater harvesting system.

Low priority recommendations include:

- extend pavilion by approximately 4 metres to increase capacity for events and functions and also to provide additional storage space [NOTE: This is unlikely to provide any significant benefits, hence not supported – cafe

Document title

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- plastic sheeting is a more cost effective solution]
- improve the existing irrigation system on the sports oval
- upgrade light towers around the sports ground to allow football games to be held at night [NOTE: Not consistent with the grading of the ground – not supported].

Newbridge Recreation Reserve

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods
- implement a formal water use monitoring and annual reporting process
- install an in-ground irrigation sprinkler system to decrease water use; decrease amount of time spent watering; and improve condition of the ground
- develop a new community sports pavilion to cater for social events and to provide suitable change facilities for players and umpires; and also upgrade power. Incorporate water efficient fixtures and additional rainwater tanks
- reconstruct netball courts to meet Netball Victoria standards (over existing tennis courts).

High to medium priority recommendations include:

- mentor young people to take on administrative roles on the Newbridge Recreation Reserve Committee of Management to ensure its ongoing sustainability.

Medium priority recommendations include:

- provide shade trees and a BBQ in playground / picnic area to provide a more comfortable place for people to recreate.
- develop a track along reserve extending this around the top of the reserve.

Low priority recommendations include:

- fence the site to prevent sheep from causing damage
- liaise with Coliban Water on potential for recycled water option if the proposal to provide a reticulated sewage system to the town goes ahead.

Pyramid Hill Tennis and Bowls

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Document title

Relevance to strategy



High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods
- implement a formal water use monitoring and annual reporting process
- set up an agreement with Loddon Shire to access a set volume of water from the Loddon Shire's Pyramid Hill-Boort Irrigation water share
- develop two synthetic tennis courts with lights to reduce water usage and to provide year round tennis opportunities for the community and also install an in-ground irrigation system on the tennis courts to eliminate the need for flood irrigation and to more effectively irrigate the tennis courts
- install a fence near the channel to prevent children from falling into the water; between the playground and the fire training track; and between the playground and the main road
- erect signage from main road to direct people to the tennis courts
- plant trees on the western side of the tennis / swimming pavilion to help keep players and the pavilion cooler and to provide additional shade in the car park
- purchase a new motorised spraying machine to more effectively maintain the bowls greens
- upgrade the bowls pavilion kitchen by installing a new oven and relocating the hand basin; and also installing new carpet throughout the pavilion.

Medium priority recommendations include:

- upgrade play equipment to ensure provision for younger and middle age groups
- undertake additional planting and landscaping around the tennis area, particularly at either end of the complex once the end tennis courts have been removed
- install lighting at the Bowls Club to allow night time training, competitions and events.

Serpentine Recreation Reserve

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods
- implement a formal water use monitoring and annual reporting process
- upgrade irrigation system so that it is fully automated
- purchase and install a storage tank and associated pipe-work to connect to the new pipeline
- re-level, laser and resurface sports ground oval to create a more uniform playing surface

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Document title

Relevance to strategy



- replant sports oval with warm season grasses to reduce water use
- increase run-off on netball to meet Netball Victoria standards.

High to medium priority recommendations include:

- improve landscaping around the front of the Community Centre and by planting drought tolerant species
- install a new playground with a protective barrier or fence
- re-route Coliban water tankers from internal road at the Reserve to an alternative / new road when accessing the treatment plant due to potential safety issues and degradation of the internal roads
- consider closing off road between netball courts and the Community Centre to increase safety
- widen drop off area in front of Community Centre.

Medium priority recommendations include:

- upgrade inefficient water fixtures (toilets and taps)
- develop the area behind the netball courts into a native bush land area (known as Pon Pon Reserve), featuring a shared trail with fitness stations around it
- increase size of football and netball change rooms, and improve umpire change rooms, the social rooms and canteen facilities.

Winzar Recreation Reserve Master Plan (Dingee)

High priority recommendations include:

- develop a water allocation agreement for key sports facilities during restriction periods
- implement a formal water use monitoring and annual reporting process
- consider purchasing a permanent water allocation
- convert one lawn tennis court to hard court to allow for year round multi-purpose use; install lights; and line mark for other sports such as netball and basketball
- upgrade lighting on the bowling green.

High to medium priority recommendation:

- Continue to develop the walking track around the reserve to form a self-contained loop from Dingee and link up with Tang Tang Reserve

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Document title	Relevance to strategy
<p>Wedderburn Community Plan 2015-2025</p>	<p>Medium priority recommendations include:</p> <ul style="list-style-type: none"> • upgrade cricket practice nets • improve condition of cricket wicket and oval • fill in the dam as water will be sourced from a pipeline in the future and a new water storage tank has been installed recently. • level ground around pavilion; repair exterior wall to match new extension; and install carpet in function area • review the adequacy of the tennis courts sprinkler system and replace or upgrade the sprinkler system if required. <p>Low priority recommendations include:</p> <ul style="list-style-type: none"> • share a caretaker with another community to maintain sports facilities • formalise bowls club parking area with pine bollards and install lighting. <p>Key actions of relevance include:</p> <ul style="list-style-type: none"> • establish a farmer’s market in Wedderburn and, if possible, incorporate aspects of a street market • continued liaison and input into the “Wedderburn Streetscape Plan” to ensure the original objectives are met • develop and execute a plan for the upgrade of the swimming pool including painting, heating and opening hours • establish an “events” board in a suitable and prominent location • establish more public seating along High Street. • develop infrastructures to support sport and recreational activities • investigate the opportunities to develop bike and BMX tracks, art walks and a skate park • investigate the opportunity to introduce a pedal powered event • investigate the opportunities to establish an annual music event • enter discussions with the relevant organisations to extend the opening hours of the pool and all year golf • investigate what activities (including extracurricular), other than sport, are available for the young people.

16 COMMUNITY PROFILE

According to the Australian Bureau of Statistics Census (2016)³⁰, Loddon Shire has a current population of 7,516. The population is dispersed over many small towns, none of which exceed 1,000 people. By 2031, the population is projected to have declined to 6,710 according to the State Government's (2016) Victorian in Future 2016 report³¹, although Loddon Shire is actively working towards reversing this trend. The following table shows data from some of the larger towns within the Shire at the time of the 2016 Census:

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitlamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
Total Population	7,516 people	873 people	326 people	855 people	117 people	192 people	558 people	192 people	941 people	23m people
Males	51.2%	47.1%	52.7%	49.5%	50.4%	52.8%	47.7%	52.4%	51.5%	49.3%
Females	48.8%	52.9%	47.3%	50.5%	49.6%	47.2%	52.3%	47.6%	48.5%	50.7%
Indigenous persons	1.6%	1.4%	1.2%	1.5%	3.6%	0%	0%	0%	1.8%	2.8%
AGE										
Median Age	51 years	55 years	53 years	53 years	48 years	55 years	45 years	42 years	56 years	38 years
0-4 year olds	4.5%	4.6%	3.1%	4.1%	2.5%	0%	5.9%	3.3%	3.3%	6.3%
5-14 year olds	11.4%	10.7%	11.2%	10.8%	16.8%	6.8%	14.8%	12.6%	9.5%	12.4%
15-24 year olds	8.6%	7.0%	7.5%	7.9%	10.1%	10.5%	9.5%	7.6%	10.4%	12.8%
25-54 year olds	30.8%	27.8%	33.3%	29.2%	40.4%	28.9%	30.4%	39.4%	24.8%	41.2%
55-64 year olds	18.0%	15.5%	18.4%	15.5%	19.3%	23.7%	16%	15.7%	19.6%	11.8%
65 years and older	26.8%	34.5%	26.5%	32.5%	10.9%	29.9%	23.4%	17.7%	32.5%	15.8%
COUNTRY OF BIRTH										
Australia	79.8%	83.8%	86.2%	80.7%	86.0%	84.4%	74.5%	85.1%	78.2	66.7%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitlamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
England	2.2%	0.9%	1.6%	3.3%	0%	0%	1.8%	1.5%	3.5	3.9%
New Zealand	0.8%	0.6%	0%	1.3%	6.1%	0%	2.0%	0%	0.8%	2.2%
Netherlands	0.4%	0%	1.9%	0.5%	0%	0%	0%	0%	0.3%	0.7%
India	<0.4%	1.5%	0%	0%	0%	0%	0%	0%	0%	1.9%
Thailand	<0.4%	0.7%	0%	0%	0%	0%	0%	0%	0%	0.3%
Germany	0.4%	0.3%	0%	0.5%	0%	0%	1.4%	0%	0.5%	0.4%
Scotland	<0.4%	0%	0%	0.4%	0%	0%	0.5%	0%	1.0%	0.5%
Philippines	0.9%	0%	0%	0%	0%	0%	10.8%	0%	0%	1.0%
South Africa	<0.4%	0%	0%	0%	0%	2.2%	0%	0%	0%	0.7%
Greece	<0.4%	0%	0%	0%	0%	1.7%	0%	0%	0%	0.4%
LANGUAGE SPOKEN AT HOME										
English only	86.3%	87.9%	90.7%	86.5%	92.4%	87.1%	83%	89.2%	85.5%	72.7%
Afrikaans	<0.2%	0%	0%	0%	0%	2.1%	0%	0%	0%	0.2%
Greek	0.2%	0.3%	0%	0%	0%	1.5%	0%	0%	0%	1.0%
Hindi	<0.2%	0.9%	0%	0%	0%	0%	0%	0%	0%	0.7%
Thai	<0.2%	0.7%	0%	0%	0%	0%	0%	0%	0%	0.2%
German	0.3%	0.5%	0%	0.4%	0%	0%	0%	0%	0.4%	0.3%
Italian	<0.2%	0.3%	0%	0%	0%	0%	0%	0%	0.3%	1.2%
Arabic	<0.2%	0%	0%	0.4%	0%	0%	0%	0%	0%	1.4%
Malayalam	<0.2%	0%	0%	0.4%	0%	0%	0%	0%	0%	0.2%
Filipino	0.5%	0%	0%	0%	0%	0%	6.6%	0%	0%	0.3%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitlamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
Tagalog	0.3%	0%	0%	0%	0%	0%	2.7%	0%	0%	0.5%
Mandarin	<0.2%	0%	0%	0%	0%	0%	1.4%	0%	0%	2.5%
Biyasa	<0.2%	0%	0%	0%	0%	0%	0.9%	0%	0%	0%
Maltese	<0.2%	0%	0%	0%	0%	0%	0%	0%	0.3%	0.1%
Indonesian	<0.2%	0%	0%	0%	0%	0%	0%	0%	0.3%	0.3%
Hungarian	0.3%	0%	0%	0%	0%	0%	0%	0%	0%	0.1%
LABOUR FORCE (October 2017)										
Employed full-time	55.7%	49.9%	54.7%	51.5%	43.9%	50.0%	52.4%	60.9%	51.3%	57.7%
Employed part-time	31.3%	34.9%	27.3%	35.2%	36.8%	33.7%	23.8%	27.6%	34.1%	30.4%
Unemployed	5.3%	5.6%	5.8%	10.1%	10.5%	8.1%	6.6%	0%	9.2%	6.9%
Away from work	7.7%	9.7%	12.2%	3.1%	8.8%	8.1%	8.3%	11.5%	5.5%	5.0%
OCCUPATION										
Managers	35.0%	30.3%	18.7%	13.7%	36.5%	26.8%	26.5%	33.0%	16.8%	13%
Professionals	10.7%	14.5%	10.6%	6.8%	5.8%	13.4%	12.8%	11.0%	9.0%	22.2%
Labourers	14.8%	12.1%	15.4%	20.9%	17.3%	18.3%	22.4%	6.6%	14.8%	13.5%
Community and Personal Service workers	8.0%	8.2%	14.6%	14.5%	0%	7.3%	7.3%	9.9%	11.5%	10.6%
Technicians and Trades workers	8.8%	9.4%	12.2%	16.1%	7.7%	3.7%	10.5%	5.5%	13.1%	13.1%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitiamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
Clerical and Administrative	8.4%	7.0%	8.1%	10.4%	15.4%	11.0%	5.9%	11.0%	12.3%	13.6%
Machinery operators and drivers	7.0%	9.7%	10.6%	8.0%	17.3%	4.9%	9.1%	13.2%	11.1%	6.3%
Sales workers	5.5%	6.4%	7.3%	6.0%	0%	14.6%	4.1%	9.9%	9.0%	9.4%
INDUSTRY OF EMPLOYMENT										
Other Agricultural Product Wholesaling	<3.8%	0%	4.6%	0%	0%	0%	0%	7.5%	0%	0.1%
Fuel retailing	<3.8%	0%	0%	0%	0%	0%	0%	13.2%	0%	0.3%
Local Government Administration	<3.8%	0%	0%	0%	0%	0%	0%	9.4%	17.9%	1.3%
Hospitals (except psychiatric hospitals)	5.4%	10.6%	11.5%	11.3%	0%	0%	0%	0%	0%	3.9%
Supermarket and grocery stores	<3.8%	3.9%	0%	8.1%	0%	0%	0%	0%	10.7%	2.4%
Wine and other Alcoholic Beverage Manufacturing	<3.8%	0%	11.5%	4.8%	0%	0%	0%	0%	0%	0.1%
Bakery product Manufacturing (non-factory based)	<3.8%	0%	4.6%	0%	0%	0%	0%	0%	0%	0.2%
Primary Education	<3.8%	0%	0%	0%	0%	8.2%	0%	0%	0%	2.2%
Aged Care Residential Services	<3.8%	0%	0%	4.8%	0%	0%	0%	0%	0%	2.0%
Dairy Cattle farming	3.8%	0%	0%	0%	17.2%	14.3%	4.6%	0%	0%	0.2%

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Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitiamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
Religious Services	<3.8%	0%	0%	0%	13.8%	0%	0%	0%	0%	0.3%
Other Grain Growing	6.0%	7.4%	0%	0%	10.3%	0%	5.7%	0%	0%	0.2%
Landscape construction Services	<3.8%	0%	0%	0%	10.3%	0%	0%	0%	0%	0.4%
Pig farming	<3.8%	0%	0%	0%	0%	0%	9.3%	0%	0%	0.0%
Sheep farming	<3.8%	0%	0%	0%	0%	0%	0%	0%	7.0%	3.3%
Sheep farming (specialised)	6.6%	0%	0%	0%	0%	6.1%	5.2%	11.3%	5.6%	0.2%
Combined primary and secondary education	<3.8%	4.2%	0%	0%	0%	0%	5.7%	0%	4.6%	1.1%
Poultry processing	<3.8%	0%	0%	0%	0%	22.4%	0%	0%	0%	0.1%
Grain-sheep or grain-beef cattle farming	5.9%	6.4%	0%	0%	10.3%	6.1%	0%	7.5%	6.1%	0.1%
Pubs, taverns and bars	<3.8%	0%	4.6%	0%	0%	0%	0%	0%	0%	0.7%
Plumbing services	<3.8%	0%	0%	4.3%	0%	0%	0%	0%	0%	0.6%
UNPAID WORK										
Cared for child / children	21.6%	22.5%	18.5%	20.0%	28.9%	21.2%	19.8%	32.5%	15.3%	27.6%
Provided unpaid assistance to person with a disability (in	13.5%	13.9%	10.3%	12.6%	19.4%	15.8%	11.6%	9.4%	13.2%	11.3%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitlamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
last 2 weeks)										
Did voluntary work through an organisation (last 12 months)	31.7%	40.3%	23.4%	23.5%	24.4%	23.3%	30.2%	31.8%	27.7%	19.0%
INCOME										
Median personal income (\$/weekly)	\$467	\$471	\$503	\$437	\$428	\$474	\$494	\$682	\$432	\$662
Median household income (\$/weekly)	\$826	\$884	\$860	\$777	\$900	\$814	\$875	\$1,218	\$676	\$1,438
Median family income (\$/weekly)	\$1,116	\$1,135	\$1,270	\$1,045	\$1,070	\$1,406	\$1,192	\$1,583	\$871	\$1,734
Households earning less than \$650 gross income per week	36.4%	33.3%	32.3%	38.2%	27.0%	32.9%	38.2%	24.6%	48.2%	20.0%
SEIFA Index	934	989	894	877	N/A	985	921	997	864	
FAMILY CHARACTERISTICS										
Total families	1,874 families	230 families	87 families	198 families	27 families	45 families	141 families	47 families	207 families	6m families
Couple families with	33.8%	30.9%	36%	31.0%	34.3%	33.3%	35.4%	41.7%	30.9%	44.7%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitlana	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
children										
Couple families without children	52.4%	58.3%	48.8%	51.3%	51.4%	60.0%	47.2%	52.1%	58.3%	37.8%
One parent families	12.7%	10.9%	15.1%	16.2%	14.3%	6.7%	17.4%	6.2%	10.9%	15.8%
Other families	1.1%	0%	0%	1.5%	0%	0%	0%	0%	0%	1.7%
DWELLING CHARACTERISTICS										
Median rent (\$/weekly)	\$125	\$150	\$180	\$175	Not known	\$100	\$123	\$88	\$130	\$335
Median housing loan repayment (\$/monthly)	\$809	\$758	\$975	\$737	\$666	\$857	\$661	\$1,170	\$767	\$1,755
Average household size	2.2	2.1	2.0	2.1	2.1	2.2	2.8	2.1	1.9	2.6
TENURE TYPE										
Owned Outright	52.3%	50.3%	51.1%	48.4%	53.7%	51.2%	47.9%	32.9%	56.7%	31.0%
Owned with mortgage	25.9%	27.2%	27.7%	28.7%	26.8%	28.0%	19.5%	31.5%	23.4%	34.5%
Rented	16.3%	18.1%	16.1%	16.7%	19.5%	12.2%	25.4%	28.8%	13.9%	30.9%
Other tenure type	1.1%	0.9%	0%	0%	0%	3.7%	0%	0%	1.0%	1.0%
Not stated	4.3%	3.5%	5.1%	6.2%	0%	4.9%	7.2%	6.8%	5.0%	2.7%
HOUSEHOLD COMPOSITION										
Family households	62.8%	67.0%	60.8%	58.6%	58.6%	64.4%	60.3%	61.0%	51.5%	71.3%

Characteristic	Loddon Shire	Boort	Bridgewater	Inglewood	Mitiamo	Newbridge	Pyramid Hill	Serpentine	Wedderburn	Australia
POPULATION										
Single or one person households	34.2%	32.1%	32.9%	38.8%	30.2%	35.6%	36.8%	35.1%	43.3%	24.4%
Group households	3.0%	0.9%	6.3%	2.7%	7.0%	0.0%	3.0%	3.9%	5.2%	4.3%
MOTOR VEHICLES										
Average number of motor vehicles per dwelling	2.3	2.0	1.9	1.9	2.4	2.4	1.8	2.3	1.8	1.8
INTERNET										
Internet accessed from dwelling	68.4%	67.3%	63.6%	58.7%	77.5%	68.1%	68.2%	67.1%	64.1%	83.2%

This data tells us that Loddon Shire is an ageing community with 44.8% of the population currently over 55 years of age compared with 27.6% of Australians. Wedderburn, Boort and Newbridge report the highest median age, i.e. 56, 53 and 53 respectively, compared with 38 for Australia. Hence from an activating open spaces perspective we need to ensure that we provide spaces that are accessible for people of all ages and abilities. There is less likely to be demand for highly active outdoor sports facilities and more demand for outdoor facilities that enable less physically active or passive recreational opportunities, e.g. walking, cycling, swimming, spaces in parks for activities such as tai chi, etc.

The majority of residents (79.8%) were born in Australia and speak only English at home (86.3%). Fifteen other languages are spoken at home, with the five most popular being Filipino, Tagalog, Hungarian, German and Greek. One in ten residents of Pyramid Hill was born in the Philippines and 9.3% of its population speak either Filipino or Tagalog at home. This indicates that there may be a need to provide information about open spaces in Filipino or Tagalog in Pyramid Hill. Slightly fewer residents were employed full-time and slightly more part time. There was a greater percentage of people away from work, compared with the Australian figure and the unemployment rate was slightly lower. Almost half of those employed were employed as managers and labourers and most people are employed in some form of farming. In relation to income, more than one third of Loddon Shire households earn less than \$650.00 gross per week, compared with just one in five Australians (20.0%). All of this data tells us that our residents may be working in quite manual jobs, some of which may be very demanding in hours at certain times of the year (e.g. shearing, harvesting, milking), and that income levels are significantly lower than for Australia overall, i.e. median household income in Loddon Shire is \$826 per week compared with \$1,438 for Australia. Household incomes in Wedderburn and Inglewood are lowest within the Shire. Hence we need to ensure that we provide opportunities for people to be physically active in open spaces at a time that suits them and that participation costs for any physical activities is kept at an affordable level.

Childcare responsibilities in the Shire are generally less than Australia overall, with the exception of Serpentine. Therefore childcare is unlikely to be a major barrier to participation. Similarly, there is a higher percentage of people who care for someone with a disability. This may provide a barrier for carers to be utilise open spaces for their own health and wellbeing. One in five people in Mitiamo is currently caring for a person with a disability.

Loddon Shire has a strong culture of volunteerism, as evidenced by the number of people who stated that they have undertaken some form of voluntary work through an organisation sometime within the last 12 months. Four out of every ten residents in Boort have volunteered their services in the past 12 months. Attracting volunteers to assist with community base programs may not necessarily be an issue, but perhaps better utilising the skills of volunteers is worth exploring.

Compared with Australia, Loddon Shire has a much higher rate of single or one person households (34.2% compared with 24.4%). This figure increases to 43.3% of households in Boort. To ensure that people in single or one person households are able to make connections with others outside their homes, the design of public spaces should focus on facilitating community contacts, e.g. group programs, community events, seating that encourages interactions, etc.

Given that public transport is very limited in Loddon Shire, access to a car is very important for many people. There is an average of 2.3 cars per household, compared with 1.8 for Australia. Mitiamo and Newbridge have the greatest access to vehicles, whereas Pyramid Hill and Wedderburn have the least access. Place based activities and activities held at convenient are therefore likely to be very important.

Loddon Shire lags considerably behind its Australian counterparts in relation to internet connection. Whereas more than eight out of ten Australians access the internet from their

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home, this figure is as low as 58.7% for Inglewood. Until such time as there is greater uptake of the technology, any information about the provision of facilities or activities needs to be provided in multiple platforms, including written materials and posters in shop windows.

In terms of health and wellbeing, 55% of Loddon residents do not do enough physical activity to achieve health benefits, compared with 50% of Victorians. Further, 25% of Loddon residents are obese or overweight, compared with 19% of Victorians. These factors, combined with smoking, excessive alcohol consumption and poor diet contribute to chronic illness. Some specific data related to chronic illness in Loddon Shire follows:

- Loddon Shire has the highest rate of heart attack in Victoria
- Loddon Shire has the 2nd highest rate of cardiac arrest in Victoria
- there is a higher proportion of people in Loddon Shire with diabetes compared with Victoria
- avoidable deaths from diabetes, cancer, COPD and suicide are higher in Loddon than in Victoria.

17 OUTDOOR FITNESS EQUIPMENT

17.1 Overview of outdoor fitness equipment

Based on discussions with local residents and survey responses, there is some demand for outdoor fitness equipment (OFE) in Loddon Shire. Outdoor fitness equipment is similar to indoor gym equipment, except that it may be somewhat more basic in appearance, is more hard wearing and resistant to weather. Items may be static or dynamic. Outdoor fitness equipment is generally installed along a linear pathway, e.g. around a lake or along a river, or can be clustered together to form an exercise station, or can be a combination of the two.

17.2 Advantages and disadvantages

Some of the advantages and disadvantages of outdoor fitness equipment can be summarised as follows:

Advantages

- helps to improve people's health and fitness (e.g. strength, aerobic capacity, balance, dexterity, range of motion and flexibility)
- helps to improve people's mental health and social connections
- free for people to use
- can be used at any time of day or night (if there is some form of lighting)
i.e. not reliant on a gym being open
- intergenerational and social meeting point for local residents
- can be used by people of all ages including family groups
- opportunity to exercise outdoors in the fresh air and sunshine
- enables people to connect with nature and feel rejuvenated
- no need to employ people to supervise the gym
- no need to pay running costs of a building, e.g. lighting, heating, cooling, etc
- may encourage increased physical activity levels by existing park users
- can modernise an existing area of open space and draw more users
- it builds on the increasing demand of Australians for gym / fitness activities, i.e. 32% of Australians currently participate in gym / fitness activities – this is second only to walking (42%) which is the most popular physical activity of Australians.
- opportunity for fitness instructors to 'hire' the site at set terms to earn income by offering group fitness classes using the equipment

Disadvantages

- equipment can be vandalised
- some people are embarrassed to use the equipment in public and fear that they will look silly
- some people worry about their safety in an outdoor gym environment or are concerned that they will injure themselves
- usage can be impacted by weather
- equipment, particularly moving equipment, requires a high level of maintenance (possibly 5-10% of the construction cost annually)
- difficult to achieve universal design with some items
- people could potentially injure themselves if they do not know how to use the equipment correctly
- equipment may not be used if people are unfamiliar with the type of exercises that can be performed
- they often only appeal to or are regularly used by people who are already leading active lifestyles
- it is difficult to monitor and evaluate usage.

17.3 Equipment required

Approximately eight items are required to provide a full body workout. Some potential items to consider are:

- treadmills (aerobic / strengthening)
- stationary bikes (aerobic / strengthening)
- cross trainers (aerobic / strengthening)
- chest press (strengthening)
- parallel bars (strengthening / balance)
- sit up bench (strengthening)
- leg press (strengthening)
- stepping stones / balance beam (balance)
- shoulder wheels (flexibility and strength)
- Dexterity builder (dexterity, coordination and mobility).

17.4 Choosing equipment

Equipment should be selected on the following basis:

- variety, quality and functionality of equipment
- ease of use of equipment by people of all ages and abilities
- instructional signage
- ease of maintenance and ability to access replacement parts as required
- price
- vandal resistance
- adherence to safety standards and any other regulations.

17.5 Static equipment versus dynamic equipment

OFE sites vary greatly from one another – some will have static equipment only (with no moving parts), while others have dynamic equipment (with moving parts) and others still will have a combination of both. Static equipment, such as a chin up bar or a sit up bench, is usually fairly basic and easy to use (including by children and people who are not experienced using gym equipment). It can provide a variety of exercise options using the same layout (although clear instructions about usage and exercise options may need to be provided). Generally it is cheaper to purchase than dynamic equipment and will last longer. It is also easier to maintain as there are no moving parts.

Dynamic equipment, such as steppers and exercise bikes can be more appealing and easy to use, particularly for beginners, although some equipment may be too difficult to use by people unfamiliar with that type of equipment. Dynamic equipment generally provides a guided range of movement for the user, but it may not be easily adjustable for different user experiences and it may have limited applications (i.e. can only be used one way).

17.6 Clustered equipment versus lineal trail equipment

Outdoor fitness equipment can either be grouped in a cluster at one location or laid out along a linear trail with each item separated by a specific distance. There are pros and cons of each of these options.

Clustered equipment is more conducive to social interactions and people training together. It's also easier to maintain as all equipment is located in one place. People may feel safer as equipment is grouped together, rather than potentially being spread out across a large area and facilities such as toilets and drinking fountains may be easier to access if they are located

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near a clustered equipment site.

Equipment located along a trail or foreshore may be more appealing to people who may have a higher level of fitness and enjoy running or walking between exercise stations. It may also appeal to people who appreciate the different scenery along the way. It can be accessed at various points along the trail.

17.7 Supporting amenities

Sport and Recreation Victoria³² has prioritised various site features and supporting amenities for OFE sites:

High	Medium	Low
<ul style="list-style-type: none"> • signage • drinking water access • path access. 	<ul style="list-style-type: none"> • public transport access • shade protection • car parking • proximity to other community recreational areas • vegetation • seating. 	<ul style="list-style-type: none"> • lighting • bike racks.

17.8 Cost of equipment

The cost of OFE varies considerably, depending on a range of factors including the number of exercise stations, the type of exercise stations, under-surfacing, signage costs, supporting infrastructure, planning costs, programming costs.

According to Sport and Recreation Victoria³³, equipment installed along Swan Hill Rural City Council’s Riverside Park cost just over \$220,000; Darebin City Council installed OFE for just over \$80,000, Port Philip Bay for \$100,000 and City of Wodonga for \$150,000.

There will be an annual maintenance cost that will also need to be factored in and consideration that the equipment is likely to last for 10-20 years, depending on factors such as usage levels, weather conditions, the degree of dynamic equipment, etc.

17.9 Outdoor fitness equipment research

A sample of state, national and international research undertaken over the past five years indicates a mixed response to outdoor fitness equipment in terms of its usage and benefits. Generally older adults and females will be the main users of such equipment.

More research is needed to determine how effectively parks or spaces with outdoor fitness equipment can attract new park users and increase physical activity levels of participants over time.

What is highly evident however, is the growth in suppliers of outdoor fitness equipment, based on a demand by communities for such equipment.

- In relation to outdoor gyms, there is “some evidence of increased use and more new users in the short term”, but “little evidence that outdoor gyms can increase park use and physical activity levels in the long term”.³⁴
- There was a “small but significant increase in senior park users engaging in moderate to vigorous physical activity” following the installation of an outdoor gym in the specified

park in Sydney (from 1.6% to 5.1%) and a significant increase in the number of users of the outdoor gym equipment from its installation to follow up assessments (i.e. from 6% of park users to 40% of park users). The percentage of seniors who used this outdoor gym equipment also increased during this time from 1.4% to 6%.³⁵

- Outdoor gyms tend to attract more female users than males.³⁶
- Observations undertaken at the outdoor gym in Xihu Park, Taiwan indicate that the gym attracts most usage in the early morning and late afternoon, i.e. approximately 12 users per hour used the OFE, with the majority being females and seniors. The most popular exercise stations were the triple arm stretch and air walker; however, most people used less than three of the exercise stations. As users spent an average of less than nine minutes on all of the equipment combined, the health benefits achieved are likely to be minimal.³⁷
- Of outdoor gym users in Sefton Council, UK, the average length of time people used outdoor gym equipment was 19 minutes or slightly longer (22 minutes) if they use the equipment at least once per week. "Over two thirds of these participants agreed or strongly agreed that the equipment had an overall positive impact on their health, and that since starting to use an outdoor gym they felt fitter and more confident exercising. Over half reported that they felt more relaxed or less stressed since starting to exercise using an outdoor gym."³⁸
- Sport and Recreation Victoria's survey of Local Government Authorities reveals that 15% of OFE is heavily used, 47% is moderately used, 22% is not used very often, 2% is not used at all and the use of the remaining 14% of OFE sites is unknown. In terms of participants, 'all comers' account for 38% of users, older adults account for 36% of users and it is not known who the remaining 22% of users are.

17.10 Key to success

The key to successful outdoor fitness gyms are:

- demand by the community, i.e. sufficient population and visitor numbers to justify the expenditure and an indication that the facilities will be well utilised
- placement in a highly visible location with good passive surveillance
- access to supporting facilities and amenities, e.g. paths, toilets, shelter / shade and drinking fountains
- diversity of equipment that allows for a full body workout and that is easy and intuitive to use by people of all ages and abilities (universal design)
- promotion of the outdoor gym when it is first developed, e.g. come and try day, media articles, website promotion, etc.
- encouragement and support, e.g. programs run by exercise physiologists / personal trainers on how to use gym equipment correctly and how to develop and modify a program
- information about how to use the gym equipment, e.g. signage, instructional guides, brochures, posters, etc.
- sufficient resources to effectively maintain the site and keep it in good working order.

18 FRAMEWORK OF OPENSOURCE INFRASTRUCTURE PROVISION

In order to ensure appropriate and equitable distribution of recreation facilities and open spaces throughout the municipality so that all residents, a minimum level of facility provision guide has been developed (based on the current situation and open to be reviewed). This table also provides a guide for future provision, in terms of what could or should realistically be provided in towns of various sizes to encourage physical activity participation. The information in this table has been specifically developed for the Shire, taking into consideration:

- provision and benchmarking of facilities in similar-sized towns in rural Victoria
- the types of activities that currently occur (or may feasibly occur in the future given feedback from local residents and examining statewide participation trends)
- climatic conditions
- population growth
- existing facility provision within the catchment (including neighbouring towns and municipalities).

Noting that:

- *Some towns may already exceed the infrastructure level identified for a town of its size. In this situation, Council will continue to provide the same level of service that exists, but when the infrastructure is due for replacement, Council may at its discretion choose not to replace the infrastructure.*
- *Association or competition sport conducted in a community may create an override of the minimum specifications, e.g. two netball courts required for netball competitions associated with the local Football / Netball league.*
- *Community groups or other organisations such as schools may choose to construct and maintain additional facilities at their own cost. Where communities wish to develop infrastructure outside the level suggested in this guide and where there is an expectation that Council will take on responsibility for the infrastructure, it is a requirement that initiatives are subjected to a fully informed feasibility study (which demonstrates demand, need and sustainability) and whole of life costs are clearly understood.*
- *This table is simply a guide. Actual needs of towns vary considerably depending on the demographics of the town, proximity to other facilities in other towns, specific participation trends, availability of coaches / instructors for certain activities, transport availability, costs, etc.*

The following table lists the level of facility development that Loddon Shire recommends.

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dingee and Mitiamo
Sports oval and change/ social facilities. (this may be over-riden by association or competition sport demands)	Yes – developed to a reasonably high level. Facility provision needs to be guided by relevant publications including building regulations, DDA and other documents such as AFL Preferred Facilities Guidelines	Yes – developed to a medium level. Facility provision needs to be guided by relevant publications including building regulations, DDA and other documents such as AFL Preferred Facilities Guidelines	May be provided, but will be only developed to a basic level. Facility provision needs to be guided by relevant publications including building regulations, DDA and other documents such as AFL Preferred Facilities Guidelines	May be provided, but will be only developed to a basic level
Netball court and change facilities (this may be over-riden by association or competition sport demands)	Yes – one to two courts at each recreation reserve, preferably line marked for tennis too. Change facilities provided	Yes – one to two courts at each recreation reserve, preferably line marked for tennis too. Change rooms provided	One court may be provided, preferably line marked for tennis too. Change rooms may be provided	One court may be provided, preferably line marked for tennis too
Tennis court (this may be over-riden by association or competition sport demands)	Yes – up to six courts with lights suitable for municipal-level and local competitions, social use and practice	Yes – up to two tennis courts suitable for local competitions, social use and practice. May have lights	At least one tennis court for social use or practice. No lights	Possibly one tennis court for social use or practice. No lights
Bowling green (this may be over-riden by association or competition)	Yes – one facility per town. May have a synthetic surface, but	May be provided, but generally lawn	May be provided, but generally lawn	Generally not provided

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dingee and Mitiamo
sport demands)	only if feasible			
Croquet green (this may be over-ridden by association or competition sport demands)	Possibly one croquet green	Generally not provided	Not provided	Not provided
Petanque piste	Possibly one petanque piste	Possibly one petanque piste	Possibly one petanque piste	Generally not provided
Golf course	Possibly one golf course with irrigated putting greens	Possibly one golf course, but only sand scrapes courses. No new facilities will be constructed	Generally not provided	Not provided
Multi-purpose playing field, e.g. soccer	Possibly one multi-purpose playing facility, but could be provided by a school. Needs a reasonably good playing surface	May be provided, but only to a basic level – possibly at a school	Generally not provided	Not provided
Clay target / rifle shooting facilities	Possibly one facility to be provided	May be provided	May be provided	Not provided
Horse racing tracks	Possibly one facility to be provided	Not provided	Not provided	Not provided
Park with BBQ, public toilet and picnic facilities	Yes – several local level parks to be provided, but	Yes – at least one local level park to be	Yes – one local level park provided to a basic level.	Possibly one park provided to a basic level.

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dingee and Mitiamo
	evenly spaced throughout the town. Minimum of 0.5 hectares. Maybe one regional level park - minimum of 2 hectares, which should have an accessible toilet and one to two BBQs	provided, preferably in a central location so that it is accessible to all. Should have an accessible toilet and one to two BBQ. Minimum of 0.5 hectares	If public toilets (including an accessible one) and BBQ are provided at a recreation reserve in town, they will not be duplicated in the park (and vice versa). Minimum of 0.5 hectares	If public toilets (including an accessible one) and BBQ are provided at a recreation reserve in town, they will not be duplicated in the park (and vice versa). Minimum of 0.5 hectares
Playground with open space for ball games	Yes – several playgrounds to be provided (depending on the geographic size of each town), but evenly spaced throughout the town. One playground should be developed to a municipal or regional level	Yes – a local level playground should be provided within parks and also at the recreation reserve	Yes – a local level playground should be provided within a park or at the recreation reserve	Possibly a local level playground provided within a park or at the recreation reserve
Footpaths	Footpaths to be provided on at least one side of each street in town, but preferably both sides. New footpaths in the town to be constructed to a width suitable for	Footpaths to be provided on at least one side of each street in town, but preferably both sides. New footpaths in the town to be constructed to a width suitable for	Footpaths to be provided on at least one side of each street in town. Seats to be placed in key locations and at regular intervals (500m apart).	Footpaths to be provided on at least one side of each street in town

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dinglee and Mitiamo
	shared usage. Seats to be placed in key locations and at regular intervals (500m apart). Footpaths on all street frontages around schools connected to the township footpath network	shared usage. Seats to be placed in key locations and at regular intervals (500m apart). Footpaths on all street frontages around schools connected to the township footpath network	Footpaths on all street frontages around schools connected to the township footpath network	
Walking / cycling trails	One or more off road recreational trails that provides opportunities for walking and cycling near a creek, river, recreation reserve, bushland, etc at least 5km in length, but may be much longer and may connect to other towns. Trails will feature interpretive signage, seats, etc	One off road recreational trail that provides opportunities for walking and cycling near a creek, river, recreation reserve, bushland, etc at least 5km in length. Will feature seats and may feature interpretive signage	One off road recreational trail that provides opportunities for walking and cycling near a creek, river, recreation reserve, bushland, etc at least 2km in length	Possibly one off road recreational trail that provides opportunities for walking and cycling near a creek, river, recreation reserve, bushland, etc
Commuter route for cyclists	A clearly identified east-west and north- south route comprising of on road lanes for cycling	A clearly identified east-west and north- south route comprising of on road lanes for cycling	None	None

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dingee and Mitiamo
	commuters. There may also be some marked on-road cycling lanes around schools	commuters. There may also be some marked on-road cycling lanes around schools		
Swimming pool	One 25m – 50m outdoor pool with toddler pool could be provided in a central location. Consideration could be given to the development of a small hydrotherapy pool, but only in partnership with other organisations	Possibly one 12m-25m pool with toddler pool could be provided in a central location, but only if it already exists. No new pools to be constructed in towns of this size	Access to a pool within approximately 20 minutes drive from homes if possible	Access to a pool within approximately 20 minutes drive from homes if possible
Skate parks / BMX / pump park / bike skills area	One skate park or modular pump track to be provided in a central location	Possibly one small skate park or modular pump track may be provided in a central location subject to demand and distance from other skate parks	Not provided	Not provided
Bike skills area / pump park / BMX track	One bike skills / pump park / BMX track to be provided	Possibly one small bike skills / pump park / BMX track to be provided subject to demand	Not provided	Not provided
Lakes / creeks / rivers	Possibly a fishing pontoon or platform will	Possibly a fishing pontoon will be	Possibly a fishing pontoon will be	Not provided

Facilities – may include	Large town (800 - 1,000 people) e.g. Boort, Inglewood and Wedderburn	Medium town (300-800 people) e.g. Bridgewater and Pyramid Hill	Small-medium town (150 – 300) e.g. Newbridge and Serpentine	Small town (less than 150 people) e.g. Calivil, Dingee and Mitiamo
	be developed to enhance lakes / creeks / rivers in or close to the town	developed to enhance lakes / creeks / rivers in or close to the town	developed to enhance lakes / creeks / rivers in or close to the town particularly in towns with no swimming pools	
Informal recreation facilities, e.g. outdoor fitness equipment, down ball area, rebound wall, basketball half court, outdoor table tennis, etc.	Yes – a number of informal recreation facilities to be developed dependent upon community needs and available resources	One to two informal recreational facilities may be provided in each town – dependent upon community need and available resources	One informal recreational facility may be provided in each town – dependent upon community needs and available resources	One informal recreational facility may be provided in each town – dependent upon community needs and available resources

19 COMMUNITY ENGAGEMENT

19.1 Introduction

273 residents of Loddon Shire had their say about how to activate open spaces more effectively through a series of community engagement and consultation activities including:

- consultation with young people at Wedderburn and Boort P-12 schools (44)
- listening posts at Wedderburn IGA Supermarket, Calivil Recreation Reserve, Inglewood Recreation Reserve (95)
- Seniors Forum (7)
- Townscape Services staff meeting (4)
- Technical Services staff meeting (1)
- community survey (122).

19.2 Young people

Wedderburn School Captain

The captain of Wedderburn P-12 College addressed Loddon Shire Council on 24 April 2018 to discuss issues impacting young people locally. In relation to activating open spaces, the school captain suggested that:

- a summer program of activities / games organised by lifeguards at swimming pools
- ball games organised at the Neighbourhood House played on the netball court
- sporting equipment available for young people to borrow and use in the local park
- pizza nights using the oven in the community garden
- outdoor family film nights on the football oval using the score board.

Wedderburn P-12 Students

A workshop was held with 20 secondary school aged students from Wedderburn P-12 at lunchtime on Wednesday 27 June. Students worked in groups to answer several questions about open space. Their responses included:

Which open spaces in Loddon Shire do you currently use?	What do you do in open spaces in Loddon Shire?
<ul style="list-style-type: none"> • Wedderburn Swimming Pool • Donaldson Park • Skinners Reservoir • Inglewood Reservoir • walking tracks • bike tracks • Soldiers Memorial Park • Mt Kooyoora • Melville Caves 	<ul style="list-style-type: none"> • play football • play netball • play golf • play tennis • play hockey • play basketball • ride bikes • go horse riding • go walking / hiking • go swimming

What do you like about these spaces?	What improvements / new developments would you like to see to open spaces in Loddon Shire?
<ul style="list-style-type: none"> • cheap / free • accessible, i.e. walking distance from home • well maintained (e.g. swimming pool and Soldiers Memorial Park) • safe (e.g. swimming pool and Soldiers Memorial Park) • sports grounds are close so you can play more than one sport • some spaces have lighting, so you feel safe 	<ul style="list-style-type: none"> • play equipment for teenagers with big swings, flying fox, sand pit • relocate basketball ring in Wedderburn to a more visible location, make it full size and paint some lines • half netball court in Korong Vale • skate park in Wedderburn • outdoor fitness equipment • BMX track at the Korong Vale oval • soccer pitch • more social events for kids outdoors, e.g. FReeZA • improvements to Skinners Reservoir – develop an off-road walking trail to the reservoir (instead of having to walk along the road), install lights, promote it better, providing drinking water, install seats, upgrade toilets, allow camping, improve parking • organised game days every month • more festivals and live music on ovals • heat the pool • develop a better gym • develop a rock-climbing course • upgrade all parks • develop an ice-skating rink • improve outdoor areas by developing graffiti walls and painting silos • install outdoor table tennis tables • install more street lights in Korong Vale • hold movie nights on Wedderburn Cricket Oval • make sports equipment available for hire for young people • have free Wi-Fi in parks • organise nature walks • improve toilets at Melville Caves • develop dog parks at Wedderburn, Inglewood and Korong Vale • more shade in open spaces • more lighting of open spaces • more seats in open spaces • better promotion of what already exists, i.e. maps, brochures, etc.

Boort P-12 Students

A workshop was held with 23 secondary school aged students from Wedderburn P-12 at lunchtime on Wednesday 27th June. Students worked in groups to answer several questions about open space. Their responses included:

Where do you go?	What do you do there?
<ul style="list-style-type: none"> • park • Little Lake Boort • Boort Swimming Pool • jumping pillow • Lake Cafe • tennis courts • playground • swings • BMX track • public toilets • events, e.g. Boort Show • football ground • gun club 	<ul style="list-style-type: none"> • play soccer • play ball games • water ski • swim • kayak • exercise • go on the flying fox • go on the merry go round • canoeing / kayaking • play netball • play hockey • play football • play tennis • walk / ride around the lake • go camping • have a BBQ • play • ride a bike • walk • hang out with friends

What do you like about the spaces you go to?	How can we improve these spaces?
<ul style="list-style-type: none"> • free • in town, therefore easy access • open • outdoors • health benefits • length of the pool • lake is refreshing • lake is good for water skiing • safe • the whole community can use the spaces • the park is fun • lake isn't too deep 	<ul style="list-style-type: none"> • develop a skate park in Boort • establish a graffiti wall • install fitness equipment around the lake (Myrnong Beach) or in the park • improve the walking track • develop a bush walk around the big lake and include interpretive signage • develop the tortoise trail into a proper walk • develop a bike track and bike parking • develop a scenic bike track around the town and the lake (potentially sealed) • develop a mountain bike track near the water tower • develop an off-road BMX jumps • develop a motorbike track • install a water slide at the pool • install a spa at the pool • improve water quality in the lake for swimmers • have competitive swimming at the pool with a coach

What do you like about the spaces you go to?	How can we improve these spaces?
	<ul style="list-style-type: none"> • develop a water park – potentially at Nolens Park near the lake – with water cannons and pistols • have longer opening hours at the pool (including morning swimming) • upgrade basketball court – fix rings and add shelter • construct a hard court for ball sports at the lake • construct a new gun club • develop a soccer field • fix the cricket nets at the oval • develop cricket nets at the Lake • construct a turf hockey pitch • install toilets at the hockey field • improve facilities at the sports ground • open the merry go round more often • install a boulder / climbing wall • purchase human sized board games • have a separate toilet block for people with caravans at Boort Park • install fire pits • establish a dog park at the cow patch • develop designated camping spots around the lake • develop a youth facility • develop cow patch • use old primary school site for outdoor activities • install play equipment for young people, e.g. sand pits, slides, chimney climber, inflatable equipment • install a kayak launch pad • fix the pontoon near the scout shed • develop Chinese gardens • develop toilets on the other side of the lake near the fishing club • install a BBQ at Myrnong Beach • upgrade lookout and Rotary Track – make more prominent • develop outdoor table tennis tables • Install more BBQs in Boort • develop a 4WD track • install more lighting • improve security of open spaces • increase promotion of facilities and activities • modernise things • establish more shade around the lake

19.3 General Community

Wedderburn IGA Supermarket

A listening post was held at Wedderburn IGA Supermarket on Wednesday 26 June from 10.10am until 12.00pm. 26 people provided feedback – 11 females and 15 males. Almost half of the people who spoke with the facilitator were approximately 70 years of age, with the remaining majority between 40 to 60 years of age. Three participants were approximately 20 years of age. Eight of the 26 people said that they are satisfied with open spaces in Wedderburn and have no ideas for improvements. Comments from participants included:

Play:

- need a skate park in Wedderburn (2)
- need a playground at Donaldson Park, Wedderburn
- need to repair the gate at the Soldiers Memorial Park playground in Wedderburn
- need a sandpit at the Soldiers Memorial Park playground in Wedderburn
- need more slides and less metal equipment at Jacka Park playground in Wedderburn
- need a full-sized basketball court in Wedderburn
- need more things for children to do in Wedderburn.

Parks / open spaces:

- continue to provide green spaces (grass and trees) that are well maintained in Wedderburn (2)
- like the Soldiers Memorial Park upgrade in Wedderburn and the soldier statues
- need more disabled car parks near open spaces in Wedderburn
- should keep some open spaces from being planted up with trees so there is space to kick a football in Wedderburn
- need to install a screen in the shelter shed near Jacka Park in Wedderburn to break the wind
- need more bins in parks in Wedderburn and these bins need to be emptied more often
- preserve all of the existing areas of open space in Wedderburn
- interpretation of natural and cultural features is important in Wedderburn to create stewardship
- all areas of open space in Wedderburn need upgrading
- define areas in Wedderburn with fences where required.

Sports facilities:

- like the existing sports facilities in Wedderburn
- need a motorcycle trail near Wedderburn.

Walking / cycling tracks:

- need to get rid of bindii on the Nardoo Walking Track in Wedderburn as it is preventing some people from riding a bike (2)
- like Nardoo Walking Track in Wedderburn.

CBD / shopping area:

- need a drinking fountain at the bus stop in Wedderburn under the shelter (2)
- better maintenance required on footpaths and in relation to leaf litter in Wedderburn (2)
- would like to see the whole town of Wedderburn beautified, not just the main street
- Need dog poo bags and bins in parks and open spaces in Wedderburn
- don't like streetscape works in Wedderburn.

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Swimming pool:

- need to keep the Wedderburn Pool open for longer in summer
- need a fence around the toddler pool in Wedderburn.

Calivil Recreation Reserve

A listening post was held at Calivil Recreation Reserve on Saturday 2 June from 1.10pm until 4.00pm, featuring a football match between Calivil and Pyramid Hill. 33 people provided feedback – 17 females and 16 males. The largest age cohorts to participate were the under 15's (7) and the 40 year olds (7), followed by the 20 year olds (5) and 70 year olds (4). All other age cohorts were represented.

Five of the 33 people said that they are satisfied with open spaces in their local area and have no ideas for improvements. Comments from other participants included:

Calivil Recreation Reserve:

- need a BBQ and shelter / rotunda at Calivil Recreation Reserve (7 responses)
- develop a netball shelter at Calivil Recreation Reserve (5)
- need seats next to the playground at Calivil Recreation Reserve (2)
- develop a double lane road in front of the at Calivil Recreation Reserve to improve safety (2)
- need picnic tables next to the playground at Calivil Recreation Reserve
- install a drinking fountain next to the playground at Calivil Recreation Reserve
- develop a pedestrian zone between the clubrooms and the playground at Calivil Recreation Reserve
- construct a net behind the goal posts at Calivil Recreation Reserve
- reseed the Calivil Recreation Reserve oval
- install toddler play equipment at Calivil Recreation Reserve
- provide more activities at Calivil Recreation Reserve for young children, e.g. petting zoo and jumping castle.

Kelly Park, Pyramid Hill:

- move swings from the park across the road to Kelly Park in Pyramid Hill (2)
- need more seats in Kelly Park in Pyramid Hill (existing seats are uncomfortable)
- need more shade in Kelly Park in Pyramid Hill.

Melville Caves:

- ensure access tracks are open at Melville Caves.

Promotion:

- promote events on facebook pages such as Events in Bendigo.

Events:

- hold more events in parks throughout the Shire.

Playgrounds:

- ensure that there are playgrounds at every recreation reserve in the Shire.

Sport / recreation (general):

- develop a pump park in Pyramid Hill
- develop a motorbike track near Calivil
- sports clubs (such as Pyramid Hill Golf Club) need more financial assistance for things like fuel for mowers
- sports clubs need help with grant writing.

Pyramid Hill Sports Oval:

- change shape of oval so that it is better for spectators.

Inglewood Recreation Reserve

A listening post was held at Inglewood Recreation Reserve on Saturday 16 June from 1.05pm until 4.00pm, featuring a football match between Inglewood and Mitiamo. 36 people provided feedback – 22 females and 13 males. The largest age cohorts to participate were the under 15's (10) and the 50-year olds (8), followed by the 20-year olds (6) and 60-year olds (4). All other age cohorts were represented. Two of the 33 people said that they are satisfied with open spaces in their local area and have no ideas for improvements. Comments from participants included:

Inglewood Recreation Reserve:

- develop netball club rooms at Inglewood Recreation Reserve (2)
- like Inglewood playground (2)
- build new public toilets at Inglewood Recreation Reserve (2)
- upgrade lights on oval at Inglewood Recreation Reserve to allow night games (2)
- provide an inside space for the football club trainer to operate from at Inglewood Recreation Reserve (2)
- improve road safety of area between clubrooms and the netball courts at Inglewood Recreation Reserve
- install electric BBQs and shelter at Inglewood Recreation Reserve
- install a drinking fountain at Inglewood Recreation Reserve
- install an electronic scoreboard at Inglewood Recreation Reserve
- install more seats at Inglewood Recreation Reserve
- construct an all-abilities toilet at Inglewood Recreation Reserve
- install outdoor fitness equipment in Inglewood
- would not use outdoor fitness equipment
- plant more trees on the fence line at Inglewood Recreation Reserve to create a wind block
- install more seats and bins around the boundary of Inglewood Recreation Reserve
- construct a second block of public toilets on the opposite side of the oval.

Inglewood Swimming Pool:

- heat the Inglewood Swimming Pool for winter use
- install a diving board at Inglewood Swimming Pool
- provide inflatables at Inglewood Swimming Pool.

Inglewood Botanic Garden:

- upgrade Inglewood Botanic Garden by providing a general 'face lift' and installing a BBQ.

Play:

- install a full-sized basketball court for young people in Inglewood (3)
- upgrade playgrounds in the Shire so that they are more like the playground in Inglewood with birds' nest swings, slides, swings, monkey bars and climbers (2)
- increase the size of the Inglewood Skate Park and increase the degree of difficulty of some equipment (2)
- Sloan Park playground in Bridgewater is boring so people tend to use the playground at the caravan park as it has a jumping pillow
- provide more things for young people to do at Inglewood playground, e.g. climbing wall, flying fox.

Parks / open space:

- unlikely to use outdoor exercise equipment (3)
- plant more grass in Bridgewater for passive relaxation between the bridge and the motel
- develop more shade and seats in parks / open space in Inglewood
- need to retain access into the bush for horse riders
- need more shade and seating in parks
- allow food trucks to set up in parks / open spaces
- make sure all recreation reserves are well maintained.

Cycling / walking:

- develop new cycling / walking tracks in Inglewood.

Inglewood Town Hall:

- install more shade.

Inglewood Reservoir:

- upgrade walking / cycling tracks (2)
- install BBQs, tables and bins
- dig the reservoir out so that it becomes deeper.

Little Lake Boort:

- clean up Little Lake Boort.

Mitiamo Recreation Reserve:

- construct shelter for netballers at Mitiamo Recreation Reserve
- upgrade pavilion at Mitiamo Recreation Reserve to include female change rooms, umpire change rooms, male change room upgrade (more showers) and a new roof.

Mitiamo:

- develop a walking path in the town
- upgrade the playground in Mitiamo and provide a buffer between the play space and the busy road to improve the safety of children.

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Inglewood CBD / Shopping area:

- develop a car park at the entrance of the town where visitors can park and then explore Inglewood by foot
- better maintain footpaths in Inglewood
- establish a mini park in the middle of Inglewood with a BBQ, rotunda, seats and a drinking fountain
- establish a scooter charging station at the supermarket.

Inglewood Golf Course:

- encourage more people to walk around the Inglewood Golf Course and perhaps set up a Heart Foundation Walking Group (2).

Serpentine Recreation Reserve:

- upgrade car park (it gets very boggy).

Kooyoora:

- concern that access will be restricted if ownership / management changes hands.

Bridgewater Swimming Hole:

- need more spaces for people to sit.

19.4 Older AdultsSeniors Forum

A senior's forum was held on Tuesday 8 May at Serpentine Council Chambers. Seven older adults were in attendance – six females and one male, representing the major towns in the Shire. The following topics were covered:

What spaces do you currently use?

- walk every morning on the bush track behind the Police Station (Wedderburn)
- walking track (Inglewood)
- walk around Inglewood reservoir
- walk along the river walking track (Bridgewater)
- track at bridge towards caravan park
- track by the flour mill
- walk around the oval (Pyramid Hill, Bridgewater and Inglewood)
- walk around the oval with the dog (Pyramid Hill and Inglewood)
- walk around the streets (Bridgewater, Pyramid Hill, Inglewood)
- walk along the channel in Wedderburn (Nardoo Creek)
- walk up the trail to the summit of Pyramid Hill
- playground at Inglewood with the grandchildren
- need to top up the soft fall
- needs more shade
- family often camp at the Bridgewater caravan park and love it
- Melville Caves.

Pros and cons of walking:

- it's free and accessible
- some people worry about walking alone due to safety concerns

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- "I wouldn't go in the bush on my own."
- "I much prefer the bush; I hate walking on designated paths"
- older people need places to sit along footpaths / trails
- some people dislike walking in towns and on footpaths; they prefer the bush / bush tracks
- Wedderburn has good bush tracks but needs improved signage and information for walkers.

Outdoor exercise equipment:

- mixed opinions regarding whether or not they would use equipment
- some would use the equipment, whilst others think it looks too difficult
- "We need more chairs than equipment."
- concerns about safety and not knowing how to use it
- they think the grandchildren would use it
- three people said they would be too embarrassed / self-conscious to use it (as the setting is likely to be too public)
- would need someone to show them how to use it
- have noticed the one in Cohuna is used a lot.

Location for Outdoor Exercise Equipment

- around the lake at Boort
- Bridgewater near the pub/BBQ
- Nardoo Creek in Wedderburn
- the small park opposite the Senior Citizens in Wedderburn
- next to the Senior Citizens hall in Pyramid Hill.

Layout of equipment

- grouped together might be better
- grouped together might also be less likely to be vandalised
- if it was grouped together then a group of people might form and use it at a set time and day/s each week.

Dog Parks:

- often see people walking dogs
- in Pyramid Hill people often use the oval to walk dogs.
- develop a dog park
- dog parks are a good place to meet people
- a dog park might work in Wedderburn near the swimming pool
- would need to separate the big and small dogs.

Shade, seating and footpaths:

- Pyramid Hill needs more shade
- Inglewood playground needs more shade
- need more shade at Lions Park at Inglewood Reservoir
- need better facilities out at Skinners flat (the tables and chairs etc. are extremely old)
- more shade around oval in Inglewood especially netball courts
- shade in the small park across from Wedderburn Senior Citizens
- seating along walking trails i.e. Nardoo Creek, trail out to the Reservoir in Inglewood (about the halfway point)
- linear trail at Inglewood to the reservoir is used a lot - needs two seats

- the seating near Bendigo Bank in Inglewood needs a backrest and arms
- the seats in Kelly Street Park (Pyramid Hill) are too low and very hard to get up out of
- footpaths needed in Pyramid Hill and Inglewood
- Council needs to develop a Footpath Strategy
- in Inglewood a path from the caravan park to town would be beneficial to locals and visitors
- seats needed in Market square.

Programs in parks:

- most people will only attend if the weather is good
- the concept of farmers markets is supported
- strong interest in a bushwalking group (there's one in Bendigo)
- a walking festival could be popular
- opportunity to incorporate indigenous components to programs, events or initiatives
- run wildflower walks
- better promote existing opportunities
- set up outdoor chess
- cafes could loan balls / sports equipment to children if located near a park or open space
- Inglewood Senior Citizens runs tai chi in the park sometimes.

Other:

- need toilets in Durham Ox to support the canoe trail
- historical walks would be good –
- could ask Howard Rochester to establish a bushwalking group
- could train local leaders as bushwalk leaders
- murals would help to make areas look nicer
- ensure facilities are DDA compliant and designed according to universal design principles
- access to drinking water is important – like water bottle fillers with dog bowl at base
- each park needs to have a point of difference
- more seats needed in Kelly Park, Pyramid Hill between the toilet block and the building.
- need to retain a space for fiesta activities in Pyramid Hill
- consider providing snake bite training for bushwalkers
- develop a marketing campaign which also encourages people to take plenty of water with them.

19.5 Council staff

Two meetings were held with Council staff (a total of seven attendees) to discuss how to best activate public open spaces and some of the challenges of doing so. The key issues discussed included:

Issue / opportunity	Details
Benefits	<ul style="list-style-type: none"> • there are clear health and wellbeing benefits of activating spaces • economic benefits can be achieved by attracting visitors to the area to use public open spaces • better open spaces that are activated may attract more people to live in Loddon Shire
Costings	<ul style="list-style-type: none"> • need to consider whole of life costings

Issue / opportunity	Details
	<ul style="list-style-type: none"> usage can be increased at minimal cost
Linkages	<ul style="list-style-type: none"> need to better link walking / cycling network to open spaces
Usage	<ul style="list-style-type: none"> need to determine why some spaces are better utilised than others e.g. Ted's Garden is not well utilised
Participation	<ul style="list-style-type: none"> need to engage with the community in new ways to attract them to use facilities, e.g. door knock, community walks, community BBQs, information booths, information, advertising
Visual appearance	<ul style="list-style-type: none"> visual appearance of sites is important in order to attract users
Equity	<ul style="list-style-type: none"> ensure that small towns do not miss out
Existing spaces	<ul style="list-style-type: none"> need to maximise existing resources in the best possible way
Rationalisation	<ul style="list-style-type: none"> consider whether or not any spaces need to be rationalised
Maintenance	<ul style="list-style-type: none"> need to ensure that open spaces and paths are well maintained open spaces still need sufficient space to get maintenance equipment onto site and space within the site to use equipment easily need to consult with townscape services staff prior to constructing play spaces and other upgrades - potentially develop a checklist of considerations walking tracks are not well maintained need a decent maintenance budget
Capital budget	<ul style="list-style-type: none"> Council's capital budget for townscape services is \$100,000 per annum
Street furniture / infrastructure	<ul style="list-style-type: none"> need to purchase quality Australian made products (not cheap imports that don't last) that are easy to maintain need to ensure materials don't get too hot or too cold for users there is inconsistency in Boort in terms of street furniture infrastructure needs to be safe, attractive, flood resistant, kangaroo resistant, bird resistant items need to be DDA compliant
Signage	<ul style="list-style-type: none"> town signage is getting weathered – consider stone signage interpretive boards are important to have need to have information in Serpentine about the canoe trail at Durham Ox could have QR codes in other languages in open spaces,

Issue / opportunity	Details
	e.g. Tagalog in Pyramid Hill
Toilets	<ul style="list-style-type: none"> • unisex toilets required in some places • there is very limited DDA access in public toilets in the Shire • contractors who may not clean toilets properly give Council a bad name
Fencing	<ul style="list-style-type: none"> • steel fences, not colourbond fences, required around playgrounds
Bollards	<ul style="list-style-type: none"> • prefer redgum bollards as recycled bollards tend to break easily and metal bollards fade
Bins	<ul style="list-style-type: none"> • people still tend to put normal rubbish in recycling bins
Dogs	<ul style="list-style-type: none"> • need dog poo bags and bins along the river in Bridgewater
Lighting	<ul style="list-style-type: none"> • lighting of public open spaces will help to encourage use, but need to determine what level of development and costing is appropriate. Solar lights work well in places where they are installed
Outdoor fitness equipment	<ul style="list-style-type: none"> • is there enough evidence to demonstrate that these facilities are worthwhile • previous unit in Wedderburn was removed due to lack of use
BBQs	<ul style="list-style-type: none"> • BBQs need shelter
Wi-Fi	<ul style="list-style-type: none"> • need to have free Wi-Fi in public spaces and power points to charge phones
Public art	<ul style="list-style-type: none"> • incorporate public art / sculptures where possible
Turf / grass	<ul style="list-style-type: none"> • need to have grassed areas for children to play on
Playgrounds	<ul style="list-style-type: none"> • people can't access Inglewood playground if the Recreation Reserve is being used for football (unless they pay the entry fee) • could rationalise Sunnyside Court playground in Boort
Plantings	<ul style="list-style-type: none"> • plant native trees. Chinese elms do well. Ironbarks grow too quickly and are messy

19.6 Survey

A community survey was developed and distributed throughout the Shire via existing networks. Hard copies of surveys were also made available at Council offices and resource centres. As only a total of 122 people responded to the survey, the results need to be viewed with caution.

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The majority of survey respondents were female (77.8%), with males making up 21.4% and other genders making up 0.9% of respondents. The high level of response by females needs to be taken into consideration when viewing responses, as the answers may not necessarily reflect the broader community's views.

In terms of age ranges, the majority of survey respondents were aged 30-59 (63.0%), followed by under 15-year olds (14.3%) and 70-79 year olds (8.4%). No one aged 15-19 completed a survey (however this age group was targeted through school consultations) and only a small amount of 20-29 year olds and 60-69 year olds responded (6.7% each). One person over 80 completed a survey (0.8%).

Survey responses were received from all major towns in the Shire; however, the majority of responses were received from people living in Wedderburn (32.8%), Boort (13.5%), Inglewood (9.2%), Pyramid Hill (8.4%), Bridgewater (6.7%) and Serpentine (6.7%).

Survey respondents provided detailed information for up to three areas of open space that they regularly visit. Any suggested improvements to these sites have been fed into the action plan. A total of 87 locations were nominated with the 12 most popular locations being:

- Donaldson Park, Wedderburn (24)
- Little Lake Boort / Boort Lake, Boort (19)
- Soldier's Memorial, Wedderburn (18)
- Wedderburn Swimming Pool, Wedderburn (15)
- Calivil Recreation Reserve, Calivil (9)
- Serpentine (Janiember) Recreation Reserve, Serpentine (9)
- Nolens Park, Boort (9)
- Inglewood Playground and Skate Park, Inglewood (8)
- Pyramid Hill Walking Track, Pyramid Hill (7)
- Inglewood Recreation Reserve, Inglewood (7)
- Kelly Park, Pyramid Hill (7)
- Skinners Flat Reservoir, Wedderburn (7)

The full list follows:

Open space	Town	Primary space	Secondary space	Tertiary space	Total
Boort Park Recreation Reserve	Boort	1	3	2	6
Boort croquet courts	Boort	1	0	0	1
Boort shopping area	Boort	1	0	1	2
Boort Swimming Pool	Boort	0	1	1	2
Boort Tennis Courts	Boort	0	1	1	2
Borella Park	Korong Vale	1	1	0	2
Bridgewater Golf Course	Bridgewater	0	0	1	1
Bridgewater public roads	Bridgewater	0	1	1	2
Bridgewater Recreation Reserve	Bridgewater	1	3	1	5
Bridgewater River Walk	Bridgewater	3	1	1	5
Bridgewater Swimming Hole / Foreshore	Bridgewater	2	2	1	5
Brownbill Reserve	Laanecoorie	0	1	0	1
Bushland / State Forest – Taigitcha St	Wedderburn	3	1	2	6
Calivil Recreation Reserve	Calivil	7	0	2	9
Cains Reserve	Laanecoorie	1	0	0	1
Civic space next to town hall	Eddington	1	0	0	1
Dunolly Forest	Tarnagulla	0	0	1	1
Dingee Progress Park	Dingee	1	1	0	2

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Open space	Town	Primary space	Secondary space	Tertiary space	Total
Donaldson Park	Wedderburn	17	5	2	24
Eddington Golf Course	Eddington	0	0	1	1
Hardhill Tourist Reserve	Wedderburn	3	1	1	5
Hill above Boort	Boort	0	1	0	1
Inglewood Botanic Gardens	Inglewood	2	0	0	2
Inglewood Conservation Reserve / bushland	Inglewood	0	1	1	2
Inglewood Footpaths	Inglewood	0	1	0	1
Inglewood Playground and Skate Park	Inglewood	4	2	2	8
Inglewood Recreation Reserve	Inglewood	3	4	0	7
Inglewood Reservoir	Inglewood	0	0	1	1
Inglewood Town Hall gardens	Inglewood	0	1	2	3
Kelly Park	Pyramid Hill	4	2	1	7
Kerr St	Wedderburn	0	0	1	1
Kingower Cemetery	Kingower	0	0	1	1
Kingower Recreation Reserve	Kingower	1	0	0	1
Kingower Village Green Rotunda	Kingower	0	1	0	1
Kooyoora State Park	Wedderburn	0	0	1	1
Korong Vale Golf Club	Korong Vale	0	0	1	1
Korong Vale Recreation Reserve	Korong Vale	1	0	0	1
Korong Vale Tennis Courts	Korong Vale	0	0	1	1
Laanecoorie River Walk	Laanecoorie	0	0	1	1
Laanecoorie Weir	Laanecoorie	1	0	0	1
Lake Marmal	Lake Marmal	0	0	1	1
Lions Park	Pyramid Hill	1	1	0	2
Little Lake Boort / Lake – walking track	Boort	7	8	4	19
Loddon River	Bridgewater	1	2	0	3
Loddon River	Eddington	0	1	0	1
Loddon River	Newbridge	1	0	0	1
Market Square / Engine Park	Wedderburn	1	0	2	3
Market St. (between Parker St and Hollands Lane)	Newbridge	1	0	0	1
Melville Caves	Kingower	1	2	2	5
Mitchell Park Recreation Reserve	Pyramid Hill	0	4	2	6
Mitiamo Recreation Reserve	Mitiamo	2	0	0	2
Mitiamo Swimming Pool	Mitiamo	1	0	1	2
Mt Korong	Wedderburn	2	0	0	2
Nardoo Creek Walking Track	Wedderburn	2	3	1	6
Newbridge public roads	Newbridge	0	1	0	1
Newbridge Recreation Reserve	Newbridge	0	1	0	1
Nolens Park	Boort	5	3	1	9
Phelan Park Playground	Mitiamo	0	2	0	2
Progress Park	Newbridge	1	1	0	2
Pyramid Hill shopping area	Pyramid Hill	0	0	1	1
Pyramid Hill Swimming Pool	Pyramid Hill	1	2	1	4
Pyramid Hill Tennis Courts	Pyramid Hill	1	0	1	2
Pyramid Hill Walking Track	Pyramid Hill	3	0	4	7
Railway Reserve	Wedderburn	0	1	0	1
Riverside Park	Newbridge	1	1	0	2
Serpentine Bowling Club	Serpentine	0	0	1	1

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Open space	Town	Primary space	Secondary space	Tertiary space	Total
Serpentine Footpaths	Serpentine	0	1	0	1
Serpentine (Janiember) Recreation Reserve	Serpentine	7	0	2	9
Serpentine Tennis Courts	Serpentine	0	1	1	2
Skidders Flat Reservoir	Wedderburn	1	4	2	7
Sloans Park	Bridgewater	4	1	1	6
Soldier's Memorial Playground	Wedderburn	6	10	2	18
Sugarloaf Hill	Wedderburn	1	0	0	1
Tarnagulla open space	Tarnagulla	0	1	0	1
Tarnagulla Walking Track	Tarnagulla	0	0	1	1
Ted's Garden	Wedderburn	1	0	0	1
Terrick Terrick National Park	Mitiamo	1	1	1	3
The Granites	Mysia	1	0	1	2
Towerhill	Wedderburn	0	1	1	2
Walking tracks	Wedderburn	2	0	1	3
Wedderburn Golf Course	Wedderburn	1	1	1	3
Wedderburn P-12 grounds	Wedderburn	0	1	0	1
Wedderburn shopping area	Wedderburn	0	0	1	1
Wedderburn Swimming Pool	Wedderburn	3	6	6	15
Woodstock Tennis Courts	Woodstock	1	0	0	1

For the first area of open space nominated, survey respondents typically used this space several times per week (31.9%) followed by weekly (22.7%). In general they travelled to this site by foot (43.8%) or in a car as a driver (39.7%) and mostly went there with family (72.5%) and / or with friends (59.2%). They primarily used this site to spend time outdoors in the fresh air / sunshine (44.6%), to spend time with family / friends (43.8%), to walk / hike (41.3%), to meet people / have social interactions with others (34.7%) or to exercise / get fit (33.1%).

For the second area of open space nominated, survey respondents typically used this space a few times per month (29.1%) followed by every few months (21.4%). In general they travelled to this site by car as a driver (43.7%) or by foot (30.1%) and mostly went there with family (74.5%) or friends (53.9%). They primarily used this site to spend time outdoors in the fresh air / sunshine (46.1%), to spend time with family / friends (38.2%), to walk / hike (29.4%), to meet people / have social interactions with others (27.5%) or to exercise / get fit (27.5%).

For the third area of open space nominated, survey respondents typically used this space every few months (33.8%), followed by several times per week (21.3%). In general they travelled to this site by car as a driver (48.8%) or by foot (29.8%) and mostly went there with family (67.5%) or with friends (51.8%). They primarily used this site to walk / hike (41.5%), spend time outdoors in the fresh air / sunshine (40.2%), to spend time with family / friends (32.9%), to meet people / have social interactions with others (26.8%) or to enjoy nature / wildlife (25.6%).

Survey respondents were asked (from an extensive list) what would encourage them to use public open spaces in Loddon Shire more often (multiple responses were permitted). The top 10 responses to this question are:

Suggestion	Percentage of responses
More events, e.g. movies in the park, festivals, markets, etc	50.9%
More or better walking / cycling paths and linkages	44.4%
More shade	40.7%
Outdoor gym equipment	38.9%

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More seats	32.4%
More / better play equipment	32.4%
Picnic tables	32.4%
Drinking fountains	28.7%
Physical activity programs, e.g. outdoor tai chi, yoga, zumba, etc	28.7%
Shelters	28.7%

The five least important aspects (from the pre-determined list) are:

- If it was closer to home (4.6%)
- Fencing (6.5%)
- If I had more time (7.4%)
- If there were more people around using these spaces (9.3%)
- If activities there were free (12.0%).

People were also asked to identify any public open spaces in the Shire that they would like to use, but currently don't. Respondents were also asked to identify the reasons why they didn't use these spaces (although not everyone answered the second part of this question). Key responses include:

Type of facility	Location	Reason for non-use
Bike / walking tracks	General	<ul style="list-style-type: none"> • not available in towns.
	Inglewood	<ul style="list-style-type: none"> • lack of tracks.
Rivers / reservoirs / lakes	General	<ul style="list-style-type: none"> • not accessible. • lack of information.
	Bridgewater Swimming Hole	<ul style="list-style-type: none"> • too many weeds near the shore – needs to be cleaned out. • need more access for swimmers.
	Loddon River	<ul style="list-style-type: none"> • need more access for swimmers.
	Cains Reserve to Holly Lock	<ul style="list-style-type: none"> • can't follow canoeists along the river to provide canoe instruction. • riparian damage due to livestock access.
	Inglewood Reservoir	<ul style="list-style-type: none"> • feel unsafe if you are on your own. • should be linked to public walkways.
	Skidders Reservoir, Wedderburn	<ul style="list-style-type: none"> • not sufficiently developed. • needs to be cleaned up. • needs to be better promoted.
	Big Lake Boort	<ul style="list-style-type: none"> • has no infrastructure.
Nature reserves / state parks	Terrick Terrick and Pyramid Hill	<ul style="list-style-type: none"> • access by vehicle is very rough • facilities are poor or non-existent • poorly maintained • shooting of native fauna is permitted (disagree with this).

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Type of facility	Location	Reason for non-use
	Mt Korong	<ul style="list-style-type: none"> poor roads no camping available no public toilets.
Playgrounds / skate parks / outdoor gyms	Bridgewater Caravan Park	<ul style="list-style-type: none"> private playground so cannot access it.
	Land between croquet court and swimming pool in Boort	<ul style="list-style-type: none"> need a skate park.
		<ul style="list-style-type: none"> need outdoor gym equipment.
		<ul style="list-style-type: none"> playgrounds should be located near public toilets.
Swimming pools	General	<ul style="list-style-type: none"> too far from home too expensive to visit too difficult to supervise children need more suitable hours of operation (later in the day).
Public toilets	Tarnagulla Soldiers Reserve	<ul style="list-style-type: none"> toilets are in poor condition.
	General	<ul style="list-style-type: none"> public toilets can be too far away when required.
Sport and recreation facilities	Tennis courts	<ul style="list-style-type: none"> costs too much to play tennis.
	Nolan's Park	<ul style="list-style-type: none"> poorly planned and laid out.
	Sports pavilion	<ul style="list-style-type: none"> only open on game days and during training times. costs too much to hire for short events, e.g. exercise classes.
	Gym	<ul style="list-style-type: none"> gym membership is too expensive.
	Market Square, Wedderburn	<ul style="list-style-type: none"> needs to be tidied up and beautified.
Civic areas	Inglewood Town Hall	<ul style="list-style-type: none"> more seats required on the grassed area.
Facilities in general	General	<ul style="list-style-type: none"> too far to travel to use facilities lack of information about location and what's there lack of Council permission cost need better signage

Type of facility	Location	Reason for non-use
		<ul style="list-style-type: none"> • need more trees and grass

Other comments received from survey respondents about public open spaces included:

Focus area	Details	No. of responses
Events / activities	<ul style="list-style-type: none"> • Need more markets and family events / activities that are free or low cost, e.g. movies, bands in the parks, children's activities, etc. 	8
Maintenance	<p>Need better maintenance:</p> <ul style="list-style-type: none"> • more lawn mowing • trim the shrubs at the Pyramid Hill railway crossing • involve school children in nature planting, beautifying works • get rid of noxious weeds near Calivil • can't rely on volunteers to maintain open spaces • better maintenance needed of Bridgewater River Walk. 	8
Open spaces – general	<p>Improve open space facilities:</p> <ul style="list-style-type: none"> • make them more attractive and fun • upgrade all parks (other than Inglewood) • develop proper place making strategies – not just review landscaping • focus on a few quality open spaces in each town • provide open spaces in areas where they are needed, e.g. near Bridgewater Bakery • ensure that parks are accessible and friendly for children, prams and bikes • better link open spaces to streetscapes. 	8
Playgrounds / skate parks / outdoor gyms	<p>Improve play opportunities:</p> <ul style="list-style-type: none"> • develop interactive playgrounds with sensory gardens and fences for children with special needs • provide quality playgrounds with fun equipment • provide spaces for children to play without equipment • develop skate parks and water parks supported by family picnic facilities • develop an outdoor gym, e.g. in Boort between pool and croquet court. 	8
Walking and cycling	<p>Improve walking / cycling paths:</p> <ul style="list-style-type: none"> • provide more walking / cycling tracks that are longer in length, attractive, safe, fun and shaded • provide accessible tracks / footpaths to areas 	5

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Focus area	Details	No. of responses
	<ul style="list-style-type: none"> of open space improve trail surfaces, e.g. Bridgewater River Track develop an off-road bike track at Pyramid Hill. 	
Positive feedback	Positive feedback about open spaces: <ul style="list-style-type: none"> all open spaces Soldiers Memorial Park Bridgewater Swimming Hole Bridgewater River Walk. 	4
BBQs	<ul style="list-style-type: none"> provide more BBQs. 	2
Covered areas / shelters	<ul style="list-style-type: none"> provide covered areas for older adults. 	2
Public rest stop / traveller's rest stops	<ul style="list-style-type: none"> develop a public rest stop / traveller's rest stop. 	2
Rivers / reservoirs / lakes	<ul style="list-style-type: none"> improve waterways: better utilise the Loddon River to connect towns provide better facilities at Skinners Flat. 	2
Signage	<ul style="list-style-type: none"> improve signage, e.g. Wedderburn. 	2
Bins	<ul style="list-style-type: none"> install more bins. 	1
Information	<ul style="list-style-type: none"> better promote what already exists. 	1
Interpretation	<ul style="list-style-type: none"> provide better interpretation of indigenous history and culture in the Shire. 	1
Landscaping	Improve landscaping: <ul style="list-style-type: none"> ensure parks are aesthetically pleasing plant more garden beds focus on native and indigenous plantings. 	
Lighting	<ul style="list-style-type: none"> provide better lighting in open spaces. 	1
Picnic tables	<ul style="list-style-type: none"> provide more picnic tables. 	1
Public art	<ul style="list-style-type: none"> incorporate sculptures into public open spaces 	1
Public toilets	<ul style="list-style-type: none"> provide more public toilets 	2
Seats	<ul style="list-style-type: none"> provide more seats 	1
Sport and recreation	<ul style="list-style-type: none"> improve sport and recreation facilities encourage more alternative sports to become established in the Shire improve club facilities at Donaldson Park in Wedderburn 	2
Surveillance	<ul style="list-style-type: none"> police Bridgewater Swimming Hole more often 	1

20 TOWN BY TOWN DETAILS AND RECOMMENDATIONS TO BE CONSIDERED WHEN DEVELOPING WORK PLANS

20.1 Boort

Demographics	873 people SEIFA Index: 989 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> • Bowls, Croquet and Tennis Facility • Boort Park • Boort Swimming Pool 	<ul style="list-style-type: none"> • Jubilee Park (playground) • Little Lake Boort • Nolens Park • Rotary and Historic Parks • Sunnyside Court Playground
Plans	<ul style="list-style-type: none"> • Little Lake Boort Master Plan (2018) Draft recommends the construction of all or some of the following, subject to a feasibility study: water splash park, a skate park and an outdoor fitness centre between the swimming pool and the croquet club. • New Master Plan Projects – Boort Park (2018) – still to complete female change facilities. 	
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> • Little Lake Boort – relocate walking path away from roadside water treatment plant, improve boat ramp, install outdoor fitness equipment around the lake (4), water grass behind the Angling Club, don't turn sprinklers on on Saturday afternoons, improve track surface, more toilets near old sailing area, better maintenance, extend bush walking track • Nolen's Park – upgrade play space (2), improve accessibility of pathways (2) more swings including a baby swing, fence playground, remove vine from Perspex wall, more shade – including over the swings (2), install another table near the main BBQ, more bins, more seats, improved maintenance • Boort shopping area – footpaths and gutters need to be more level (2) • The Granites –improve access tracks (2), develop mountain bike tracks, better maintain site • Boort Swimming Pool – install solar heating (2) [happening], open earlier on extreme heat days • Boort Croquet – install new fence along lake side • Boort Park – upgrade change rooms, install a new kitchen, upgrade playground, replace softfall in playground, upgrade picnic tables • Boort Tennis Club – install lighting • Lake Marmal – better maintenance of weeds. <p>Youth Consultation:</p> <ul style="list-style-type: none"> • playgrounds / skate facilities – develop a skate park in Boort; open the merry go round more often; install a boulder / climbing wall; purchase human sized board games; install play equipment for young people, e.g. sand pits, slides, chimney climber, inflatable equipment • Little Lake Boort / Lake Boort – install fitness equipment around the lake at Mernong Beach or in the park; improve the walking track, develop a bush walk around Lake Boort with interpretive signage; 	

	<p>more shade; install a kayak launch pad; fix the pontoon near the scout shed; develop toilets on the other side of the lake near the fishing club; install a BBQ at Mernong Beach; improve water quality in the lake for swimmers; construct a hard court for ball sports at the lake; develop cricket nets at the Lake; Develop a water park – potentially at Nolens Park near the lake – with water cannons and pistols</p> <ul style="list-style-type: none"> • cycling / walking - develop a scenic bike track around the town and the lake (potentially sealed) with bike parking; develop a mountain bike track near the water tower; develop an off road BMX jumps; develop the tortoise trail into a proper walk; upgrade lookout and Rotary Track – make more prominent • sport and recreation - develop a motorbike track; upgrade basketball court – fix rings and add shelter; construct a new gun club; develop a soccer field; fix the cricket nets at the oval; construct a turf hockey pitch; install toilets at the hockey field; improve facilities at the sports ground; develop a 4WD track; develop outdoor table tennis tables • Boort Swimming Pool - install a water slide; install a spa; have competitive swimming at the pool with a coach; have longer opening hours at the pool (including morning swimming) • Cow Patch – develop a dog park • promotion - increase promotion of facilities and activities • safety - improve security of open spaces • parks - develop Chinese gardens, install more BBQs in Boort, and install more lighting. <p>Community Listening Post:</p> <ul style="list-style-type: none"> • Little Lake Boort – clean up the lake. <p>Seniors Forum:</p> <ul style="list-style-type: none"> • Little Lake Boort – construct outdoor fitness equipment around the lake.
<p>Observations</p>	<ul style="list-style-type: none"> • Little Lake Boort and Nolen’s Park are key regional recreational facilities. They attract locals, people staying at the caravan park day trippers who use the lake for water skiing. There are opportunities to further develop this precinct, e.g. outdoor fitness equipment, potentially some sort of splash park for young children, kayak launch pad, skate park, basketball half court, rock climbing wall, etc. The investment will improve liveability of the town, help to attract more residents and help to attract more visitors • the play space at Nolen’s Park is very popular and much of the equipment is designed to be used by people of all abilities. However, to be truly accessible, there need to be paths (e.g. rubber) to and around items of play equipment • there are no lights on the lawn tennis courts. Given the proximity of the caravan park and the popularity of Little Lake Boort for campers, lighting of several tennis courts and their availability for public access could be beneficial • Jubilee Park playground offers very little play value (e.g. flat site with no landscaping and only a swing, slide and seesaw) and equipment is estimated to be past its lifecycle. • Sunnyside Playground offers very little play value – only a swing set located at the end of a court, with half the site taken over by

	building supplies.
Recommendations	<ul style="list-style-type: none"> • Implement the recommendations of the Little Lake Boort Draft Master Plan (2018). • Incorporate rubberised paths to play equipment in Nolen's Park and more informal play opportunities near Little Lake Boort as part of the Boort Foreshore Plan, e.g. half basketball court, a rock-climbing wall, outdoor table tennis tables, bocce pitch and a kayak launch pad. • Sell the Sunnyside Court block and use the funds to expand the play space at nearby Boort Park. • Renew Jubilee Park playground.

20.2 Bridgewater

Demographics	326 people SEIFA Index: 894 (Loddon Shire is 934)		
Open spaces	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • Bridgewater Bowls Club • Bridgewater Recreation Reserve • Bridgewater River Walk </td> <td> <ul style="list-style-type: none"> • Bullabull Track from Bridgewater • Sloans Park • Bridgewater Swimming Hole and Foreshore </td> </tr> </table>	<ul style="list-style-type: none"> • Bridgewater Bowls Club • Bridgewater Recreation Reserve • Bridgewater River Walk 	<ul style="list-style-type: none"> • Bullabull Track from Bridgewater • Sloans Park • Bridgewater Swimming Hole and Foreshore
<ul style="list-style-type: none"> • Bridgewater Bowls Club • Bridgewater Recreation Reserve • Bridgewater River Walk 	<ul style="list-style-type: none"> • Bullabull Track from Bridgewater • Sloans Park • Bridgewater Swimming Hole and Foreshore 		
Plans	<ul style="list-style-type: none"> • Bridgewater on Loddon Foreshore Development (2018) includes a nature based play space, shade, seats, signage, art work, pier / jetty , landscaping, lighting and interpretation (black smith area). 		
Community feedback	<p>Surveys:</p> <ul style="list-style-type: none"> • Sloans Park – construct toilets (4), fence, more shade, upgrade play equipment • Bridgewater Recreation Reserve – improve toilets (2), upgrade kitchen, improve change facilities for netballers (2), improve track around the oval • Bridgewater Swimming Hole / Foreshore – reduce the height of the edge on the path, install outdoor fitness equipment, better paths around island, more regular rubbish removals, more shade, shade canopy over waterhole platform, improved maintenance, provide life guard over summer, provide more parking • Bridgewater River Walk – upgrade walking path, provide dog poo bags • Loddon River – redesign so that water skiers do not get priority access to the water, improve access to the river, manage the corellas and cockatoos, build a skate park, develop a playground next to the river • Bridgewater public roads – install bike lanes on Calder Highway and sweep the road periodically (VicRoads responsibility) • Bridgewater Golf Club – more public toilets and change facilities • Bridgewater public roads – install footpaths along busier roads. <p>Community Listening Posts:</p> <ul style="list-style-type: none"> • Sloane Park - improve play value (it's boring) • Loddon River – plant more grass between the bridge and the motel 		

	<p>for passive relaxation</p> <ul style="list-style-type: none"> • Bridgewater Swimming Hole – need more seating areas. <p>Seniors Forum:</p> <ul style="list-style-type: none"> • Bridgewater River Walk – construct outdoor fitness equipment.
Observations	<ul style="list-style-type: none"> • Bullabull Track needs signage • Sloans Park needs paths, more shade, a wind break and more exciting play equipment. May also need a barrier to stop young children from running on to the road • Bridgewater Swimming Hole could use more seating and shade.
Recommendations	<ul style="list-style-type: none"> • Continue to implement the Bridgewater Foreshore Development Plan which includes a nature based play space, shade, seats, signage, art work, pier / jetty, landscaping, lighting and interpretation (black smith area). • Prepare an upgrade plan in partnership with the local community for Sloan Park to install paths, landscaping, shade trees, a barrier, some form of public art and more exciting play equipment. Ensure that play opportunities available at this site are different to what is available at the Recreation Reserve and along the Foreshore. • Install additional seating at Bridgewater Swimming Hole and more shade trees. • Install signage on Bullabull track.

20.3 Calivil

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> • Calivil Recreation Reserve and Tennis Club
Plans	<ul style="list-style-type: none"> • New Master Plan Projects – Calivil Recreation Reserve (2018) includes: upgrade pavilion / change facilities, develop a multi-use clubroom for tennis and netball, update signage, construct a shelter and BBQ, walking track, landscaping, and water reduction measures.
Community feedback	<p>Surveys:</p> <ul style="list-style-type: none"> • Calivil Recreation Reserve – BBQ with covered seating (4), shelter for netball / tennis courts, seating for netball, seats, picnic tables, covered areas, walking track, interactive / updated play equipment (3), more toilets, police the 80km per hour speed limit in front of the reserve more frequently on game days, improve access paths, plant more shade trees, improve ground near front fence, rip up old netball court, outdoor fitness equipment, better walking tracks, tours of local wildlife • Calivil Golf Course – undertake weed and vermin control now that the club has folded • Carney’s Reserve – remove rubbish dump. <p>Community Listening Post:</p> <ul style="list-style-type: none"> • Calivil Recreation Reserve - need a BBQ and shelter / rotunda (7); develop a netball shelter (5); need seats next to the playground (2); develop a double lane road in front of the Reserve to improve

	<p>safety (2); need picnic tables next to the playground; install bubble taps next to the playground; develop a pedestrian zone between the clubrooms and the playground; construct a net behind the football goal posts; reseed the oval; install toddler play equipment; provide more activities for young children, e.g. petting zoo and jumping castle</p> <ul style="list-style-type: none"> open space – develop a motor bike track.
Observations	<ul style="list-style-type: none"> recreation reserve lacks a pedestrian safe area and could benefit from having a social gathering space with BBQ, shelter and picnic tables as well as a walking track there is no other park in Calivil
Recommendations	<ul style="list-style-type: none"> Support the Recreation Reserve COM to upgrade the social aspect of the Calivil Recreation Reserve to include a BBQ area, shelter, picnic tables, drinking fountain and landscaping. At the same time develop a pedestrian safe area. Support the Recreation Reserve COM to develop a walking track around Calivil Recreation Reserve utilising the old golf course.

20.4 Dingee

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> Dingee Recreation Reserve Progress Park
Plans	<ul style="list-style-type: none"> No recent plans
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> Dingee Progress Park – fence off when events are held on site, install seats undercover.
Observations	<ul style="list-style-type: none"> play equipment at Winzar Recreation Reserve is too high off the ground and soft fall needs to be spread out (maintenance issue) need paths in Winzar Recreation Reserve rebound wall needs a concrete pad in front of it at Winzar Recreation Reserve need to remove wooden frame near tennis courts need to plant shade trees near playground Progress Park needs access paths.
Recommendations	<ul style="list-style-type: none"> Construct access paths at Progress Park and renew existing play equipment when it reaches the end of its lifespan.

20.5 Durham Ox

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> Durham Ox Memorial Hall Loddon River Canoe Trail
Plans	<ul style="list-style-type: none"> No current plans
Community feedback	<p>Seniors Forum:</p> <ul style="list-style-type: none"> Canoe Trail – provide toilets.

Observations	<ul style="list-style-type: none"> No toilet facilities for canoeists.
Recommendations	<ul style="list-style-type: none"> Construct environmentally sustainable toilets at Durham Ox for use by canoeists.

20.6 Eddington

Demographics	N/A	
Open spaces	<ul style="list-style-type: none"> Eddington Community Centre Eddington Golf Club 	<ul style="list-style-type: none"> Eddington Tennis Courts Laanecoorie Weir
Plans	<ul style="list-style-type: none"> No current plans 	
Community feedback	Survey: <ul style="list-style-type: none"> Eddington Tennis Courts – repair tennis courts Eddington Golf Course – remove locked gates to enable better public access. 	
Observations	<ul style="list-style-type: none"> tennis courts are in a poor state of disrepair no access paths in the park or near the play equipment ramp into Community Centre unlikely to meet regulations opportunities to upgrade Laanecoorie Weir for passive recreation. 	
Recommendations	<ul style="list-style-type: none"> Construct some access paths in the park next to Eddington Community Centre 	

20.7 Inglewood

Demographics	855 people SEIFA Index: 877 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> Botanic Gardens and Reservoir Track Bullabul Track from Inglewood Inglewood Bowls Club 	<ul style="list-style-type: none"> Inglewood Golf Course Inglewood Swimming Pool J Sloan Park / Inglewood Playground.
Plans	<ul style="list-style-type: none"> New Master Plan Projects – Inglewood (2018) lists the following projects at the Recreation Reserve – reseal roadway, improved signage, cooling / heating for sports centre, reseeded of ovals, upgrade scoreboard, develop a BBQ area, install a rebound wall for tennis, improve drainage around tennis building, upgrade servery windows. 	
Community feedback	Survey: <ul style="list-style-type: none"> Inglewood Play Space – more seats, new / closer toilets (3), more shade / trees (2), upgrade play equipment Inglewood Recreation Reserve – upgrade change rooms (males and females), install outdoor fitness equipment, widen road entry to reserve, upgrade track from the road to the oval / car park Inglewood Botanic Gardens – upgrade gardens (2), label plants Inglewood Town Hall – repair wooden seats, install security lighting 	

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	<ul style="list-style-type: none"> • Inglewood Conservation Reserve – improve control methods for Eucalypts • Inglewood bush tracks – better maintenance • Inglewood Reservoir – more seats. <p>Youth Consultation:</p> <ul style="list-style-type: none"> • develop a dog park at Inglewood. <p>Community Listening Post:</p> <ul style="list-style-type: none"> • play - install a full sized basketball court for young people (3); increase the size of the skate park and increase the degree of difficulty of some equipment (2); provide more things for teenagers to do at Inglewood playground, e.g. climbing wall, flying fox • Inglewood Recreation Reserve - develop netball club rooms (2); build new accessible public toilets (2); upgrade lights on oval to allow night games (2); provide an inside space for the football club trainer to operate from (2); improve road safety of area between clubrooms and the netball courts; install electric BBQs and shelter; drinking fountain; electronic scoreboard; more seats; more bins; outdoor fitness equipment; plant more trees on the fence line to create a wind block; construct a second block of public toilets on the opposite side of the oval • Inglewood Swimming Pool - heat the pool, install a diving board, provide inflatables • Inglewood Botanic Garden – upgrade gardens by providing a general 'face lift' and installing a BBQ • cycling / walking – develop new cycling / walking tracks • Inglewood Town Hall – install more shade • Inglewood Reservoir – upgrade walking / cycling tracks (2), install BBQs, bins, tables, dig out reservoir so it becomes deeper • Inglewood Golf Course - Encourage more people to walk around the Inglewood Golf Course and perhaps set up a Heart Foundation Walking Group (2) • Inglewood shopping area - develop a car park at the entrance of the town where visitors can park and then explore Inglewood by foot; better maintain footpaths; establish a mini park in the middle of Inglewood with a BBQ, rotunda, seats and a drinking fountain; establish a scooter charging station at the supermarket • Inglewood Playground – install more seats and shade. <p>Seniors Forum:</p> <ul style="list-style-type: none"> • Inglewood Playground – needs more shade (4); need to top up softfall • Inglewood Reservoir – needs 2 more seats along the linear trail and more shade in the picnic area • Inglewood Recreation Reserve – needs more shade around the oval and near the netball / tennis courts • cycling / walking – develop a path from the caravan park into town • Inglewood streets – develop more footpaths and replace seats near Bendigo Bank with seats with backrests and arms.
<p>Observations</p>	<ul style="list-style-type: none"> • new toilet is under construction at the Recreation Reserve to be shared between swimming pool users, play space users and recreation reserve users. May need to consider pedestrian friendly

	<p>areas around this site.</p> <ul style="list-style-type: none"> • there is a lack of shade at the Inglewood play space • lack of challenging play opportunities in town for teenagers • Inglewood Botanic Gardens and Inglewood Reservoir do not meet expectations and therefore should be upgraded when funds become available.
Recommendations	<ul style="list-style-type: none"> • Develop a BBQ area with shelter and picnic tables at Inglewood Recreation Reserve. • Consider providing active play opportunities for teenagers at J Sloan Park playground, e.g. flying fox, climbing wall, full sized basketball court and upgrade traditional skate park to a modular pump track when it reaches the end of its life. • Plant more shade trees at J Sloan playground. • Develop a safe pedestrian area at Inglewood Recreation Reserve in the vicinity of the J Sloan playground and the oval. • Liaise with Inglewood Golf Club to develop a walking track around the golf course. • Liaise with the Heart Foundation to establish a walking group in Inglewood, utilising the golf course. • Upgrade Inglewood Botanic Gardens and Inglewood Reservoir, primarily through a track upgrade, more seats, renewal of infrastructure and better maintenance.

20.8 Kingower

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> • Kingower Cricket and Recreation Reserve • Village Green • Melville Caves
Plans	<ul style="list-style-type: none"> • Loddon Mallee Regionally Significant Tracks and Trails Strategy (2010) supports the development of the Captain Melville Trail from Bridgewater to Melville Caves via Inglewood and Kingower.
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> • Kingower Recreation Reserve – seats around the oval, fence playing surface to prevent damage by vandals • Melville Caves – install lighting, install lights to toilets, supply more firewood for campers, provide drinking water, provide interpretive information about Captain Melville, install electric or gas BBQ facilities, install new picnic tables, better promote, run tours, local tours once per month by mini bus with BBQ, damper making activity, camp outs, promotional flyers • Kingower Village Green – remove advertising sign, provide free Wi-Fi. <p>Youth Consultation:</p> <ul style="list-style-type: none"> • improve the toilets at Melville Caves. <p>Community Listening Post:</p> <ul style="list-style-type: none"> • Melville Caves – ensure access tracks are open.

Observations	<ul style="list-style-type: none"> • Melville Caves is an excellent asset for the community, but needs some additional upgrades and maintenance (Parks Victoria responsibility) • advertising signs should not be placed in public spaces such as the Village Green.
Recommendations	<ul style="list-style-type: none"> • Advocate for Parks Victoria to upgrade seats, toilets, picnic / BBQ facilities at Melville Caves. • Support development of Captain Melville's Trail.

20.9 Korong Vale

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> • Borella Park (playground) • Korong Vale Community Sports Centre (including tennis, bowls and an oval)
Plans	<ul style="list-style-type: none"> • No current plans
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> • Borella Park – install a skate park, upgrade play space (spider web swing), upgrade picnic tables and seats, install a rebound wall, install directional signs to the public toilet, install a rotunda. • Korong Vale Recreation Reserve – improve maintenance and encourage more use, develop a skate park. • Korong Vale Golf Club – grow membership and volunteers. <p>Youth Consultation:</p> <ul style="list-style-type: none"> • dog park – develop a dog park in Korong Vale. • Korong Vale Recreation Reserve – develop a BMX track, install a half court netball court. • streets – install more lights.
Observations	<ul style="list-style-type: none"> • Korong Vale Recreation Reserve is only used for tennis and bowls – these facilities are adequate, but old netball court with a tree growing in it should be removed • Borella Park is looking a bit tired and could use an upgrade.
Recommendations	<ul style="list-style-type: none"> • Consider upgrading Borella Park to include shelter over the BBQ area, upgraded seats and new play equipment (when the existing equipment reaches the end of its useful life).

20.10 Laanecoorie

Demographics	N/A
Open spaces	<ul style="list-style-type: none"> • Laanecoorie River Trail
Plans	<ul style="list-style-type: none"> • No current plans
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> • Cains Reserve – install play equipment • Brownbill Reserve – install interpretive signage

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	<ul style="list-style-type: none"> • Laanecoorie town – install a footbridge to link the two halves of the town.
Observations	<ul style="list-style-type: none"> • near the Laanecoorie River Trail there are two old tennis courts and an old playground (presumably owned by DELWP) • Mechanics Institute Hall needs a path to the road to improve accessibility.
Recommendations	<ul style="list-style-type: none"> • Develop a plan to upgrade Laanecoorie Weir at Brownbill Reserve near the caravan park on the edge of the waterway for passive recreational purposes, e.g. BBQS under shelter, sandy beach area, upgrade and extend boat ramp, develop a canoe platform, etc.

20.11 Mitiamo

Demographics	117 people SEIFA Index: N/A (Loddon Shire is 934)		
Open spaces	<table border="0"> <tr> <td> <ul style="list-style-type: none"> • Mitiamo Golf Course • Mitiamo Municipal Recreation Reserve </td> <td> <ul style="list-style-type: none"> • Mitiamo Swimming Pool • R J Phelan Reserve (playground) </td> </tr> </table>	<ul style="list-style-type: none"> • Mitiamo Golf Course • Mitiamo Municipal Recreation Reserve 	<ul style="list-style-type: none"> • Mitiamo Swimming Pool • R J Phelan Reserve (playground)
<ul style="list-style-type: none"> • Mitiamo Golf Course • Mitiamo Municipal Recreation Reserve 	<ul style="list-style-type: none"> • Mitiamo Swimming Pool • R J Phelan Reserve (playground) 		
Plans	<ul style="list-style-type: none"> • New Master Plan Projects – Mitiamo Recreation Reserve (2018) – includes change room upgrade, light towers, nets behind goal posts and water security measures. 		
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> • Mitiamo Swimming Pool – open the pool more in the morning for older adults, provide water aerobics classes • Mitiamo Recreation Reserve – provide undercover seating, construct additional female toilets and showers (2), construct change facilities for females • Mitiamo Playground / Phelan Park – provide more parking, provide shade over play equipment, upgrade equipment (2), better maintenance • Terrick Terrick – better promote, improve maintenance of tracks. <p>Community Listening Post:</p> <ul style="list-style-type: none"> • Mitiamo Recreation Reserve - construct shelter for netballers; upgrade pavilion at Mitiamo Recreation Reserve to include female change rooms, umpire change rooms, male change room upgrade (more showers) and a new roof • Phelan Park - upgrade the playground and provide a buffer between the play space and the busy road to improve the safety of children • cycling / walking - develop a walking path in the town. 		
Observations	<ul style="list-style-type: none"> • Tracks in Terrick Terrick are rough • Phelan Park lacks shade, could use a toddler swing and may need a barrier (e.g. low plantings or low fence) on the Mitiamo- Echuca Road boundary • no walking tracks in town. 		
Recommendations	<ul style="list-style-type: none"> • Advocate for Parks Victoria to undertake more regular grading of 		

	<p>the tracks at Terrick Terrick National Park.</p> <ul style="list-style-type: none"> • Upgrade Phelan Park when equipment is at the end of its lifecycle by renewing equipment, installing some form of barrier against the Mitiamo-Echuca Road boundary and planting more shade trees and trees to act as a wind break.
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20.12 Newbridge

Demographics	192 people SEIFA Index: 985 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> • Riverside Park • Progress Park 	<ul style="list-style-type: none"> • Newbridge Recreation Reserve
Plans	<ul style="list-style-type: none"> • New Master Plan Projects – Newbridge (2018) priorities are: concrete stairs and rails up the embankment, shade cover for playground, shaded BBQ area between playground and tennis clubroom, establishment of a Men's Shed, shade trees, further develop a track along the north east side of the reserve, install seating near netball coaches / scorers boxers for netballers, BMX mounds in the south east corner of the reserve. 	
Community feedback	<p>Surveys:</p> <ul style="list-style-type: none"> • Market St – remove box thorns and upgrade path to improve accessibility • Riverside Park – BBQs with shelters (2), stepped embankment areas (2), more picnic tables, shelter over playground, plant more trees around the entrance and the oval, install more fire pits • Progress Park - shelters over BBQs (2), stepped embankment areas, more picnic tables, more seats, install outdoor fitness equipment, sculptures, musical play elements, science play, logs for children to play on • Newbridge Recreation Reserve – develop horse tie-rails and small yards, install shelter over the playground, install a public BBQ • roads, easements and bushland – develop horse riding trails with signage and maps, provide more opportunities for bike riding. 	
Observations	<ul style="list-style-type: none"> • recreation reserve is in excellent condition, however the social aspect of the site could be improved, i.e. shaded BBQ area and shade trees planted next to the playground. 	
Recommendations	<ul style="list-style-type: none"> • Install BBQs and shelters at Progress Park if feasible and if it aligns with community planning priorities. 	

20.13 Pyramid Hill

Demographics	558 people SEIFA Index: 921 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> • Kelly Park • Lions Park • Mitchell Park • Pyramid Hill Bowls and 	<ul style="list-style-type: none"> • Pyramid Hill Memorial Hall • Pyramid Hill Neighbourhood House • Pyramid Hill Reserve – The

	<ul style="list-style-type: none"> Tennis Centre Pyramid Hill Trail 	<ul style="list-style-type: none"> Hill Pyramid Hill Swimming Pool
Plans	<ul style="list-style-type: none"> New Master Plan Projects (2018) – Pyramid Hill includes: relocation of children’s playground, relocation of second entrance, storage, internal roadways resurface, internal roadways resurface, car park lighting, water storage, upgraded scoreboard, fence around ground, a hydro pool, all abilities access to top floor. 	
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> Kelly Park – install drinking fountain (3), baby swing (3), outdoor gym equipment (2), install fence along Kelly St side of park entrance Pyramid Hill Walking Track – better maintain the track by spraying weeds and removing branches that have fallen (3), more regular clearance of rubbish, new / improved signage (3) Lions Park next to tennis courts – needs fence (3), paths, garden, shade trees, seating, a new BBQ, improved play equipment, better maintenance Pyramid Hill Tennis Courts – provide a safe fenced off space for children Pyramid Hill Swimming Pool – shade over medium sized pool, improve the visual appeal of the front entrance, improve drainage in car park so trees no longer continue to die Mitchell Park – fully fence the play space, flatten out sand running track around the oval, upgrade pavilion – especially toilets. <p>Community Listening Post:</p> <p>Kelly Park - move swings from the park across the road to Kelly Park (2); need more seats (existing seats are uncomfortable); need more shade</p> <ul style="list-style-type: none"> Mitchell Park - change shape of oval so that it is better for spectators Pyramid Hill Golf Club - financial assistance for things like fuel for mowers open space – develop pump park. <p>Seniors Forum:</p> <ul style="list-style-type: none"> Kelly Park – needs more seats between the toilet block and the building; existing seats are too low and very hard to get up out of; need to retain a space for fiesta activities Pyramid Hill streets – need more footpaths parks / open spaces – need more shade; develop a dog park Senior Citizens Hall – install outdoor fitness equipment next to the hall. 	
Observations	<ul style="list-style-type: none"> Kelly Park is an example of a well-designed play space and park Kelly Park could benefit from having a toddler swing and a drinking fountain the swings from the Lions Park opposite Kelly Park should be relocated to Kelly Park as it is impractical and unsafe to have play equipment separated by a road Pyramid Hill Walking Track could benefit from improved signage and maintenance and toilet doors need to be redesigned as they are unusable for people who may be overweight or obese. 	

	<ul style="list-style-type: none"> there may need to be a barrier to prevent children from running on to the road at the Lions Park next to the tennis courts.
Recommendations	<ul style="list-style-type: none"> Redevelop Lions Park in Kelly St to develop a passive recreational space. Install a drinking fountain and more comfortable seats at Kelly Park. Improve toilets at Pyramid Hill. Improve signage and maintenance of Pyramid Hill Walking. Redevelop the playground next to the swimming pool and tennis courts and install a barrier to prevent children from running on to the road.

20.14 Serpentine

Demographics	192 people SEIFA Index: 997 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> Serpentine Bowls and Tennis Complex Serpentine Pon Pon Trail 	<ul style="list-style-type: none"> Serpentine (Janiember) Recreation Reserve T J Rudkins Reserve
Plans	<ul style="list-style-type: none"> No current plans. 	
Community feedback	<p>Survey:</p> <ul style="list-style-type: none"> Serpentine (Janiember) Recreation Reserve – improve play equipment (4), install outdoor fitness equipment (3), construct outdoor shelter, electronic scoreboard that can show movies Serpentine Tennis Club – upgrade clubrooms (2), build play facilities general – construct a swimming pool, develop more walking tracks –including to the cemetery (2) and develop a new park. <p>Community Listening Post:</p> <ul style="list-style-type: none"> Serpentine (Janiember) Recreation Reserve – upgrade car park (it gets very boggy). 	
Observations	<ul style="list-style-type: none"> a new community hub featuring social rooms and change rooms has recently been constructed at Serpentine; hence little work needs to be undertaken at this site (other than finishing off paths and placing seats around the oval), although an electronic scoreboard would enable the football, netball or cricket clubs to show movies on the oval and or increase their own revenue. the very well utilised TJ Rudkins Reserve has benefitted from its recent upgrade and is in excellent condition. there is some demand for additional walking tracks around Serpentine and to the cemetery. the tennis and bowls shared clubrooms are starting to deteriorate. 	
Recommendations	<ul style="list-style-type: none"> Upgrade track condition and wayfinding on the Pon Pon Trail in Serpentine. 	

20.15 Tarnagulla

Demographics	N/A	
Open spaces	<ul style="list-style-type: none"> • Heraud's Place • Soldiers Memorial Park • Tarnagulla Cemetery Track • Tarnagulla Golf Course 	<ul style="list-style-type: none"> • Tarnagulla Recreation Reserve • Tarnagulla Reservoir Track • Tarnagulla Town Heritage Trail
Plans	<ul style="list-style-type: none"> • No current plans. 	
Community feedback	Survey <ul style="list-style-type: none"> • park – more play opportunities • bush tracks – better maintain. 	
Observations	<ul style="list-style-type: none"> • the community centre and Soldier's Memorial Park are located in an attractive setting with good landscaping • Heraud's Place could use some improvement in terms of landscaping and replacement of old seats • trail head signage on walking tracks is excellent • playground equipment at Tarnagulla Recreation Reserve does not meet standards but given that the Reserve is no longer used for regular sporting events, consideration should be given to providing greater play opportunities at Soldier's Memorial Park (which is also more centrally located). 	
Recommendations	<ul style="list-style-type: none"> • Renew street furniture in Heraud's Place and improve landscaping • Add additional play equipment at Soldier's Memorial Park. 	

20.16 Wedderburn

Demographics	941 people SEIFA Index: 864 (Loddon Shire is 934)	
Open spaces	<ul style="list-style-type: none"> • Blue Mallee Trail • Cooper Park • Donaldson Park • Soldiers Memorial Park • Market Square • Nardoo Linear Park 	<ul style="list-style-type: none"> • Queen's Gully Trail • Reservoir Track • Skidders Flat • Teds Garden • Wedderburn Swimming Pool
Plans	<ul style="list-style-type: none"> • Council Plan – upgrade Donaldson Park • Donaldson Park Master Plan – upgrade Donaldson Park • Donaldson Park Community Hub Feasibility Study – upgrade Donaldson Park. 	
Community feedback	Survey: <ul style="list-style-type: none"> • Soldier's Memorial – update play equipment (5), repair gates to play area (2), develop a skate park (3), BBQs , seating (under shade), picnic tables, mini bicycle track, water play (2), garden, repair fence (RSL responsibility), provide a first aid kit in case someone hurts themselves, install more power outlets for stall holders, drinking fountain 	

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	<ul style="list-style-type: none"> • Nardoo Walking Track – install / upgrade outdoor fitness equipment (4), install several seats, better connect the track to other paths / footpaths, improve maintenance (2), get rid of Bindii weeds, plant some shade trees • bushland – grade roads (3), install more seats, improve signage • Donaldson Park – develop new clubrooms (5), improve entrance and garden, higher fences, drinking fountain near netball courts, more grass near the seats, toilet near the hockey field (2), more toilets closer to the oval (2), convert one netball court into an undercover court, improve drainage, fence entire site, develop paths to the site, improve maintenance • Mt Korong – grade tracks, install more picnic tables (2), install toilets, install interpretive information at the top of the mountain • Wedderburn Swimming Pool – install diving board (2), fenced area with gate around toddler pool, more seats (3), better supervision, update children's pool and put a statue in the middle of it, provide more picnic tables, upgrade perimeter fence, purchase new cricket nets and stumps, increase size of pool, reduce entry fees, more shade (2), locks on bathroom doors, small play space, better baby pool, water aerobics and fitness classes (daytime and in the afternoon), more pool equipment, better public knowledge of what equipment can be shared, longer pool hours in the evenings • Hard Hill Tourist Reserve – improve maintenance • Skinners Flat Reservoir – improve safety for water skiers, upgrade toilet facilities (3), install showers, more bins, more regular rubbish collection, camping on west side with toilets, BBQs (3), picnic tables right around the reservoir, remove trees from lake bed, make the reservoir deeper, provide secure water supply, develop a pier, develop a walking trail around the perimeter • Wedderburn Golf Course – plant more native trees • Kurruca State Park – develop a better track to ride through the bush • Wedderburn Tennis Courts – more shade • Towerhill – improve trail surface • walking / cycling tracks – provide bikes free of charge for locals to ride, set up social bike riding groups, link the paths together • Railway Reserve – Plant more canopy trees to shade the pathway • Kooyoora State Park – develop an interpretive brochure • Community House – erect a skate park • Market Square / Engine Park – update cricket nets, protect historical sites and features. <p>Youth Consultation:</p> <ul style="list-style-type: none"> • activities - a summer program of activities / games organised by lifeguards at the swimming pool; ball games organised at the Neighbourhood House played on the netball court; sporting equipment available for young people to borrow and use in the local park; pizza nights using the oven in the community garden; outdoor family film nights on the football oval using the score board; organise nature walks; more festivals / live music. • playgrounds – provide equipment for teenagers; develop a skate park; relocate basketball ring and make court full size • sports and recreation facilities – develop a soccer pitch; install outdoor fitness equipment; develop an ice skating rink; improve the
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	<p>gym; develop a rock climbing wall, install outdoor table tennis</p> <ul style="list-style-type: none"> • Wedderburn Swimming Pool – heat the pool • Skinners Flat Reservoir – develop an off-road walking trail to the reservoir, install lights, promote it better, providing drinking water, install seats, upgrade toilets, allow camping, improve parking parks – upgrade all parks, provide free Wi-Fi in parks, more shade, more seats, more lighting • promotion – better promote what already exists • dog park – develop a dog park in Wedderburn. <p>Community listening post:</p> <ul style="list-style-type: none"> • CBD / shopping area – install a drinking fountain at the bus stop under the shelter (2); better maintain footpaths and in relation to leaf litter; beautify the whole town (not just the main street); place dog poo bags and bins in parks • Donaldson Park – install a playground • Soldier’s Memorial Park – repair the gate, install a sandpit, more slides and less metal equipment; need to install a screen in the shelter shed near Soldiers Memorial Park in Wedderburn to break the wind • play / skate – develop a skate park, develop a full sized basketball court • parks – all open space areas need upgrading; continue to provide green spaces (grass and trees) that are well maintained (2); need more disabled car parks near open spaces; keep some open spaces from being planted up with trees so there is space to kick a football; need more bins; preserve all existing areas of open space; provide interpretation of natural and cultural features; define parks with fences where required • sports facilities – develop a motorcycle trail • Nardoo Walking Track - get rid of bindii • Wedderburn Swimming Pool: keep the pool open for longer in summer; install a fence around the toddler pool. <p>Seniors Forum:</p> <ul style="list-style-type: none"> • Nardoo Creek – install outdoor fitness equipment (or in the small park opposite Wedderburn Senior Citizens) • Park – develop a dog park near the Wedderburn Swimming Pool • Skinners Flat Reservoir – upgrade tables and chairs • Wedderburn Senior Citizens park – provide more shade • Nardoo Creek Trail – provide seating along the trail • Market Square / Engine Park – place more seats.
<p>Observations</p>	<ul style="list-style-type: none"> • play equipment at Soldier’s Memorial needs to be updated • there are opportunities to provide a more diverse range of activities for younger children, e.g. learn to ride bicycle track or water play • there is an opportunity to develop a smart park and demonstration environmental park • there is a lack of informal activities for teenagers, e.g. half basketball court, climbing wall, multi-use games areas, skate park, socialisation space, etc • tracks used in the bush for walking or cycling are not necessarily well maintained • Nardoo Walking Track needs to be redeveloped

	<ul style="list-style-type: none"> • Donaldson Park clubrooms need to be updated • Wedderburn Swimming Pool needs more seats and more shade • Skinners Flat Reservoir could be a valuable community recreational asset if it is upgraded, e.g. walking track to the site, BBQ, picnic tables, shelter and possibly a toilet.
<p>Recommendations</p>	<ul style="list-style-type: none"> • Upgrade play equipment at Soldiers Memorial Park (consider installation of a learn to ride bicycle track) and include a screen to act as a wind break. This could become a smart park by installing technologically advanced items such as exercise bikes that charge mobile phones and a demonstration environmental park (i.e. use of solar lighting and water saving measures). • Develop informal activities for young people, e.g. climbing wall, multi-use games areas, skate park or modular pump park, socialisation space, etc. at Soldier's Memorial Park. • Install drinking fountains in public places in Wedderburn, e.g. Soldier's Memorial Park and Nardoo Creek Trail. • Install additional seating and trees along Nardoo Creek Trail. • Consider developing an off-leash dog area in Wedderburn. • Prepare a development plan for Skinners Flat Reservoir, particularly focusing on items such as walking track to the site, BBQ, picnic tables, shelter and possibly a toilet. • Consider installation of some water play features at or near the Wedderburn Swimming Pool. • Advocate to Parks Victoria to grade tracks in state and national parks and provide additional facilities such as BBQs and seats.

DRAFT

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10 INFORMATION REPORTS

Nil

11 COMPLIANCE REPORTS**11.1 SECTION 86 COMMITTEE OF MANAGEMENT CHANGES TO MEETING CYCLE - LODDON SOUTHERN TOURISM AND DEVELOPMENT**

File Number: 02/01/029
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council approves the change in meeting cycle from monthly to quarterly for Loddon Southern Tourism and Development Section 86 Committee of Management.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members are involved in the subject matter of the report but have not been involved in the preparation of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current meeting cycle in the reviewed Loddon Southern Tourism and Development Committee of Management Instrument of Delegation signed 11 November 2018.

BACKGROUND

By letter dated 6 May 2019 the current committee of management wrote to Council requesting that the meeting cycle change from monthly to quarterly. The proposed dates for 2019 meetings are:

- 22 May
- 28 August (Annual meeting)
- 27 November

ISSUES/DISCUSSION

Section 86(5) of the Local Government Act states that

A Council may require a special Committee to report to the Council at intervals determined by the Council.

Council is keen to reduce the reporting burden on section 86 committees to respect the voluntary nature of their role. A change in meeting cycle helps to reduce the reporting burden while still meeting the requirements of the Local Government Act.

COST/BENEFITS

There is minimal cost associated with the adoption of the recommendation. The benefit is a reduced reporting burden on section 86 committees of management and a reduced administrative burden on Council officers.

RISK ANALYSIS

There is a risk that the longer period between reports to Council could result in issues not being addressed in a timely way, however this risk is partially offset by either a Council officer or Councillor attending section 86 committee of management meetings.

CONSULTATION AND ENGAGEMENT

The change in meeting cycle has been requested by the committee of management.

11.2 SECTION 86 COMMITTEE OF MANAGEMENT CHANGES TO MEETING CYCLE - DONALDSON PARK

File Number: 02/01/018
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council approves the change in meeting cycle from monthly to quarterly for Donaldson Park Section 86 Committee of Management.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members are involved in the subject matter of the report but have not been involved in the preparation of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current meeting cycle in the reviewed Donaldson Park Committee of Management Instrument of Delegation signed 25 October 2018.

BACKGROUND

By email dated 27 May 2019 the current committee of management wrote to Council requesting that the meeting cycle change from monthly to quarterly. The proposed dates for meetings are third Monday of:

- August (Annual meeting)
- November
- February
- May

ISSUES/DISCUSSION

Section 86(5) of the Local Government Act states that

A Council may require a special Committee to report to the Council at intervals determined by the Council.

Council is keen to reduce the reporting burden on section 86 committees to respect the voluntary nature of their role. A change in meeting cycle helps to reduce the reporting burden while still meeting the requirements of the Local Government Act.

COST/BENEFITS

There is minimal cost associated with the adoption of the recommendation. The benefit is a reduced reporting burden on section 86 committees of management and a reduced administrative burden on Council officers.

RISK ANALYSIS

There is a risk that the longer period between reports to Council could result in issues not being addressed in a timely way, however this risk is partially offset by either a Council officer or Councillor attending section 86 committee of management meetings.

CONSULTATION AND ENGAGEMENT

The change in meeting cycle has been requested by the committee of management.

12 GENERAL BUSINESS

13 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 89(2) of the Local Government Act 1989:

13.1 Review of confidential actions

This matter is considered to be confidential under Section 89(2) - (h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Any other matter which the Council or special committee considers would prejudice the Council or any person.

13.2 Pyramid Hill residential development

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 23 July 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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