



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

Date: Tuesday, 24 September 2019
Time: 3pm
Location: Council Chambers, Serpentine

AGENDA

Ordinary Council Meeting

24 September 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 27 August 2019
2. The minutes of the Ordinary Council Meeting of 27 August 2019
3. The minutes of the Council Forum of 10 September 2019

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

6 REVIEW OF ACTION SHEET

6.1 REVIEW OF ACTIONS

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

RECOMMENDATION

That Council receive and note the action sheet.

REPORT

Refer attachment.

Outstanding	Division: Committee: Council Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 September 2019 2:11:07 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

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:
 - (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

2/10/2018 2:24:34 PM - Lynne Habner

Council's lawyer has been requested to prepare draft documents to put arrangements in place, for consideration and discussion with the Ski Club. DELWP has also been requested to advise what permission needs to be obtained for the arrangements involving Crown land.

14/11/2018 2:40:41 PM - Lynne Habner

Draft documentation for agreement has been reviewed by staff and returned for further legal drafting. Awaiting second draft, which will be sent to ski club for consideration.

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:
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30/11/2018 11:19:45 AM - Lynne Habner
 Revised draft agreements expected from lawyer next week, then they will be sent to Ski Club for consideration.

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

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

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.

10/07/2019 11:40:27 AM - Lynne Habner
 Council staff have responded to comments by DELWP, and are awaiting return of officer from leave to progress finalisation of draft licensing agreement.

13/08/2019 12:11:43 PM - Lynne Habner
 email received from DELWP 12/8/19 that the licence details are being reviewed and comments will be provided to Council staff in the coming days.

12/09/2019 9:26:40 AM - Lynne Habner
 Met with DELWP to finalise clauses in licence agreement - DELWP is now doing a final internal review and tidy up. Meeting scheduled with Bridgewater Ski Club representative on 30 September to discuss plans for new camp kitchen.

Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	2018/19 Financial and Performance Statements in Principle Report
RESOLUTION 2019/165			
Moved: Cr Neil Beattie			
Seconded: Cr Colleen Condliffe			
That Council:			
1. Adopts the Financial Statements and Performance Statement for the year ended 30 June 2019 as presented "in principle".			
2. Authorise the Chief Executive Officer to make any amendments to the Financial Statement and Performance Statement for the year ended 30 June 2019 that may be requested by the Victorian Auditor-General.			

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3. Authorise the Mayor Cr Cheryl McKinnon, one other Councillor and the Chief Executive Officer to certify the audited Financial Statements and Performance Statement for the year ended 30 June 2019.

CARRIED

3/09/2019 9:04:07 AM - Deanne Caserta
Action completed by: Caserta, Deanne
Signed, scanned and sent to auditors

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Jefferies, Alexandra Phillips, Steven	Decision Reports	Planning application 5447: Proposed three lot boundary re-alignment, Bridgewater North
RESOLUTION 2019/166			
Moved: Cr Gavan Holt Seconded: Cr Neil Beattie			
That Council determines to issue a notice of decision to refuse planning application 5447 for a 3 lot boundary re-alignment at 601 Bridgewater-Raywood Road, Bridgewater North.			
CARRIED			
<i>12/09/2019 11:20:00 AM - Alexandra Jefferies</i> Action completed by: Coombes, Christine Notice of refusal issued.			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Jefferies, Alexandra Phillips, Steven	Decision Reports	Planning application 5434: Erection and display of major promotion sign in Main Street Bridgewater
That Council approve the permit application 5434 for the erection and display of a major promotional sign, subject to the planning permit conditions 5434.			
<i>12/09/2019 11:19:15 AM - Alexandra Jefferies</i> Action completed by: Coombes, Christine Permit issued.			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To: Printed: Monday, 16 September 2019 2:11:07 PM
Action Sheets Report			

Meeting	Officer/Director	Section	Subject
Council 27/09/2019	Jefferies, Alexandra Phillips, Steven	Decision Reports	Planning application 5379: For the use and development of two dwellings on one lot
RESOLUTION 2019/168			
Moved: Cr Neil Beattie			
Seconded: Cr Geoff Curnow			
That Council determines to issue a notice of decision to refuse planning application 5379 for the use and development of two dwellings on one lot.			
CARRIED			
<i>12/09/2019 11:19:48 AM - Alexandra Jefferies</i>			
Action completed by: Coombes, Christine			
Notice of refusal issued.			

Meeting	Officer/Director	Section	Subject
Council 27/09/2019	Habner, Lynne Pinyon, Phil	Decision Reports	Review of delegations
RESOLUTION 2019/169			
Moved: Cr Colleen Condliffe			
Seconded: Cr Geoff Curnow			
That Council, in the exercise of the powers conferred by section 98(1) of the Act and the other legislation referred to in the attached instrument of delegation, resolves that:			
<ol style="list-style-type: none"> 1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in the instrument, subject to the conditions and limitations specified in the instruments. 2. The common seal of Council be affixed to the instrument, and the instrument comes into force immediately the common seal is affixed. 3. On the coming into force of the instrument all previous S6 Instruments of Delegations by Council to members of Council staff are revoked. 4. The duties and functions set out in the instrument must be performed, and the powers set out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt. 			
CARRIED			
<i>4/09/2019 12:29:13 PM - Lynne Habner</i>			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To: Printed: Monday, 16 September 2019 2:11:07 PM
Action Sheets Report			

Action completed by: Habner, Lynne
Delegations were signed and sealed following the Council meeting.

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 31 July 2019
RESOLUTION 2019/170			
Moved: Cr Gavan Holt Seconded: Cr Neil Beattie			
That Council:			
<ol style="list-style-type: none"> 1. receives and notes the 'Finance report for the period ending 31 July 2019' 2. approves budget revisions included in the report for internal reporting purposes only 3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20. 			
CARRIED			
3/09/2019 9:03:47 AM - Deanne Caserta Action completed by: Caserta, Deanne No further action required			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Review of Procurement Policy
RESOLUTION 2019/171			
Moved: Cr Colleen Condliffe Seconded: Cr Geoff Cumow			
That Council adopts the Procurement Policy v9.			
CARRIED			
3/09/2019 9:04:39 AM - Deanne Caserta Action completed by: Caserta, Deanne			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To: Printed: Monday, 16 September 2019 2:11:07 PM
Action Sheets Report			

Finalised and published to the website

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Boort Aerodrome Maintenance
RESOLUTION 2019/172			
Moved: Cr Neil Beattie			
Seconded: Cr Geoff Cumow			
That Council:			
<ol style="list-style-type: none"> 1. Amend its slashing and grading programs to include maintenance of the Boort Aerodrome grounds. 2. Amend the Boort Aerodrome Section 86 Committee Instrument of Delegation to reduce the area that the Committee maintains to exclude the maintenance of the grounds. 3. Create a separate budget to specifically identify and monitor the cost of maintaining the Boort Aerodrome grounds. 			
CARRIED			
10/09/2019 3:28:48 PM - Sharon Morrison			
Action completed by: Morrison, Sharon			
Committee advised of outcome of Council meeting.			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	2019 MAV State Council - Call for Motions
RESOLUTION 2019/173			
Moved: Cr Colleen Condliffe			
Seconded: Cr Geoff Cumow			
That Council determines there are no motions for submission as business items at the MAV State Council meeting to be held on Friday 18 October 2019.			
CARRIED			
10/09/2019 3:27:56 PM - Sharon Morrison			
Action completed by: Morrison, Sharon			
No action required.			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To: Printed: Monday, 16 September 2019 2:11:07 PM
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Meeting	Officer/Director	Section	Subject
Council 27/09/2019	Morrison, Sharon Morrison, Sharon	Decision Reports	Tamagulla Community Centre
RESOLUTION 2019/174			
Moved: Cr Colleen Condliffe Seconded: Cr Gavan Holt			
That Council contribute towards the operating costs of the Tamagulla Community Centre for a period not exceeding twelve months, with an amount of up to \$5,000 being funded from the Sponsorships and Donations budget.			
CARRIED			
<i>10/09/2019 3:27:40 PM - Sharon Morrison</i>			
Action completed by: Morrison, Sharon A letter has been sent to Tamagulla Community Centre advising of the outcome of the meeting and the process for claiming payment of expenses.			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Stobaus, Allan Gladman, Wendy	Decision Reports	LODDON SHIRE COUNCIL 2019/2020 COMMUNITY GRANTS - Tamagulla individual report
RESOLUTION 2019/175			
Moved: Cr Neil Beattie Seconded: Cr Colleen Condliffe			
That Council does not allocate funds under the 2019-20 Loddon Shire Council Community Grants Scheme as outlined in the attachment provided with this report.			
CARRIED			
<i>16/09/2019 2:09:07 PM - Allan Stobaus</i>			
Action completed by: Coombes, Christine Notification of funding allocations have been distributed. Successful grant applicants have received funding agreements and as these are returned funds are being distributed.			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Stobaus, Allan Gladman, Wendy	Decision Reports	LODDON SHIRE COUNCIL 2019/2020 COMMUNITY GRANTS - Inglewood individual report
RESOLUTION 2019/176			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To: Printed: Monday, 16 September 2019 2:11:07 PM
Action Sheets Report			

Moved: Cr Gavan Holt
 Seconded: Cr Neil Beattie

That Council does not allocate funds under the 2019-20 Loddon Shire Council Community Grants Scheme as outlined in the attachment provided with this report.

CARRIED

16/09/2019 2:09:16 PM - Allan Stobaus
 Action completed by: Coombes, Christine
 Notification of funding allocations have been distributed. Successful grant applicants have received funding agreements and as these are returned funds are being distributed.

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Stobaus, Allan Gladman, Wendy	Decision Reports	LODDON SHIRE COUNCIL 2019/2020 COMMUNITY GRANTS - Wedderburn Individual report
RESOLUTION 2019/177			
Moved: Cr Gavan Holt Seconded: Cr Geoff Cumow			
That Council allocate \$800 in grants under the 2019-20 Loddon Shire Council Community Grants Scheme as outlined in the attachment provided with this report.			
CARRIED			
<i>16/09/2019 2:09:22 PM - Allan Stobaus</i> Action completed by: Coombes, Christine Notification of funding allocations have been distributed. Successful grant applicants have received funding agreements and as these are returned funds are being distributed.			

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Stobaus, Allan Gladman, Wendy	Decision Reports	LODDON SHIRE COMMUNITY GRANTS PROGRAM 2019/2020
RESOLUTION 2019/178			
Moved: Cr Neil Beattie Seconded: Cr Colleen Condliffe			
That Council:			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Monday, 16 September 2019 2:11:07 PM

1. allocate \$166,446 in grants under the 2019/20 Loddon Shire Council Community Grants Scheme as outlined in the attachment provided with this report, with an additional allocation of \$3,440 for the About Boort Newsletter
2. return the carried forward funds of \$48,132 from the 2018/19 financial year to surplus
3. hold the surplus funds from the 2019/20 community grant funding round in reserve for suitable community projects that arise throughout the year
4. carry over any surplus funds remaining at the end of the 2019/20 financial year to supplement the 2020/21 Community Grants scheme.
5. provide an allocation of \$5,000 to the East Loddon Historical Society for the commemoration of the centenary of Australia's first official air race from the 2019/20 Sponsorships and Donations budget.

CARRIED

16/09/2019 2:09:29 PM - Allan Stobaus

Action completed by: Coombes, Christine

Notification of funding allocations have been distributed. Successful grant applicants have received funding agreements and as these are returned funds are being distributed.

Meeting	Officer/Director	Section	Subject
Council 27/08/2019	Caserta, Deanne Morrison, Sharon	Decision Reports	Bad and Doubtful Debts 2018/19
RESOLUTION 2019/179			
Moved: Cr Colleen Condliffe			
Seconded: Cr Neil Beattie			
That Council:			
1. notes the report of Debts Written Off and Provision for Doubtful Debts as at 30 June 2019, and			
2. approves the write off of \$1,047.00 for client 7208.			
CARRIED			
3/09/2019 9:04:23 AM - Deanne Caserta			
Action completed by: Caserta, Deanne			
Bad debt written off			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Monday, 16 September 2019 2:11:07 PM

Meeting	Officer/Director	Section	Subject
Council 27/09/2019	Habner, Lynne Pinyon, Phil	New Item	Lack of mobile coverage
RESOLUTION 2019/191			
Moved: Cr Geoff Curnow Seconded: Cr Neil Beattie			
That Council write a letter to seek support from Optus for improvement to the lack of mobile and data coverage in Newbridge.			
CARRIED			
<i>16/09/2019 12:37:33 PM - Lynne Habner</i>			
Action completed by: Habner, Lynne Completed. Letter sent during week beginning 16/9/19.			

Meeting	Officer/Director	Section	Subject
Council 27/09/2019	Phillips, Steven Pinyon, Phil	New Item	Bridge at Bridgewater
RESOLUTION 2019/192			
Moved: Cr Geoff Curnow Seconded: Cr Colleen Condliffe			
That Council write to Regional Roads Victoria to develop a strategic plan for the upgrade of the bridge at Bridgewater to modern day standards and load rating capacity.			
CARRIED			
<i>11/09/2019 8:35:13 PM - Steven Phillips</i>			
Action completed by: Phillips, Steven			
A letter has been prepared and sent to Brian Westley Regional Director Northern and Paul Northey Chief Regional Roads Officer. The letter expresses Councils desire to make certain that there is a strategy for the renewal of the bridge crossing the Loddon River on the Calder Highway. It also makes the following request for information relating to this bridge.			
<ul style="list-style-type: none"> • Is Regional Roads Victoria able to provide Council with information about the long term strategy for the renewal of this bridge so that Council can appropriately advocate where possible for the renewal of this important piece of infrastructure? • I also note that the Australian Government has committed \$60 million to address identified pinch points between Melbourne and Mildura as well as increase access for high productivity freight vehicles. Could you please advise if the bridge at Bridgewater has been identified as part of this program? 			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:
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Meeting	Officer/Director	Section	Subject
Council 26/02/2019	Gladman, Wendy Gladman, Wendy	Decision Reports	FINALISATION OF CENTENARY OF ANZAC PROGRAM
<p>RESOLUTION 2019/35</p> <p>Moved: Cr Geoff Curnow Seconded: Cr Colleen Condliffe</p> <p>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.</p> <p style="text-align: right;">CARRIED</p> <p><i>12/03/2019 11:09:05 PM - Wendy Gladman</i> A letter has been drafted advising local RSL's and Historical Societies of Councils decision, inviting project nomination and identification of the lead agency.</p> <p><i>14/04/2019 1:07:26 PM - Wendy Gladman</i> This action item is still in progress. A letter has been forwarded to RSL and Historical Societies.</p> <p><i>13/05/2019 3:14:04 PM - Stacey Williamson</i> 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.</p> <p><i>11/06/2019 5:00:19 PM - Stacey Williamson</i> Letter back from Inglewood/Bridgewater RSL advising of project allocation for remaining funds.</p> <p><i>9/07/2019 1:20:54 PM - Wendy Gladman</i> The details of nominated local projects have been received from Boort, East Loddon, Pyramid Hill and Inglewood and the formal agreements and payment of funds will be progressed shortly. Council staff continue to work with representatives from the RSL and Historical Society in Wedderburn to complete the required documentation to nominate a local project.</p> <p><i>15/08/2019 12:43:36 PM - Wendy Gladman</i> Information has not yet been received back from all areas. Officers will now progress payments for those that have been submitted and will continue to work with areas yet to submit.</p> <p><i>11/09/2019 10:07:27 PM - Wendy Gladman</i> Action completed. Documentation has been finalised and funds transfer requests completed for projects nominated in Boort, Pyramid Hill, East Loddon and Inglewood/Bridgewater. Council officers have consulted with Wedderburn to progress the nomination of a project for which funds will be transferred.</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 NORTHERN VICTORIAN EMERGENCY MANAGEMENT CLUSTER - EMERGENCY ANIMAL WELFARE PLAN**

File Number: 11/01/009
Author: Belinda McKnight, Emergency Management Coordinator
Authoriser: Wendy Gladman, Director Community Wellbeing
Attachments: 1. NVEMC - Emergency Animal Welfare Plan

RECOMMENDATION

That Council endorse the Northern Victorian Emergency Management Cluster – Emergency Animal Welfare Plan as a sub plan of the Municipal Emergency Management Plan, as recommended by the Northern Victorian Integrated Municipal Emergency Management Planning Committee.

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 Northern Victorian Emergency Management Cluster – Emergency Animal Welfare Plan was provided to Councillors at the September 2019 Council Forum.

BACKGROUND

Loddon Shire Council is one of five Council's included in the Northern Victorian Emergency Management Cluster (NVEMC), consisting of City of Greater Bendigo, Central Goldfields Shire, Shire of Campaspe, Mount Alexander Shire and Loddon Shire. Under the cluster arrangement a single Northern Victorian Municipal Emergency Management Planning Committee has been formed, supported through the endorsement of an Integrated Municipal Emergency Management Plan (IMEMP) by each Council. The development of sub-plans, which sit under the IMEMP is progressing with the NVEMC – Emergency Animal Welfare Plan now being presented to Council for endorsement.

ISSUES/DISCUSSION

The Emergency Animal Welfare Plan (the Plan) complements the Integrated Municipal Emergency Management Plan (IMEMP) of each partner Council. The focus of the Plan is to prescribe the municipal coordination arrangements that exist to support agencies which have a responsibility for emergency animal welfare support.

The NVEMC municipalities are vulnerable to a number of hazards that impact their area and may affect the welfare of domestic animals (pets), livestock and wildlife.

The area of the five municipalities is home to a large number of domestic animals, livestock and wildlife. The area is also traversed by major highways, which carry livestock in large volumes on a daily basis.

The Emergency Management Coordinators, Rangers/Local Laws officers from the five participating councils and emergency service organisations have the Plan to meet the needs of the community in emergencies.

COST/BENEFITS

It is intended that the bulk of the actions contained within this Plan will be undertaken within the current operational budget parameters. Where additional activities require additional resources, external funding will be sought to support these.

RISK ANALYSIS

Without an Emergency Animal Welfare Plan, the risk of some people in the community not evacuating when requested in an emergency is quite high if they are unsure if there is a provision in place for their animals. It can also cause undue stress to affected members of the community.

CONSULTATION AND ENGAGEMENT

The Emergency Animal Welfare Plan has been developed by the Integrated Municipal Emergency Management Planning Committee with input from all agencies included on the committee. The sub-plan for Animal Welfare has been recommended to Loddon Shire Council for endorsement from the Integrated Municipal Emergency Management Planning Committee.

Northern Victorian Emergency Management Cluster



CITY OF GREATER
BENDIGO



Campaspe
MAYORCITY



CENTRAL
GOLDFIELDS
MAYORCITY



LODDON
MAYORCITY



MOUNT ALEXANDER
MAYORCITY

Emergency Animal Welfare Plan

Luke Ryan

May 2019





Version Number	Date of Issue	Brief Description of Change	Author
0.1	Sept 2018	Draft V0.1 distributed for comment	MASC – EMC
0.2	April 2019	Draft V0.2 distributed for May Workshop	MASC – EMC
0.3	May 2019	Final Draft V0.3 following Workshop conducted in May	MASC - EMC

Minor administrative updates may be made to this plan without the complete plan having to be endorsed again by IMEMPC. The minor updates may be noted by the IMEMPC and recorded in the Version Control Table.

To make comment on this plan, select the relevant section, note the comment and forward to:

Attn: Municipal Emergency Management Officer

Email:

Mount Alexander Shire Council - info@mountalexander.vic.gov.au

Loddon Shire Council – loddon@loddon.vic.gov.au

Central Goldfields Shire Council – mail@cgoldshire.vic.gov.au

City of Greater Bendigo – enquiries@bendigo.vic.gov.au

Campaspe Shire Council – shire@campaspe.vic.gov.au



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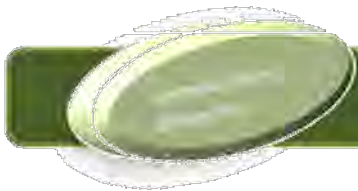
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Certificate of Endorsement

Under the provisions of the *Emergency Management Act 1986*, the Northern Victorian Integrated Municipal Emergency Management Planning Committee (IMEMPC) has facilitated the writing of this Emergency Animal Welfare Plan to complement the Northern Victorian Integrated Municipal Emergency Management Plan (IMEMP).

IMEMPC is a municipal emergency management committee for the shires of Campaspe, Central Goldfields, Loddon, Mount Alexander and City of Greater Bendigo Councils.

This Plan was tabled at a meeting of the IMEMPC and endorsed as a sub-plan of the IMEMP on the following date:

Distribution

A copy of this plan is provided to IMEMPC members. Distribution of the plan through each IMEMPC agency is the responsibility of the Agencies IMEMPC's representative. The current version of this plan is also maintained on the "Crisisworks" platform maintained by each Council for their emergency management. The full version includes some confidential information not for public distribution.

A public copy that does not have confidential information for public distribution is available from the websites at:

www.mountalexander.vic.gov.au

www.loddon.vic.gov.au

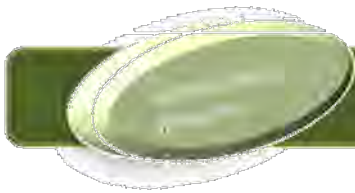
www.centralgoldfields.com.au

www.bendigo.vic.gov.au

www.campaspe.vic.gov.au

www.agriculture.vic.gov.au

www.epa.vic.gov.au



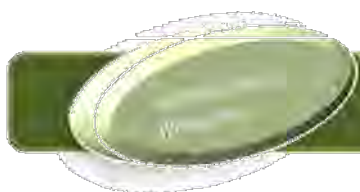
Plan Development

The Emergency Animal Welfare Plan is a sub-plan of the Northern Victorian Integrated Municipal Emergency Management Plan (IMEMP) for each of the Northern Victorian Emergency Management Cluster Councils consisting of Mount Alexander Shire, Central Goldfields Shire, Loddon Shire, Campaspe Shire and City of Greater Bendigo Council (NVEMC). It has been developed in consultation between the NVEMC, the Department of Jobs, Precincts and Regions (DJPR) and other agencies as required. In developing this plan, reference has been made to the *Victorian Emergency Animal Welfare Plan (Revision 1) (VEAWP)*.

Glossary and Acronyms

This plan may use terminology specific to Animal Emergency Welfare Support. Please refer to the VEAWP for a definition.

The plan will in the first instance fully write the title or phrase followed by the acronym. The acronym will be then used throughout the rest of the plan.



Introduction

The NVEMC municipalities are vulnerable to a number of hazards that impact their area and may affect the welfare of domestic animals (pets), livestock and wildlife.

The area of the five municipalities is home to a large number of domestic animals, livestock and wildlife. The area is also traversed by major highways, which carry livestock in large volumes on a daily basis.

This Emergency Animal Welfare Plan complements the IMEMP of each Partner Council.

The focus of this plan is to prescribe the municipal coordination arrangements that exist to support agencies which have a responsibility for emergency animal welfare support, this includes:

1. Domestic Animals (including all pets and companion animals) – Local Government
2. Livestock – Dept. of Jobs, Precincts and Regions (DJPR)
3. Wildlife – Dept. of Environment, Land, Water & Planning (DELWP)

Authority to Plan

The Emergency Animal Welfare Support Plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986.

Scope

The Emergency Animal Welfare Plan refers to the municipal area bounded by the five partner councils and their Municipal Emergency Management Plans (MEMP). The plan refers to domestic –animals (pets), livestock and wildlife located within the municipal boundaries and is based on the principle of ‘Shared Responsibility’ where the owners of domestic animals and livestock will have arrangements in place before, during and after an emergency to manage the welfare of their animals.

The focus of this plan is in relation to the:

- Identification and assessment of affected animals in an emergency event
- Management of displaced animals in an emergency event
- Veterinary treatment and triage of affected animals
- Humane destruction and disposal of animals as a result of an emergency event
- Logistical coordination of goods and services for animals affected by an emergency event



Purpose

The purpose of this animal welfare plan is to assist in the coordination of animal welfare support for domestic animals, livestock and wildlife before, during and after an emergency.

Objectives

The objectives of this plan are to:

- Assess and ensure animal welfare support is considered before, during and after an emergency
- identify resources that are locally available to support this plan
- identify resources available externally that may support this plan
- outline the municipal coordination arrangements for animal welfare support
- provide advice to the community on animal welfare support before, during and after an emergency

Related Documents

This plan should be read with reference to the following documents and legislation:

1. Victorian Emergency Animal Welfare Plan (Revision 1)
2. Northern Victorian Integrated Municipal Emergency Management Plan (version available for each municipality in the cluster)
3. Northern Victorian Cluster - Emergency Relief Centre Standard Operating Procedure (ERC:SOP)
4. Emergency Management Act 1986 & 2013
5. Emergency Management Manual Victoria

Review and Testing

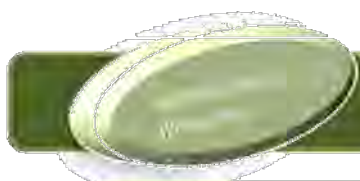
This plan is to be reviewed at every two years or after activation for an emergency event by the Municipal Emergency Management Planning Committee.

The plan is to be tested by an exercise every two years under the arrangement of the IMEMPC unless activated for an emergency event. Evaluation of the exercise is to be tabled with the IMEMPC for their review.

Information Sharing

At times, animal owner/carer details may need to be provided to animal welfare support agencies to ensure comprehensive assessment of animals impacted by an emergency. This enables the coordinated delivery of services to affected owners/carers and their animals.

Council will coordinate the management of information in accordance with the Information Privacy Act 2000 and relevant policy.



Organisational Roles and Responsibilities

A number of Government Agencies and Non-Government Organisations have a role or responsibility in providing emergency animal welfare support.

Part 7 of the Emergency Management Manual Victoria (EMMV) lists specific animal welfare emergencies e.g. emergency animal disease events and cetacean emergencies. In these cases, the EMMV assigns responsibility for managing an emergency to a specific agency.

In other emergencies listed under the EMMV e.g. bushfire and flood events, impacts on animal welfare may be identical to the broader emergency. In this case there is a controlling agency that requires the support of those Government Agencies and Non-Government Organisations with the requisite knowledge, skills and resources to manage animal welfare support.

The Victorian Emergency Animal Welfare Plan also lists responsibilities of agencies. Below is a summary of those responsibilities. For a full list of responsibilities please view the Victorian Emergency Animal Welfare Plan available at <http://agriculture.vic.gov.au/>

A summary of agency responsibilities is listed below:

Primary Agencies

The following agencies have a primary role and responsibility in emergency animal welfare support.

Dept. of Jobs, Precincts and Regions (DJPR) is the primary agency for livestock and companion animal welfare support services in emergencies. Their responsibilities include:

- provide emergency animal welfare management advice to agencies, organisations and the community
- identifying and assessing impacted animals
- provide advice on treatment, humane destruction or emergency salvage slaughter
- assessing fodder and water needs of impacted animals
- provide wildlife welfare advice to the Department of Environment, Land, Water & Planning (DELWP)
- coordinating animal welfare groups and volunteers
- assessing and reporting losses and damage
- investigating animal welfare complaints
- liaise with DELWP, Local Governments and animal welfare support agencies to ensure effective allocation of resources



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

DELWP is the primary agency for wildlife welfare support services and has the following responsibilities:

- communicating wildlife emergency welfare arrangements to relevant stakeholders
- providing advice to response agencies regarding the impact of an emergency on flora and fauna
- developing information for public and media relating to the management of wildlife impacted by the emergency
- ensuring the treatment and care of wildlife is conducted in accordance with relevant legislation
- providing advice on wildlife carcass disposal

Local Government

Prevention and Risk Mitigation

- Ensure emergency animal welfare support arrangements and providers of relevant animal welfare services are detailed within relief and recovery sections of the IMEMP and stored on the Northern Victorian Cluster Contact Database.
- Communicate municipal animal welfare contacts and arrangements to relevant stakeholders

Response

- Liaise with animal welfare agencies and organisations to enable effective and timely delivery of animal welfare support services
- Provide the Incident Controller with relevant information on the management of animals impacted by the emergency

Relief

- Provide assistance with urgent animal welfare needs including housing for displaced animals
- Ensure stray and surrendered animals are can be contained within an appropriate facility
- Referral of animal welfare needs to relevant support organisations
- Provide a point of contact for agencies and organisations in relation to emergency animal welfare support issues
- Create provisions to manage animals presenting at emergency relief centres to include registration, treatment and housing requirements or, advise owners of alternative arrangements when animals are unable to be housed on site.

Recovery

- Work with DJPR to assist in ongoing animal welfare recovery within the municipality
- Coordinate recovery services for animal owners and carers



Support Agencies/Organisations

There are a number of external agencies and suppliers who may provide emergency animal welfare support services depending on the emergency location and resource capacity. DJPR is responsible for monitoring the emergency event and consulting with the Australian Veterinary Association and RSPCA when local resources are exhausted.

A list of other support agencies can be found at

<http://agriculture.vic.gov.au/agriculture/emergencies/response/victorian-emergency-animal-welfare-plan>

Contact details for emergency animal support agencies can be viewed at

<http://contacts.regional.em.vic.gov.au>

Preparedness Arrangements

Each of the Partner Councils prepares for emergency animal welfare support services through the development of this plan and the following activities.

Northern Victorian Integrated Municipal Emergency Management Planning Committee (IMEMPC)

Animal emergency welfare support services will be represented by DJPR, DELWP and Council at IMEMPC meetings as required.

The IMEMPC facilitates the development and review of this Animal Emergency Welfare Support plan that supports their Municipal Emergency Management Plan.

The IMEMPC will ensure that animal emergency welfare support will be included in appropriate exercises to test and train for the activation of this plan.

Training

The NVMPC facilitate appropriate training for Council Staff who may be involved in animal emergency welfare support activities.

Council Rangers have specific accreditations required to manage animals. These requirements are found under and may include:

- Prevention Of Cruelty To Animals Act 1986 & Regulations 2008 - Authorisation
- Domestic Animals Act 1994 & Regulations 2015 - Authorisation
- First Aid
- Victorian Firearms Long Arm Licence (**Loddon and Central Goldfields Shires only**)
- Firearms Safety Course (**Loddon and Central Goldfields Shires only**)
- Bolt gun safety training (**City of Greater Bendigo and Campaspe only**)
- Basic Wildlife Awareness
- Impoundment of Livestock Act 1994 & Regulations 2008 – Authorisation



Resource sharing

Details on resource sharing arrangements between the NVEMC Councils can be located in Section 5. of the IMEMP.

Animal Shelters and Pounds

There are a number of animal shelters and pounds across the cluster councils as listed in NVEMC contact database and Crisisworks. Each centre is expected to have an emergency management plan in place for the management of animals. Centres may also require assistance or be able to provide assistance during an emergency.

Deceased Animal Disposal Sites

The municipality is responsible for the coordination of clean-up activities in an emergency, including the disposal of dead animals.

DJPR provides advice and will liaise with each municipality regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities.

For biosecurity purposes, it is preferable to dispose of diseased animals and contaminated materials on the affected property. Where this is not practically possible, other options should be determined by DJPR, in conjunction with the EPA.

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with the each municipality to oversee the disposal of carcasses of euthanased wildlife.

DJPR has a list of licensed landfill sites that may take animal carcasses across the State. Other sites may be identified and assessed in consultation between the Environmental Health Officer (EHO) from the municipality where the site is located and the Environmental Protection Agency (EPA) before an emergency and listed in this plan as appropriate. Refer to Appendix D.



Response Arrangements

In the event of an emergency, respective animal emergency welfare support responsibilities will be activated in accordance with the classification given to the event e.g. Level 1, 2 or 3.

Where an emergency impacts animals, an appointed DJPR Animal Welfare Liaison Officer will interact with the MERO, or their delegate, to ensure animal welfare arrangements are in place that allow effective management and referral of animal welfare needs, as well as distribution of relevant public information.

DJPR will consider the following matters when determining their control arrangements:

- Number of stock and domestic pets likely to be involved;
- Operation of registration and transport systems;
- Operation of destruction and disposal systems;
- Public information and advice;
- Communication with the public, authorities and individuals;
- Any future management issues.

Activation of the Plan

The plan may be activated:

- At the request of DJPR
- At the request of a Control agency
- At the request of each Council based on information received from the incident controller

The response will be elevated depending on the:

- Impact of the incident
- Information
- Assessments made



Plan Implementation

Issues for DJPR, MERO and Local Laws Coordinator (or equivalent) to consider when implementing the Plan are:

1. Availability and suitability of facilities for assessment, shelter and feeding of domestic pets.
2. Availability and suitability of facilities for assessment, containment and feeding of livestock.
3. Availability and suitability of facilities for the management and welfare of wildlife.
4. Availability and suitability of carcass disposal methods.
5. Current stock processing rates through local and neighbouring abattoirs, knackeries and rendering plants.
6. Current stock movements into and out of the district (agistment, sale, export).
7. Available feed and water supplies in the district.
8. Available resources for transportation of domestic pets and livestock to other facilities

When the Plan is implemented, Council will be responsible for:

1. Monitoring capacity to house and feed domestic pets.
2. Sourcing in conjunction with DJPR shelter and feed for affected domestic pets.
3. Liaising with the landfill operators in relation to its capacity as a regional disposal site.
4. Sourcing contractors, in conjunction with DJPR, to carry out stock disposal.
5. Ensure all communications regarding relief centres includes information about animal relief

The MERO and Local Laws Coordinator (or equivalent) will liaise with the Council CEO and report on Councils involvement during all stages.

Stand Still Situation

This situation could occur when movement of livestock is stopped, sometimes with little warning, and it could occur on a day when livestock is already at Livestock Exchanges, or other similar facilities.

A "Standstill" will be triggered by the National Management Group acting on the advice of the Consultative Committee on Emergency Animal Diseases. A decision to ease, lift or extend the standstill will be based on risk assessment and the known epidemiology of the outbreak.

Stock will remain at their current location and will not be moved until the threat has passed. This is determined by DJPR.

For stock on road situations, all current livestock transport journeys must be completed within four hours of the declaration of a standstill. If a current journey cannot be completed within four hours of the declaration, or originated from another state or territory, or the intended destination was interstate, the transporter must pull up when and where safe to do so and contact the Attwood State Biosecurity Operations Centre (03 92174200 or Victorian Emergency Hotline Ph. 1800 226 226) and seek instructions to determine a suitable destination to unload the livestock, before any further movement can be undertaken.



Local Saleyards Operational Policy Manuals should be referenced to ensure compliance with the AUSVETPLAN guidelines, which deals with management of exotic diseases and holding livestock in the yards, feed etc.

Processing Animals

An accurate record of each animal that is presented is extremely important. At least one person should be designated to complete paperwork, photograph and put identification on each animal presented.

This data is to be transferred into a central data base to ensure that animal owners have one reliable source of information when trying to locate an animal. The importance of this system should be communicated to other shelters and animal businesses that may receive animals directly from the public.

[Appendix F: Animal Registration Form Template](#) provides a template of an Animal Registration Form.

Emergency Animal Accommodation

Accommodating animals in emergency housing is a last resort. The first option should always be with family or friends outside the affected area that can better provide for animals. If there is no feasible pet friendly accommodation, boarding kennels and animal shelters may be available and appropriate.

Wildlife should be transferred to authorised wildlife carers located in a safe area. [Appendix E: Animal Accommodation](#) a list of available short term housing options in each municipality can be found on the NVEMC Contact Database and Crisisworks systems

Ideally, animals should not be kept at the Emergency Relief Centre or in emergency accommodation or shelters for more than three days.

Emergency accommodation should provide the following:

- Animal admission and identification record keeping
- Secure and functional housing
- Food and water
- Identifying and contacting owners (lost and found registers)
- Staff and public health and safety

Animals with no identified owners

Animals with no identified owner will be handled according to legal requirements and the municipality's stray animal's policy or procedure. Animals presenting with an owner can be housed under the following conditions:

- All animals are held at the owners risk
- Owners are required to feed the animal
- Water will be provided for the animals
- Housing is only short term. Animals that remain at the shelter after three days may be processed as unowned animals.
- Animals must be confined or on leash at all times
- Animals with special needs will need to be managed by the owner to ensure they do not cause harm or discomfort to other animals



- Animals must not be moved from their designated crate/pen without notification to the person in charge of the animal emergency housing
- Animals that are not well or have an infectious disease will be managed on a case by case basis. Suitable alternative arrangements for accommodation will be made; this will be done to protect the health of other animals in a facility.

Access for owners/carers of pets in alternative shelter options away from them will be managed according to the incident and resource capacity at the time.

Humane Destruction

It is the responsibility of the person in charge of animals to arrange for the humane destruction or salvage slaughter of impacted animals where the animals will continue to suffer if they remain alive, or where the animals have little or no chance of survival.

DJPR will assist in the humane destruction or salvage slaughter of animals when the person in charge cannot perform the necessary actions to alleviate the suffering of their animals. This assistance may include referral to Veterinarians, DELWP or the RSPCA.

Wherever possible, destruction activities will take place in consultation with the person in charge of affected animals. In situations where owners cannot be found, indemnity for immediate destruction in their absence is provided by Section 24 (1)(b)(i) of POCTA Act 1986.

In case of wildlife, the triage veterinarian is responsible for assessing the need for euthanasia. While it is prohibited to destroy native wildlife under the Wildlife Act, registered veterinary practitioners and appropriately accredited officers and volunteers who destroy wildlife in accordance with POCTA are exempt.

Methods of destruction of animals must be consistent with the relevant Code of Practice, such as the Codes of Accepted Farming Practice for the Welfare of Animals (species specific in the case of livestock), Code of Practice for the Welfare of Horses and Code of Practice for the Welfare of Wildlife during Rehabilitation.

The following municipalities have the training and equipment to assist with animal destruction subject to additional requirements:

Council	Equipment
Mount Alexander Shire Council	N/A
Loddon Shire Council	Council owned .22 calibre rifle
Central Goldfields Shire Council	Council owned .22 calibre rifle
Campaspe Shire Council	Bolt gun
City of Greater Bendigo	Bolt gun



Disposal of Dead Animals

Due to potential health hazards, timely disposal of animal carcasses is critical. A number of on-farm and off-farm options exist for the disposal of dead animals resulting from an emergency, including licensed landfills, knackeries and rendering facilities and high temperature incineration. Disposal on private land and government owned sites, such as unlicensed or decommissioned landfill sites, may be allowed subject to section 30A (Environment Protection Act) approval from EPA and will require the development of a site management plan.

DJPR is the provider of advice and liaise with each municipality regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities. Information on this can be found at

<https://www.epa.vic.gov.au/our-work/publications/publication/2009/june/iwrg641>

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with each municipality to oversee the disposal of carcasses of euthanised wildlife.

Briefing and Debriefing

Council will provide regular internal briefings to all staff involved in an emergency; these will be coordinated through the MERO and MRM. Animal welfare issues will be discussed at all briefings.

A debrief will be held at the conclusion of an emergency event. Staff involved in an emergency will be expected to attend the debrief session and provide input as to what worked well and what could be improved.

For detailed information on emergency briefings and debriefing procedures refer to the Integrated Municipal Emergency Management Plan (IMEMP).



Relief Arrangements

Each NVEMC Council is responsible for coordinating relief arrangements within their municipality. Relief arrangements are detailed in this plan and the Municipal Emergency Relief and Recovery Plan.

Emergency Relief Centre Arrangements

Evacuated households will bring their animals with them as they are often viewed as a member of their family. History has shown the presence of pets inside the ERC can be disruptive and may present a public health risk. Provision for the welfare of pets outside the ERC is to be managed by the Council Rangers, but responsibility for the control and welfare of the animals rests with the owner.

If there is adequate room animals may remain at the Relief Centre on a temporary basis (where possible, three days maximum) and should be tethered or in a cage. A sheltered site should be designated for animals.

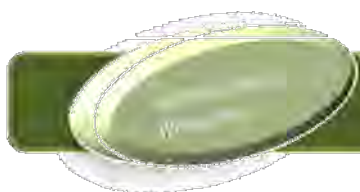
Any animal deemed to be unsafe or a threat to others must be tethered and attended to by the owner as per legal requirements. Council recommends that people who are displaced and attending the Relief Centre with pet's (other than registered assistance animal such as a guide dog) should first approach their friends and family to house their animal.

As a guide ERC Officers should consider:

- Provision of food and water for animals
- Separation of animals.

Assistance animals

Under Section 9(2) of the Commonwealth Disability Discrimination Act 1992, guide assistance dogs are allowed into and are able to stay in emergency relief centres.



Recovery Arrangements

Longer term animal welfare will be documented and addressed through the development of the Municipal Recovery Plan for the emergency event.

Donations

Donations of money, goods and services may be made during an emergency event to assist in emergency animal welfare support. This plan details how these donations may be managed. (Reference is made to the National Guidelines for Managing Donated Goods 2011).

It is the preference that any requests for donations made by a Municipal Recovery Committee is for financial donations only.

Food Items

The MRM will liaise with local organisations to assist in the coordination of pet food donations.

The Victorian Farmers Federation may be activated to coordinate fodder distribution in large events in consultation with the MRM. Where they are not activated, the MRM will work with relevant agencies to coordinate distribution.

Non-Food Items

The management of these items will be coordinated by the MRM who may delegate responsibility to an appropriate organisation.

Volunteers

In the context of this plan, volunteers who assist in emergency animal welfare support activities are members of organisations that are accredited to perform work in this area and have the appropriate management structure and training in place for their personnel.

Spontaneous volunteers are to be acknowledged and referred to appropriate organisations that may be able to incorporate them into their activities.

There may be no opportunity to utilise the services of a spontaneous volunteer due to:

- The specialised nature of the work
- Limited resources to equip a spontaneous volunteer e.g. safety equipment
- Limited management structures to supervise spontaneous volunteers
- Sufficient resources are already employed to manage the work load

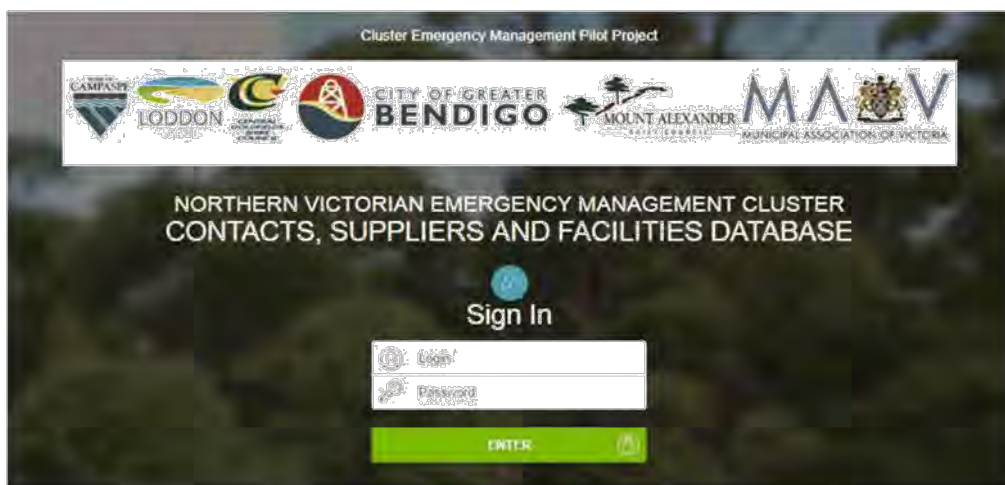
The MRM will coordinate acknowledgement of the offer of service from spontaneous volunteers in an appropriate manner.



Appendix A: Local Contact Information for Emergency Animal Welfare Support

Information stored in the Northern Victorian Contact Database

<http://contacts.regional.em.vic.gov.au>





Appendix B: State-Wide Contact Information for Emergency Animal Welfare Support

Consult DEJTR for advice where appropriate on who to contact in the emergency event.

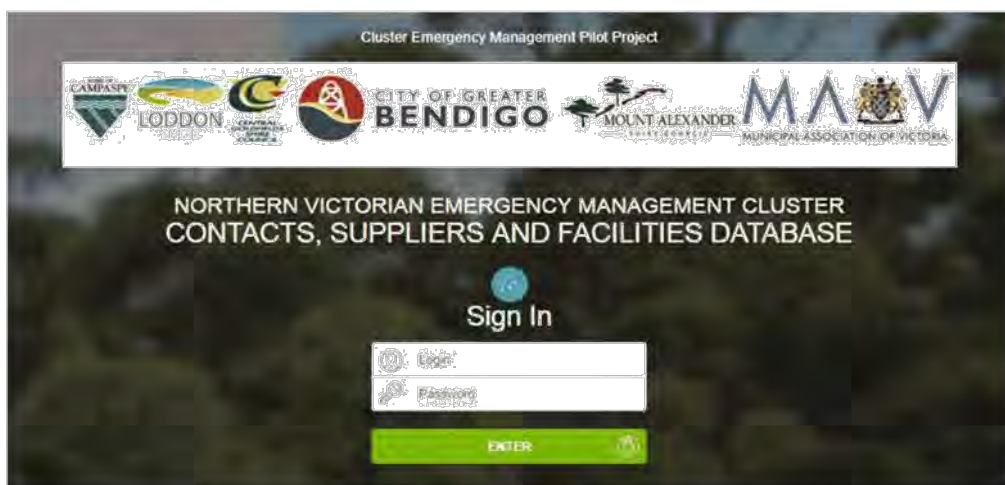
ORGANISATION	WEBSITE
Australasian Animal Record (microchips)	www.aar.org.au
Australian Veterinary Association	www.ava.org.au
Cat Protection Society of Victoria	www.catprotection.com.au
Central Animal Records (microchips) (Requires Ranger to access)	www.car.com.au
Dept. of Health & Human Services (DHHS)	www.dhhs.vic.gov.au
Dept. Economic Development, Jobs, Transport & Resources (DEDJTR)	www.agriculture.vic.gov.au
Dept. of Environment, Land, Water & Planning (DELWP)	www.delwp.vic.gov.au
Dogs Victoria	www.dogsvictoria.org.au
Feline Control Council	www.hotkey.net.au/~fccvic
Ferret Rescue	www.vicferrets.org.au
Governing Council of Cat Fancy	www.cats.org.au
Help for Wildlife	www.helpforwildlife.org.au
National Pet Register (microchips) Requires Ranger to access	www.petregister.com.au
Petcare Information and Advisory Service	www.petnet.com.au
Petsafe	www.petsafe.com.au
Project Hope Horse Welfare Australia Inc.	www.phhvw.org.au
Red Cross	www.redcross.org.au
RSPCA	www.rspcavic.org
The Lost Dogs Home	www.dogshome.com
VicRoads	www.vicroads.vic.gov.au
Victorian Animal Aid Trust	www.vaat.org.au
Victorian Bushfire Information Line	www.emergency.vic.gov.au
Victorian Farmers Federation	www.vff.org.au
Wildlife Victoria	www.wildlifelife.vic.gov.au
Zoos Victoria	www.zoo.org.au



Appendix C: Animal Pounds and Shelters

Information stored in the Northern Victorian Contact Database

<http://contacts.regional.em.vic.gov.au>





Appendix D: Stock Disposal Sites

Information stored in the Northern Victorian Contact Database

<http://contacts.regional.em.vic.gov.au>





Appendix E: Animal Accommodation Requirements

Due to the increased stress levels amongst animals during an emergency, all possible effort must be undertaken to minimise its effects.

- Predator and prey species should be kept as separate as possible
- Animals should be inspected ideally every four hours to ensure their environment is adequate to maintain their health
- If any animal appears sick, injured or its behaviour has changed it has to be reported to the manager as soon as possible
- Animals in the relief centre should be provided with food in sufficient quantity and nutritional quality to meet the daily requirements for the condition and size of the animals
- Food and water containers should be of a suitable type for the animal and should not easily spill
- Animals should have access to water at all times

Dogs

- Dogs should be walked daily
- Poo bags and garbage bins should be readily available
- If dogs that have been declared menacing, dangerous or of a restricted breed are presented at the relief centre, they must wear a muzzle and their specified collar and be restrained on a secure leash until alternate suitable housing can be arranged
- Further information on the care of dogs can be found in the "Code of practice for the private keeping of dogs" and "Code of practice for the management of dogs and cats in shelters and pounds"

Cats

- Cages need to be large enough to allow for a sleeping area, water container and a litter tray
- Cats should be provided with clean litter every day and litter trays should be disinfected between each use
- Further information on the care of cats can be found in the "Code of practice for the private keeping of cats" and "Code of practice for the management of dogs and cats in shelters and pounds"

Small Pets

A variety of small pets such as rabbits, guinea pigs, rats, mice or reptiles are likely to arrive at relief centres. These will hopefully arrive in cages suitable for housing and confinement.

Further information on the care of small pets can be found in Codes of Practice or DJPR information sheets.

**Birds**

- Birds are particularly susceptible to stress
- Perches must be provided for birds that rest by perching. The perches must be of sufficient diameter to allow the bird to maintain a firm grip. There must be sufficient perch space for all birds in a container to perch comfortably at the same time
- Bird cages must be covered or kept in a darkened room at night to enable them to get appropriate rest
- Further information on the care of birds can be found in the “Code of practice for the housing of caged birds”

Livestock

In most large emergency situations DJPR will establish its own Incident Management Team to coordinate field operations relating to fire affected agricultural properties.

People transporting large livestock to an ERC or an emergency shelter should be directed to the nearest large, safe venue for holding them. Possible sites may include show grounds, saleyards, empty feedlots and confinement buildings with adequate ventilation, airports, airplane hangars, livestock auction markets and fenced pasture.

Further information on the care of livestock can be found in the “Codes of accepted farming practice”.

Wildlife

Wildlife requires special housing and care. DELWP is the primary support agency for the welfare of wildlife. If wildlife is presented at the relief centre advice should be sought from DELWP on the appropriate course of action regardless of whether it is owned or wild.

Information on the care of wildlife can be found in the “Code of practice for the welfare of wildlife during rehabilitation”.

Horses

Horses can be adequately housed for a short time on an oval or in a paddock as long as there is adequate fencing, water and food and any pasture is fit for horse consumption.

Horses that are unfamiliar to each other should not be housed adjacent to each other as they may bite or kick each other through fencing. Stallions will require specialist fencing and should be housed separately from other animals.

Further information on the care of horses can be found in the “Code of practice for the welfare of horses”.



Appendix F: Animal Registration Form

Part A: OWNER DETAILS								
Name:				Telephone:				
Address:				Mobile:				
Alternative contact:								
Current Veterinarian:								
Part B: ANIMAL DETAILS								
No.	Name	Type	Breed	Description (colour / sex)	Collar (Y/N)	Identification (tag / microchip)	Identification Number	Special needs/comments (diet/medication/history/ temperament/ obvious pre-existing condition)
1								
2								
3								
4								
Animals received from:					Date:	Signature:		



Part C: EMERGENCY HOUSING CONTACT DETAILS						
Name:				Telephone:		
Address animals located:				Mobile:		
Part D: ANIMAL RELOCATIONS DETAILS						
Relocated to:				Telephone:		
Address:				Mobile:		
Received by:		Date:		Signature:		
Part E: RETURN OR COLLECTION DETAILS						
Name:				Telephone:		
Address:				Mobile:		
Received by:		Date:		Signature:		

**Animal Admission Owner Information Sheet (template)**

Welcome to the Emergency Relief Centre. We hope your stay here will be as short and as comfortable as possible. The (ENTER your council name) has arranged emergency shelter and welfare for pets and companion animals evacuated as part of this emergency.

What you may be required to do

- Feed and exercise your animal.
- Keep your animal confined, tethered or on a leash at all times.
- Do not let your animal cause harm or discomfort to people or other animals.
- Ask the person in charge of the animal area before you move your animal from their crate/pen.
- Understand that housing animals at the Emergency Relief Centre is only short term and you should discuss other options with the Animal Team Leader in charge.
- Understand that animals are held at the ERC at your risk.
- Discuss with our staff if you have any concerns about your animal.
- We are here to help and assist; however, there are many demands on our staff so please be a little patient. We will do our very best to help.

What we may do

- Feed and exercise your animal if you are unable to do so.
- Provide fresh water for your animal.
- Secure your animal and provide the best care we can.

- End of Document -



Local Laws Team

The Local Laws Team will assist in implementing the Emergency Animal Welfare plan. Their role may include the following:

1. Receiving, recording and distributing information on emergency animal welfare support issues
2. Identify and assess emergency animal welfare risks
3. Advise and consult with the MERO and MRM on emergency animal welfare support
4. Liaise with and coordinate the distribution of additional resources from animal welfare support agencies
5. Prioritise animal welfare operational activities
6. Attend community recovery meetings as required

9.2 2019 CHRISTMAS NEW YEAR HOLIDAY PERIOD

File Number: 02/04/001
Author: Christine Coombes, Executive and Commercial Services Officer
Authoriser: Lynne Habner, Manager Executive and Commercial Services
Attachments: Nil

RECOMMENDATION

That:

1. Council approve the closure of the Wedderburn and Serpentine administrative centres from midday Tuesday 24 December 2019 and reopening at 8.15 am on Thursday 2 January 2020.
2. notice of these amended office hours be published in the public notices sections of local newspapers circulating within the Loddon Shire.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Nil

BACKGROUND

The Loddon Shire Council has historically closed the Wedderburn and Serpentine administrative centres to the public over the Christmas/New Year holiday period.

ISSUES/DISCUSSION

In 2019, Christmas Day falls on a Wednesday and it is proposed that Council shut the Wedderburn and Serpentine Administrative Centres from midday Tuesday 24 December 2019 and reopen at 8.15 am on Thursday 2 January 2020.

Council's traditional Staff Christmas Party is proposed to be held on the afternoon of Thursday 19 December 2019 at the Tarnagulla Hall. An emergency response crew will be available on call for that afternoon. A skeleton crew will be employed across the Christmas/New Year period to attend to any emergency callouts.

COST/BENEFITS

Whilst there is some cost borne by Council with this arrangement, it reflects past custom and practice, it engenders goodwill with staff and it supports the Loddon Shire's reputation as being an employer of choice.

RISK ANALYSIS

This period has generally been a time of low customer enquiry and the shutdown has provided the opportunity to allow staff to have a refreshing family break with minimum interruption to business activities.

CONSULTATION AND ENGAGEMENT

Nil.

9.3 AUGUST 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 May 2019 Audit Committee meeting
 2. Review of Human Resources and Payroll
 3. Strategic Internal Audit Plan 2019-2022
 4. Fraud and Corruption Control - Local Government June 2019 Report
 5. Risk Management Report for the period May to July 2019
 6. Loddon Performance Framework results for the period ending 30 June 2019
 7. Local Government performance reporting framework at at 8 August 2019 part a
 8. Local Government performance reporting framework as at 8 August 2019 part b

RECOMMENDATION

That Council:

1. receives and notes this report on the August 2019 Audit Committee Meeting
2. receives and notes the confirmed minutes of the May 2019 Audit Committee meeting (**attached**)
3. endorses the performance improvement recommendations documented in the "Review of HR and Payroll" (**attached**)
4. endorses the Strategic Internal Audit Plan 2019-2022, with the inclusion of an audit on Councillor expenses in the 2019/20 financial year (**attached**)
5. endorses the suggested actions in response to the Fraud and Corruption Control – Local Government June 2019 Report as set out in the attached report, with an amendment to the credit card approval process for the CEO to provide for a review of transactions by the Director Corporate Services prior to approval by the Mayor (**attached**)
6. notes that the Mayor approves the CEO credit card transactions after the Director Corporate Services reviews that the transactions meet Council's policy requirements
7. receives and notes the Risk Management Report (**attached**)
8. notes the Loddon Performance Framework Results as at 8 August 2019 (**attached**)
9. notes the Local Government Performance Reporting Framework Results as at 8 August 2019 (**attached**).

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 May 2019 Audit Committee Meeting at the Ordinary Meeting held on 25 June 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 August 2019 meeting included the following:

Decision Reports

The minutes of the May 2019 Audit Committee meeting (**attached**) were endorsed.

The Strategic Internal Audit Plan (**attached**) was considered and an additional audit on Councillor expenses recommended for inclusion.

The review of Human Resources and Payroll (**attached**) was considered and referred to the Council meeting for endorsement.

The results of financial and performance statements for the period ended 30 June 2019 were discussed and some amendments recommended prior to listing for the August Council Meeting for adoption in principle.

The recommendations of the VAGO Independent Assurance Report to Parliament on fraud and corruption (Audit Committee meeting report **attached**) were discussed and it was suggested that proposed action 4 be amended to include review of the CEO credit card transactions by the Director Corporate Services prior to approval by the Mayor.

Compliance Reports

A number of compliance reports were considered and noted including:

- the Fraud Report for the April to June quarter – the CEO provided an update

- a review of major lawsuits facing council since February 2019 – the CEO provided an update
- Risk Management Report for the previous quarter (**attached**)
- items raised by Council that may impact the Audit Committee – none raised

Information Reports

The Audit Committee also received the following information reports:

- Monthly Finance Report
- Update on service planning
- Loddon Performance Framework results to 30 June 2019 (**attached**) including Local Government Performance Reporting Framework results to 30 June 2019 (**attached**). Both of these documents have been updated since being provided to the Audit Committee but have been provided as at 8 August in the form presented to the Audit Committee.
- VAGO Annual Plan 2019-2020
- Amendments to Accounting Standards.

The date of next audit committee meeting is 21 November 2019.

The next review will be Risk Management.

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, 23 May 2019
Time: 9:15am
Location: Kooyoora Room, Wedderburn Council Office,
Wedderburn

MINUTES

Audit Committee Meeting

23 May 2019

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

MINUTES OF LODDON SHIRE COUNCIL
AUDIT COMMITTEE MEETING
HELD AT THE KOOYOORA ROOM, WEDDERBURN COUNCIL OFFICE, WEDDERBURN
ON THURSDAY, 23 MAY 2019 AT 9:15AM

PRESENT: Mr Jarrah O'Shea, Mr Alan Darbyshire, Cr Gavan Holt, Mr Rod Poxon, Mr Rod Baker

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

1 WELCOME

Chief Executive Officer Phil Pinyon chaired the meeting and welcomed new Internal Audit Committee member Jarrah O'Shea, External Auditor Kathie Teasdale and Internal Auditor Mark Holloway as guests.

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

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

5 PREVIOUS MINUTES**5.1 APPOINTMENT OF COMMITTEE MEMBER**

File Number: 06/02/003

Author: Michelle Hargreaves, Administration Officer

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: Nil

RECOMMENDATION

That the Audit Committee welcome Mr Jarrah O'Shea as the new community member of the Audit Committee

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 14 February 2019 the Audit Committee noted the upcoming advertising of a position for a community member on the Audit Committee and also noted 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.

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 expired 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.

The recruitment process for the vacant position commenced with advertisements in the Bendigo Advertiser, Loddon Times and Gannawarra Times and on Council's website.

The term of the vacancy is 1 May 2019 to 30 April 2023.

In accordance with the Audit Committee Charter:

"External independent persons will have senior business or financial management/reporting knowledge and experience, demonstrated commitment to local communities or be conversant with the financial and other reporting requirements.

The Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills will undertake the evaluation of potential members, and a recommendation for appointment taken to Council."

After considering the applications received, the Mayor and the Chief Executive Officer recommended to Council that the most appropriate candidate for appointment is Mr Jarrah O'Shea.

At the Ordinary Council Meeting on 23 April 2019, Council resolved to appoint Mr Jarrah O'Shea to the Audit Committee for the period 1 May 2019 to 30 April 2023.

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

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 the Audit Committee will lose access to knowledge held by previous Audit Committee members however it will also gain access to knowledge held by the new member.

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.

COMMITTEE RESOLUTION 2019/22

Moved: Mr Rod Poxon

Seconded: Mr Rod Baker

That the Audit Committee welcome Mr Jarrah O'Shea as the new community member of the Audit Committee

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

5.2 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:

1. Mr Rod Baker be elected Chair of the Audit Committee for the May 2019 meeting
2. the Audit Committee recommend to Council that Mr Rod Baker be elected Chair of the Audit Committee for the balance of 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 14 February 2019 Mr Ken Belfrage was elected Chair of the Audit Committee for 2019. At the ordinary meeting of Council on 26 February 2019, the Council resolved to endorse the Audit Committee's recommendation to appoint Mr 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 23 April 2019, 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

On 30 April 2019 Mr Ken Belfrage's terms as a committee member was due to expire. A report went to the February 2019 Audit Committee meeting advising of this expiry, the intention to advertise the vacant committee member position, and the ability for a community member to reapply for the position. A recruitment process was undertaken and produced a competitive field of candidates who were interviewed by the CEO and Mayor.

A recommendation for the appointment of the new committee member was made to the Council by the CEO and Mayor at the meeting on 23 April 2019, and it was resolved to appoint Mr Jarrah

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

O'Shea to the vacant position. As Mr Ken Belfrage is no longer a community member of the committee, it is necessary to appoint a new Chairperson.

The term of the Chair will expire on the earlier of 28 February or the date of the Ordinary Meeting of Council in February 2020.

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 23 April 2019, Council resolved to pay \$475 per quarter to independent members of the Audit Committee.

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 2019/23

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That:

1. Mr Rod Baker be elected Chair of the Audit Committee for the May 2019 meeting
2. the Audit Committee recommend to Council that Mr Rod Baker be elected Chair of the Audit Committee for the balance of 2019
3. a letter of thanks be sent to Mr Ken Belfrage for his term as a committee member and chair of the audit committee

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

5.3 MINUTES FOR FEBRUARY 2019

File Number: 06/02/003

Author: Michelle Hargreaves, Administration Officer

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Minutes of the February 2019 Audit Committee meeting

RECOMMENDATION

1. That the Audit Committee accepts the minutes of the meeting held on 14 February 2019.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 14 February 2019.
3. That the Audit Committee forward the signed minutes of the meeting held on 14 February 2019 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.

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AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

COMMITTEE RESOLUTION 2019/24

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Poxon

1. That the Audit Committee accepts the minutes of the meeting held on 14 February 2019.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 14 February 2019.
3. That the Audit Committee forward the signed minutes of the meeting held on 14 February 2019 to the next ordinary meeting of the Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

6 REVIEW OF ACTION SHEET**6.1 ACTION SHEET**

File Number: 06/02/003

Author: Michelle Hargreaves, Administration Officer

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 outstanding 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 2019/25

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

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

CARRIED

AUDIT COMMITTEE MEETING MINUTES**23 MAY 2019****7 DECISION REPORTS****7.1 EXTERNAL AUDIT STRATEGY**

File Number: 06/02/003
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. External Audit Strategy 2018-19

RECOMMENDATION

That the Audit Committee note the Audit Strategy Memorandum for the financial year ending 30 June 2019.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Nil

BACKGROUND

In preparation for the end of financial year, the Victorian Auditor General's Office (VAGO) in conjunction with the VAGO appointed service provider Kathie Teasdale of Richmond Sinnott Delahunty prepare a formal Audit Strategy Memorandum.

ISSUES/DISCUSSION

The Audit Strategy Memorandum provides an overview of their planned approach to the annual audit of the financial statements and performance statements for Loddon Shire Council. The document also covers matters that they believe will be significant in the context of their audit work.

Key points within the document includes:

- new items for 2018/19
- key changes
- planned audit approach
- key risks and areas of focus
- materiality
- audit timetable
- audit fee and contacts.

COST/BENEFITS

This reports outlines the planned approach to the audit therefore giving clear communication as to the process expected to be undertaken for both the financial and performance statements.

RISK ANALYSIS

This year (period ending 20 June 2019) is the first year with Kathie Teasdale as the VAGO appointed partner. Although Kathie has had experience with past audits at Loddon, accounting standards have changed and reporting requirements updated. This document will help outline any key areas of focus for the current financial year.

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

CONSULTATION AND ENGAGEMENT

This document is prepared in consultation with VAGO and after the initial onsite interim audit has been completed.

COMMITTEE RESOLUTION 2019/26

Moved: Mr Jarrah O'Shea

Seconded: Mr Rod Poxon

That the Audit Committee note the Audit Strategy Memorandum for the financial year ending 30 June 2019.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

7.2 REVIEW OF SCOPE OF INTERNAL AUDIT PLAN

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Transition Plan

RECOMMENDATION

That the Audit Committee:

1. approves the Transition Plan which will result in a draft Internal Audit Plan 2019-2022 being presented to the August meeting of the Audit Committee
2. recommend the Transition Plan 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

The Audit Committee reviewed the 2015-2019 Internal Audit Strategy on 10 May 2018.

BACKGROUND

HLB Mann Judd has been appointed by Council to provide internal audit services for the period 1 July 2019 to 30 June 2023.

ISSUES/DISCUSSION

HLB Mann Judd proposed a transition plan for the development of an Internal Audit Plan 2019-2022. A copy of the transition plan is attached.

COST/BENEFITS

The cost of developing the Internal Audit Plan is part of the contract Council has entered into with HLB Mann Judd. The benefits of developing an Internal Audit Plan include gaining an understanding of council's high level priorities, strategic perspectives, risk appetite and policy and portfolio objectives.

RISK ANALYSIS

Implementing the Transition Plan will help to identify and manage risks faced by Council.

CONSULTATION AND ENGAGEMENT

It is proposed to consult the CEO, Director Corporate Services, Audit Committee Chair, Mayor, executive team in the development of the Internal Audit Plan before presenting a draft to the Audit Committee for review.

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

COMMITTEE RESOLUTION 2019/27

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That the Audit Committee:

1. approves the Transition Plan which will result in a draft Internal Audit Plan 2019-2022 being presented to the August meeting of the Audit Committee
2. recommend the Transition Plan to the next ordinary meeting of the Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

7.3 REPORT ON INTERNAL AUDIT

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Review of Data Analytics (Accounts Payable and Accounts Receivable)

RECOMMENDATION

That the Audit Committee:

1. Note the recommendations in the Audit Report "Review of Data Analytics (Accounts Payable and Accounts Receivable)"
2. Refer the Audit Report "Review of Data Analytics (Accounts Payable and Account Receivable)" 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 Data Analytics (Accounts Payable and Account Receivable)".

This report contains noted six exceptions for accounts payable and no exceptions for accounts receivable. There are six management actions in response to the exceptions.

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

1. Make inactive the identified duplicate records within the system to ensure that no transactions are coded against the incorrect supplier.
2. Make inactive the identified duplicate records within the system to ensure that no transactions are coded against the incorrect supplier.
3. Make the identified duplicate records, or suppliers who have had no recent transactions, within the system inactive to ensure that no transactions are coded against the incorrect supplier.
4. Make inactive the identified suppliers who have had no recent transactions, or no bank account numbers (see Description of Analysis 5 below) within the system.
5. Report, identify and make inactive on a bi-annual basis suppliers who have had no transactions within the previous 18 months. This will ensure that once-a-year purchases from some suppliers will not be impacted.
6. Make inactive the identified suppliers who have had no recent transactions within the system.

At the date of writing this report all actions had been completed with the exception of action 5, which is scheduled for half yearly completion.

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 2019/28

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee:

1. Note the recommendations in the Audit Report "Review of Data Analytics (Accounts Payable and Accounts Receivable)".
2. Refer the Audit Report "Review of Data Analytics (Accounts Payable and Account Receivable)" to the next ordinary meeting of Council.
3. Receive a report on tax and superannuation liabilities.
4. Recognise the effort of Lorraine Jackson in updating actions prior to the meeting.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 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 7b 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 14 February 2019 a draft version 7 of the Audit Committee Charter (the Charter) was considered. It was suggested that a number of changes be made and a revised draft returned to the May Audit Committee meeting.

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.

Version 6 of the Charter was adopted by Council on 27 February 2018.

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

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- **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

In addition,

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 has been engaged in the development of the revised version 7. A range of councils have been consulted in the drafting of provisions relating to the attendance remotely and involvement of the audit committee in the appointment of internal auditors.

COMMITTEE RESOLUTION 2019/29

Moved: Mr Alan Darbyshire
Seconded: Mr Rod Poxon

That the Audit Committee:

1. Approve version 7 of the Audit Committee Charter with recommended changes.
2. Recommend to Council the adoption of the version 7 of the Audit Committee Charter.
3. Commend the work done benchmarking with other Councils.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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7.5 DRAFT LODDON PERFORMANCE FRAMEWORK VERSION 4

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Performance Reporting Framework v4 draft

RECOMMENDATION

That the Audit Committee:

1. Endorse the draft Performance Reporting Framework version 4
2. Refer the draft Performance Reporting Framework 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 3 of the Loddon Performance Framework (the framework) was discussed at the Audit Committee meeting on 10 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

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.

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CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/30

Moved: Mr Jarrah O'Shea

Seconded: Mr Rod Poxon

That the Audit Committee:

1. Endorse the draft Performance Reporting Framework version 4
2. Refer the draft Performance Reporting Framework to Council for adoption
3. Approve the inclusion of "complaints" indicators.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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7.6 ANTI FRAUD AND CORRUPTION POLICY VERSION 4 FOR ADOPTION

File Number: 06/02/004
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Anti-fraud and Corruption Policy version 4 draft

RECOMMENDATION

That the Audit Committee:

1. Endorse the draft Anti-fraud and corruption policy v4
2. Refer the Anti-fraud and corruption policy 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 COUNCIL DISCUSSION

The version 3 of the Anti-fraud and corruption policy was adopted 15 December 2015 and 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 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 of prior to presentation to the Audit Committee.

COMMITTEE RESOLUTION 2019/31

Moved: Mr Jarrah O'Shea
 Seconded: Cr Gavan Holl

AUDIT COMMITTEE MEETING MINUTES

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That the Audit Committee:

1. Endorse the draft Anti-fraud and corruption policy v4
2. Refer the Anti-fraud and corruption policy to Council for adoption.

CARRIED

Cr Gavan Holt left the meeting at 10.50am.

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8 COMPLIANCE REPORTS**8.1 FRAUD REPORT**

File Number: 06/02/003
Author: Michelle Hargreaves, Administration Officer
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 February 2019 Audit Committee meeting.

BACKGROUND

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

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/32

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: Michelle Hargreaves, Administration Officer
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 February 2019 Audit Committee meeting.

BACKGROUND

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

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/33

Moved: Mr Rod Baker
 Seconded: Mr Alan Darbyshire

That the Audit Committee note the Major Lawsuits Report.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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8.3 OVERVIEW OF 2019/20 BUDGET

File Number: 06/02/003
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. 2019/20 Draft Budget

RECOMMENDATION

That the Audit Committee note the Draft 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 AUDIT COMMITTEE DISCUSSION

Each year the Audit Committee are presented with the Draft Budget.

BACKGROUND

Council have been presented with the 2019/20 Draft Budget and at the Council Meeting dated 23 April 2019, they resolved to advertise.

Council has once again used the Best Practice Guide 'Model Budget' to assist with developing the budget. The Executive Summary is based on this model and has been prepared to provide an explanation of the major components of the budget.

The Draft Budget includes:

- the continuation of a strong cash position
- the continuation of the Community Planning program
- projects and initiatives included in Council's various strategic plans
- no new borrowings
- continuation of the use of discretionary reserves.

Council's rating increase for 2019/20 is in line with the Victorian State Government's Rate Capping Policy which has been set at 2.5% on the 2018/19 forecast budget rate income. Council has discretion over increases relating to garbage and recycling charges, and has included in the draft budget an increase of 2.5% to assist in ensuring a cost neutral position for waste collection services.

ISSUES/DISCUSSION

Under Section 223 of the Local Government Act, Council must allow a 28 day timeframe for submissions to be made regarding the 2019/20 Draft Budget.

The Draft Budget has been advertised in the Bendigo Advertiser on Saturday 27 April 2019 and the Loddon Times on Tuesday 30 April 2019. Council will receive submissions until close of business on Friday 24 May 2019.

Council will consider submissions received at the Council Forum on Tuesday 11 June 2019 and formally adopt the Draft Budget at the Ordinary Meeting of Council to be held on Tuesday 25 June 2019 in the Council Chambers at Serpentine.

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COST/BENEFITS

The benefits to Council and the community are that a consultative budget process complies with the Local Government Act 1989, the budget provides a measure for accurate planning, and ensures that Council can deliver services and projects included in the document.

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/34

Moved: Mr Rod Poxon

Seconded: Mr Alan Darbyshire

That the Audit Committee note the Draft 2019/20 Budget.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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8.4 REVIEW OF OUTSTANDING AUDIT RECOMMENDATIONS

File Number: 06/02/003

Author: Michelle Hargreaves, Administration Officer

Authoriser: Sharon Morrison, Director Corporate Services

- Attachments:
1. High Risk Findings Report
 2. Medium Risk Findings Report
 3. Low Risk Findings Report

RECOMMENDATION

That the Audit Committee:

1. note the outstanding audit recommendations
2. refer the outstanding audit recommendations reports 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

The internal auditors presented "Follow Up of Agreed Actions from Prior Year Internal Audit Reports" to the August 2018 Audit Committee meeting.

BACKGROUND

The 2019 Audit Committee timetable provides for a review of the outstanding audit recommendations in May and November 2019.

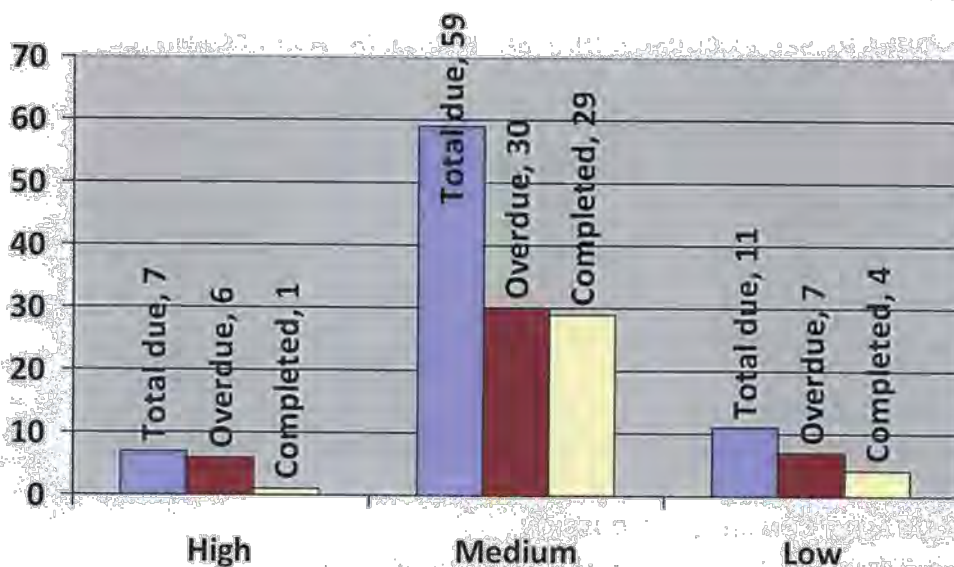
ISSUES/DISCUSSION

The attached reports on outstanding audit recommendations have been provided by risk level. In summary,

- Seven high risk findings were due to have recommendation actioned by 30 April 2019. Six are overdue
 - Three are awaiting the installation of new records management software
 - One is progressing through the document approvals process
 - Two are awaiting the appointment of a new Manager Assets and Infrastructure
- Fifty nine medium risk findings were due to have recommendations actioned by 30 April 2019. Twenty nine have been completed.
- Eleven low risk findings were due to have recommendations actioned by 30 April 2019. Four have been completed.

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COST/BENEFITS

There is little cost involved in the preparation of this report other than officer time in updating the status of recommendations and preparing the report.

RISK ANALYSIS

There is a risk that recommendation may not be actioned in a timely way if they are not regularly monitored.

CONSULTATION AND ENGAGEMENT

Relevant staff have been consulted in the preparation of this report, including provision of status reports for recommendations.

COMMITTEE RESOLUTION 2019/35

Moved: Mr Rod Poxon
 Seconded: Mr Alan Darbyshire

That the Audit Committee:

1. note the outstanding audit recommendations
2. refer the outstanding audit recommendations reports to the next ordinary meeting of the Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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8.5 ITEMS RAISED BY COUNCIL THAT MAY IMPACT THE AUDIT COMMITTEE

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

RECOMMENDATION

That the Audit Committee notes the matters raised.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The August 2018 Audit Committee meeting agenda listed this matter.

BACKGROUND

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

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/36

Moved: Mr Rod Poxon
 Seconded: Mr Alan Darbyshire

That the Audit Committee notes the matters raised.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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9 INFORMATION REPORTS

9.1 COMMITTEE SELF ASSESSMENT OF PERFORMANCE SURVEY RESULTS

File Number: 06/02/003
 Author: Michelle Hargreaves, Administration Officer
 Authoriser: Sharon Morrison, Director Corporate Services
 Attachments: 1. RPT Committee self-assessment survey
 2. MIN-Audit committee meeting May 2018

RECOMMENDATION

That the Audit Committee note the results of the self-assessment of performance survey.

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 discussed the results of the 2017 survey at the Audit Committee meeting in May 2018.

BACKGROUND

This self-assessment process has been undertaken in accordance with Clause 5.8 (Performance Monitoring) of the Audit Committee's Charter, and 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".

The template used for the 2018 self-assessment is based upon the Good Practice Guide.

ISSUES/DISCUSSION

The overall scores were very positive with 93% of results (27 of 29 questions) answered "satisfactory", and 7% with a mix of "not satisfactory" and "satisfactory".

There were two questions where one out of the four responses received indicated a "not satisfactory" response.

Question 19 states "The Audit Committee has reviewed the performance of internal audit".

Question 22 states "The Audit Committee has annually approved the internal audit program and rolling three year program". There was also a related comment: "The process to select the Internal Auditor for the next term was not great. It may not be ideal to have the same Internal Auditor for such a long period of time."

Management comment: The Audit Committee reviews the performance of internal audit at the May meeting each year. The Audit Committee annually reviews and approves the internal audit program and rolling three year program at the May meeting. Attached is a copy of the minutes of the May 2018 meeting (refer to items 8 and 7 respectively). The charter is also being updated to respond to this issue.

Another comment was also made "Counsellor (sic) representation may need to be reconsidered to cover meetings when existing representative is unavailable".

Management comment: At the November 2018 Council meeting, Councillor Neil Beattie was appointed as the alternative councillor for Audit Committee meetings. This has been acknowledged in the updated charter.

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COST/BENEFITS

There are minimal costs associated with the survey. The benefits include an opportunity to review the performance of the Audit Committee on a regular basis against industry specific standards.

RISK ANALYSIS

Conducting the survey helps to address risks associated governance of the Audit Committee.

CONSULTATION AND ENGAGEMENT

Committee members and the councillor representative are asked to complete the survey.

COMMITTEE RESOLUTION 2019/37

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the results of the self-assessment of performance survey.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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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 period ending 31 March 2019

RECOMMENDATION

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

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

BACKGROUND

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

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

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

AUDIT COMMITTEE MEETING MINUTES

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COMMITTEE RESOLUTION 2019/38

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That:

1. the Audit Committee note the Finance Report for the period ending 31 March 2019.
2. Director Corporate Services investigate whether Council is eligible to invest with Treasury Corporation Victoria.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

9.3 SHELL FINANCIAL AND PERFORMANCE STATEMENTS - FINANCIAL YEAR ENDING 30 JUNE 2019**File Number:** 06/02/003**Author:** Deanne Caserta, Manager Financial Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:**

1. Performance Shell Statements - financial year ending 30 June 2019
2. Financial Shell Statements - financial year ending 30 June 2019

RECOMMENDATION

That the Audit Committee note the submission to the auditor of the shell Financial Statements and Performance Statements for the financial year ending 30 June 2019.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Nil

BACKGROUND

Each year Local Government Victoria release guidance documents that assist Council to complete end of year financial document. These documents also highlight any changes in accounting and reporting standards since the previous reporting cycle.

The documents can be sourced from their website and the ones most commonly used by Council are:

- Local Government Model Financial Report 2018-19
- Local Government Better Practice Guide – Model Financial Report 2018-19
- Local Government Better Practice Guide – Performance Reporting Framework Indicator Workbook – February 2019
- Local Government Better Practice Guide – Performance Statement 2018-19.

These documents have been used to develop the shell statements for 2019.

ISSUES/DISCUSSION

In late 2018, the Victorian Auditor General's Office appointed Council's external auditor, Kathie Teasdale from Richmond, Sinnott and Delahunty (RSD).

Kathie has prepared an Audit Strategy Memorandum which outlines a timeline of key tasks required to complete the audit within the required timeframe.

This timetable includes providing shell statements to RSD during May/June, prior to 30 June 2019 close of accounts.

The documents have been reviewed, updated with any changes to the model statements and accounting standard changes and were submitted to RSD on 23 April 2019. Council will await return and will make any required adjustments prior to 30 June 2019.

AUDIT COMMITTEE MEETING MINUTES

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COST/BENEFITS

Preparation and review of shell documents prior to 30 June 2019, enable more timely processing and finalisation of the statements along with ensuring that key errors are identified and corrected early.

RISK ANALYSIS

The shell documents are reviewed and updated by Local Government Victoria in conjunction with Crowe Horwath CPA Australia and FinPro. These are all leading bodies in the local government finance sector.

CONSULTATION AND ENGAGEMENT

Each year Council has the opportunity to either be a part of the review committee within FinPro or to make a submission for change within the shell documents.

COMMITTEE RESOLUTION 2019/39

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the submission to the auditor of the shell Financial Statements and Performance Statements for the financial year ending 30 June 2019.

CARRIED

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9.4 PRESENTATION BY STAFF MEMBER**File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Business Plan Report - Office of Corporate Services**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 2019.

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

Director Corporate Services, Sharon Morrison, was appointed to the role in August 2016.

Among Sharon's areas of responsibility are:

- Oversight of three departments: Financial Services, Organisational Development, and Information and Business Transformation
- Managing internal audit function
- Managing culture change program
- Managing community satisfaction survey
- Responding to Protected Disclosures
- Responding to Freedom of Information requests
- Managing Privacy and Protected Data responsibilities
- Reporting against Council Plan and producing Annual Report
- Managing elections

Some key projects for 2018/19 include:

- Revise approach to service planning
- Develop volunteer strategy
- Develop community engagement framework
- Various service reviews
- Service Planning approach
- Rural Councils Transformation Program

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- Financial Assistance

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 2019/40

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That the presentation by staff member be held over to the next meeting in August.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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9.5 UPDATE ON SERVICE PLANNING

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

- Attachments:**
1. Draft Service Planning Framework Policy v1
 2. Policy Attachment 7.1 Service Planning Guidelines
 3. Policy Attachment 7.2 Service Planning Profile
 4. Policy Attachment 7.3 Service Planning 'Service Cost Evaluation Model'
 5. Service Planning Project Plan

RECOMMENDATION

That the Audit Committee notes the update on service planning.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

An internal audit on Service Planning was reported to the February 2019 meeting of the Audit Committee which made two findings with a high risk rating and noted that Council was working with a consultant toward a formalised approach to service planning.

BACKGROUND

One of the management actions was to work with the external consultant to develop a service planning framework.

ISSUES/DISCUSSION

A draft policy has been prepared with the assistance of the consultant. Staff have been provided with the opportunity to review and amend the draft policy. An opportunity is now provided for the Audit Committee to provide input into the draft before it is progressed through the internal approval process.

Also attached is the project plan for the Service Planning project. It is intended to complete service plans this financial year so a revised long term financial plan can be prepared on the basis of the service plans rather than preparing service plans on the basis of the long term financial plan.

COST/BENEFITS

Costs for service planning are contained within the operational budget for 2018-19 and 2019-2020.

RISK ANALYSIS

There is a risk that the service planning approach does not respond to the risk identified in the internal audit on Service Planning. This risk is being addressed by consulting with key stakeholders and reviewing the draft policy against the internal audit on Service Planning.

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CONSULTATION AND ENGAGEMENT

Key stakeholders are being consulted on the draft policy and experts have been engaged to prepare the policy.

COMMITTEE RESOLUTION 2019/41

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That:

1. the Audit Committee notes the update on service planning
2. Service Planning be included on future agenda.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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9.6 OMBUDSMAN INVESTIGATION - PROCUREMENT

File Number: 06/02/003
 Author: Sharon Morrison, Director Corporate Services
 Authoriser: Phil Pinyon, Chief Executive Officer
 Attachments: Nil

RECOMMENDATION

That the Audit Committee note the recommendations and subsequent requests of the Ombudsman's office.

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

The Ombudsman's Office notified Council in January 2018 of its intention to conduct an investigation of a protected disclosure complaint in relation to allegations of conflict of interest and secondary employment.

In January 2019 Council was provided with a letter constituting the Ombudsman's final report. The report made three recommendations:

1. Review arrangements which allowed an employee to undertake maintenance works outside their job description while being paid to work for Council as [an officer].
2. By 1 March 2019 provide the Ombudsman's office with a report on the implementation on each of the actions recommended in the Service Delivery Review – Strategic Procurement Review, which was accepted by the Council on 24 March 2018.
3. By 1 April 2019, provide this office with evidence that all council employees who are engaged in procurement activities on behalf of the council have received training in accordance with the *Local Government Best Practice Procurement Guidelines 2013* at a level appropriate to the financial delegation of each employee.

A response was provided to the Ombudsman's office on 1 March providing a report on the implementation of each of the actions recommended in the Service Delivery Review – Strategic Procurement Review. An extract of the status of the actions at that time is set out below:

Recommended Actions	Timeframe with existing resources	Status as at 28/2/2019
1. Develop and implement new chart of accounts.	With implementation of new finance software	Loddon Shire Council has been funded by LGV to develop a revised chart of accounts. The existing chart has been mapped to the proposed chart of accounts. Software is currently being updated by a software provider to accommodate changes so that the new chart of accounts can be implemented.

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Recommended Actions	Timeframe with existing resources	Status as at 28/2/2019
2. Upgrade the current finance software (Attache) to enable electronic purchase orders and accounting for forward commitments	June 2018	A consultant has been engaged to finalise this project by 30 June 2019.
3. Purchase and implement new finance software to allow for increased efficiency and transparency.	Purchase – August 2018 Implementation – 2018-2020	Expressions of interest for tender were undertaken collaboratively with Buloke Shire Council. The tender for software has been put on hold while Council submitted an expression of interest in the Rural Council Transformation Program for funding with 9 other councils. The EOI has progressed to the stage of business case development. The business case is to be submitted by 31 March 2019. In the event that the business case application is not successful, Council will proceed to tender as a separate exercise.
4. Development of a Procurement Framework.	June 2018	The related policy and procedures have been updated. A strategy (including social procurement) is under development and a quote for the development of the balance of the strategy is being evaluated. No formal framework has been developed at this stage and it is likely that this will rely upon the resources provided by a procurement specialist – see point 6 below.
5. Review and strengthen the Procurement Policy and Procedure.	June 2018	Policy was reviewed 28 August 2018 and is due for review 28 August 2019. Procedures are updated on a regular basis with a view to strengthening them and ensuring current relevance
6. Engage a procurement specialist to support people, policies, procedures and systems.	By September 2018	Council is currently advertising this position for the third time. The position description has been modified to increase the banding and to make the position full time, in an attempt to make the role more attractive to attract suitable candidates.
7. Purchase a contract management system.	With new finance software	A report to the Management Executive Group dated 22 August 2018 identified money available for the purchase of contract management software. This purchase is awaiting the finalisation of the contract management framework. (see point 11 below)
8. Establish an online tendering process.	By June 2018	Completed – Council has implemented eProcure by TenderSearch.

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AUDIT COMMITTEE MEETING MINUTES

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Recommended Actions	Timeframe with existing resources	Status as at 28/2/2019
9. Develop standard contractual documentation to suit a range of projects.	From December 2018	Council is involved in the Regional Procurement Excellence Network which is investigating the purchase of a suite of standardised documents at a reduced cost per council.
10. Establish vendor panels to improve organisational efficiency.	From December 2018	Awaiting appointment of procurement specialist – see point 6 above.
11. Finalise the contract management framework.	June 2018	A draft contract management framework has been prepared and is being updated to reflect changes to the process as a result of the introduction of the eProcure software.
12. Implement outstanding audit recommendations relating to procurement to reduce the risk to the organisation.	Through implementation of new finance software	Refer to 3 above.
13. Deliver training on procurement including tender evaluation, conflict of interest, signing documentation, the importance of filing all contract documentation on the organisations EDMS, contract management, signing and sealing of contracts, secondary employment.	From April 2018	<p>Procurement training e-learning purchased from MAV and is currently being delivered to relevant staff:</p> <ul style="list-style-type: none"> MAV Procurement Essentials MAV Contract Management MAV Probity for Purchasing and Procurement MAV Roles and Responsibilities of Evaluation Panel Members <p>Additional training courses have been completed in face to face training.</p> <p>An update will be provided with more comprehensive information to comply with recommendation 3 in the attached letter by 1/4/19.</p>
14. Implement a centre led approach to managing procurement to minimise the risk to the organisation.	From September 2018	Awaiting appointment of procurement specialist – see point 6 above.

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Recommended Actions	Timeframe with existing resources	Status as at 28/2/2019
15. Review the Staff, Volunteer and Contractor Code of Conduct in relation to secondary employment/business and conflicts of interest.	By June 2018	The revised draft of the Code is complete and making its way through Council's internal approval processes. Council's consultative committee reviewed a proposed secondary employment policy and asked for further research to be done. This research is still underway.
16. Review the Corporate Credit Card Policy and Procedure to ensure it meets reasonable and practical standards and ensure staff are aware of the standards.	By June 2018	Complete. Council has also deployed an electronic credit card management system which helps to reinforce standards.
17. Participate in MAV LEAP program	From April 2018	Complete. Council has joined the program and is currently cleansing data before launching the dashboards across the organisation. An action plan has been developed based upon gaps identified through analysis of the LEAP framework.

A response was provided to the Ombudsman on 1 April providing evidence of training undertaken by various staff members who are engaged in procurement activities noting a number of staff failed some modules and a small number of staff had not completed training due to leave commitments.

ISSUES/DISCUSSION

By letter dated 9 April the Ombudsman's office requested that Council provide:

- By 19 April 2019, details of the further action council has taken, or intends to take, with regard to those staff who have not successfully completed the eLearning modules applicable to their roles.
 - **Status:** report sent 16 April 2019. The Ombudsman's office advised that there is no further report required by Ombudsman's office.
- By 18 October 2019, a further report from the council on the implementation of each of the actions recommended in the Service Delivery Review – Strategic Procurement Review that have not yet been completed.
 - **Status:** Council has recently engaged an experienced procurement officer to assist with the implementation of actions that have not yet been completed.

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COST/BENEFITS

Staff time is the most significant cost involved in responding to the recommendations made by the Ombudsman's office. The benefit of the response is the management of both reputational risk and procurement related risks.

RISK ANALYSIS

Considerable effort is being undertaken to help ensure that procurement related risks are managed effectively. By responding in a full and timely manner to the requests and recommendations of the Ombudsman's Office, Council has managed its reputational risk.

CONSULTATION AND ENGAGEMENT

The CEO and Director Corporate Services have been involved in responding to the requests of the Ombudsman's office.

COMMITTEE RESOLUTION 2019/42

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the recommendations and subsequent requests of the Ombudsman's office.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

9.7 RISKS ASSOCIATED WITH ACQUITTING GRANTS

File Number: 07/03/002
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. External Grants Procedure version 1

RECOMMENDATION

That the Audit Committee notes the External Grants Procedure 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 AUDIT COMMITTEE DISCUSSION

At the Audit Committee Meeting held on 14 February 2019, an issue was raised regarding the current risks associated with acquitting grants. An action for this topic was raised for Council Staff to provide a grant acquittal report to the next Audit Committee meeting.

BACKGROUND

Council relies upon about 50% of income coming from grants. This poses a risk to Council's sustainability.

ISSUES/DISCUSSION

Each year, Council has numerous grant funding applications with many different state, federal and non-government bodies. Each of these grants have differing guidelines for: what can and cannot be claimed against the funding received; when progress reports and payments are due; and what acquittal requirements apply.

Previously many grant bodies were satisfied with a full transaction report outlining what suppliers were used, when the supplies were made and what supplies were used to deliver the project.

It has however become more common for the grant body to request a full external audit on transactions, invoices and reconciliation of funds received. This adds an additional cost to Council in both time and dollars.

Management recently approved an external grants procedure to help manage the risks associated with the administration of all external grants from application to acquittal. A copy is attached.

COST/BENEFITS

Costs associated with the adoption of the recommendation are minimal. The benefit of the recommendation is the provision of assurance and the opportunity for input into a revised procedure.

RISK ANALYSIS

There is a risk that Council staff will not follow the procedure which is designed to address the risks. The procedure provides for a range of staff to have various roles and responsibilities in the implementation of the procedure. The Manager Financial Services is the owner of the procedure.

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CONSULTATION AND ENGAGEMENT

Various staff were involved in the development of the procedure to ensure it addressed the key issues related to the administration of external grants.

COMMITTEE RESOLUTION 2019/43

Moved: Mr Rod Poxon
Seconded: Mr Jarrah O'Shea

That the Audit Committee notes the External Grants Procedure version 1.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

9.8 VAGO REPORT ON THE RESULTS OF 2017-18 AUDITS: LOCAL GOVERNMENT

File Number: 06/02/003
 Author: Sharon Morrison, Director Corporate Services
 Authoriser: Sharon Morrison, Director Corporate Services
 Attachments: 1. VAGO Report

RECOMMENDATION

That the Audit Committee note the Victorian Auditor General's Office report on the results of 2017-18 audits of local government.

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

Each year the Victorian Auditor General's Office (VAGO) audits the finances of councils and produces a report outlining the results of the audits of the financial reports and performance statements of councils.

ISSUES/DISCUSSION

The findings in the report state that a clear audit opinion was issued for the financial reports and performance statements of all councils. A number of other findings were also made in relation to streamlined financial reporting, physical asset fair value assessments and revaluations, found assets, recycling domestic waste, internal controls and financial sustainability.

The following recommendations were made:

We recommend Local Government Victoria:

1. introduce the requirement for councils to set and report achievement against targets for each of the performance indicators presented in councils' performance statements (see Section 2.4).

We recommend councils:

2. explore longer-term solutions to continue recycling services without significantly affecting the cost of living for the community (see Section 1.3)
3. continue to streamline their financial reports and make them more relevant to help users understand the councils' financial position and performance (see Section 2.7)
4. improve financial reporting process efficiencies by reducing the reliance on manual controls, introducing risk assessments, and actively monitoring and reviewing data quality (see Section 2.5)
5. resolve prior year internal control issues and financial reporting deficiencies within the recommended time frames (see Section 3.2)
6. develop asset management strategies through consultation with the community and prioritise asset maintenance and renewal while making sure they are financially sustainable in the long term (see Section 4.2).

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These recommendations have been added to Council's audit reporting software to assist with reminding responsible officers of the key focus areas VAGO will be monitoring.

COST/BENEFITS

There are no costs associated with noting this report. Any actions to be taken by responsible officers will either be done as part of day-to-day operations or a business case will be developed to seek funding for the initiative.

RISK ANALYSIS

By including the recommendations in Council's audit reporting software the risk that these recommendations will not be actioned is reduced.

CONSULTATION AND ENGAGEMENT

No staff have been consulted in the preparation of this report.

COMMITTEE RESOLUTION 2019/44

Moved: Mr Rod Poxon
Seconded: Mr Jarrah O'Shea

That the Audit Committee note the Victorian Auditor General's Office report on the results of 2017-18 audits of local government.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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9.9 IBAC REVIEW OF INTEGRITY FRAMEWORKS IN SIX VICTORIAN COUNCILS

File Number: 06/02/003
Author: Sharon Morrison, Director Corporate Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. A review of integrity frameworks in six Victorian Councils, March 2015

RECOMMENDATION

That the Audit Committee note the IBAC Review of Integrity Frameworks in Six Victorian Councils.

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

By letter dated 1 April 2019 IBAC provided Council with a final report on the review of local government integrity frameworks.

It was suggested that there would be value in sharing the report with the audit committee.

In the introduction to the report IBAC states:

An 'integrity framework' is defined as the instruments, processes, structure and conditions required to foster integrity and prevent corruption in public organisations.

IBAC conducted targeted consultations with a selection of councils by undertaking surveys of senior managers and staff, and interviews with selected staff members.

IBAC used the information from consultations along with the observed practices to build a picture of the councils' integrity frameworks.

The report then goes on to highlight good practices and possible areas for improvement to help councils strengthen their individual integrity frameworks.

ISSUES/DISCUSSION

Key findings in the report are summarised below:

- Risk management: councils could do more to implement and actively monitor the effectiveness of controls (eg. conducting audits and implementing recommendations).
- Governance: documented guidance, sound leadership, education and information for both staff and the public must complement each other in order to support the other risk management and detection elements of a council's integrity framework.
- Detection: clear and effective protected disclosure procedures and a safe reporting environment is important.

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Areas for improvement include:

- Once risks are identified, appropriate controls must be implemented and actively monitored to ensure risks are being managed effectively.
- Refinement of managements' approach to leadership to ensure there is an appropriate balance between developing a values-based organisational culture and enforcing relevant controls, recognising that neither should be pursued to the exclusion of the other.
- Broadcast Council's intolerance of misconduct and corruption. Consider tailoring statements of ethical practice to ensure relevant stakeholders understand council's position on corruption-related issues such as gifts, bribes and conflicts of interest, making it clear that Council will not tolerate corrupt activities.
- To encourage reports of suspected corruption, management must reassure employees they will not be penalised and they do not need hard evidence to make a report. Take appropriate action in response to reports that are made.

Council staff are currently reviewing Council's Compliance Policy which aims to promote a culture that assists Council in meeting compliance obligations in relation to all legislative reporting requirements, regulations, industry and internal codes of conduct that impact the activities of Council.

COST/BENEFITS

The costs and benefits of implementing actions in response to areas for improvement are considered on a case by case basis. There is no cost associated with noting this report. The benefit of noting this report is the opportunity to discuss matters of interest or concern.

RISK ANALYSIS

Council has a range of controls in place to foster integrity and respond to the risk of corruption.

CONSULTATION AND ENGAGEMENT

No staff have been consulted in the preparation of this report.

COMMITTEE RESOLUTION 2019/45

Moved: Mr Rod Poxon
Seconded: Mr Jarrah O'Shea

That:

1. the Audit Committee note the IBAC Review of Integrity Frameworks in Six Victorian Councils
2. the report be included as a reference document in upcoming consultation on the new internal audit plan.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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10 GENERAL BUSINESS

Phil circulated Fact Sheets from Essential Services Commission

AUDIT COMMITTEE MEETING MINUTES

23 MAY 2019

11 NEXT REVIEW**12.1 NEXT PLANNED REVIEW**

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 HR Management and Payroll (including data interrogation).

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 HR Management and Payroll (including 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**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

AUDIT COMMITTEE MEETING MINUTES

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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.

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 HR Management and Payroll.

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 2019/46

Moved: Mr Rod Poxon
Seconded: Mr Alan Darbyshire

That the Audit Committee note the scope of the internal audit on HR Management and Payroll (including data interrogation).

CARRIED

AUDIT COMMITTEE MEETING MINUTES

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NEXT MEETING

The next Audit Committee meeting will be held on 22 August 2019 at Wedderburn commencing at 9:15am.

There being no further business the meeting was closed at 11.55am.

Confirmed this.....day of..... 2019

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CHAIRPERSON

INTERNAL AUDIT REPORT

LODDON SHIRE COUNCIL

REVIEW OF HUMAN RESOURCES MANAGEMENT AND PAYROLL (INCL. DATA INTERROGATION)

July 2019



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Disclaimer

Inherent limitation – the nature of an audit is influenced by factors such as the use of professional judgement, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

Third party reliance

Other than our responsibility to Loddon Shire Council, neither HLB Mann Judd (VIC) Pty Ltd nor any member or employee of HLB Mann Judd (VIC) Pty Ltd undertakes responsibility arising in any way from reliance placed by a third party, on this report. Any reliance placed is that party's sole responsibility.

Our report is for the sole use of Loddon Shire Council and is not to be used by any other person for any other purpose and may not be distributed, duplicated, quoted, referred to, in whole or in part, without our prior written consent.



Executive Summary

INTRODUCTION

As part of the internal audit services provided to Loddon Shire Council (the "Council" or "LSC"), HLB Mann Judd has undertaken a review of its Human Resources ("HR") management and payroll processes. The objective of the internal audit was to assess the adequacy and appropriateness of internal controls and processes relating to LSC's HR management practices and the payroll function.

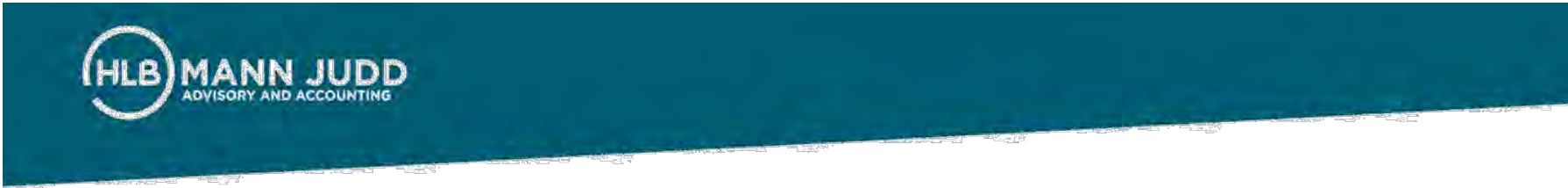
This review has been approved by the Audit Committee of the Council and forms part of the 2018-2019 Internal Audit Program.

BACKGROUND

Human Resources

The overall responsibilities for managing people are normally assigned to an organisation's 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.

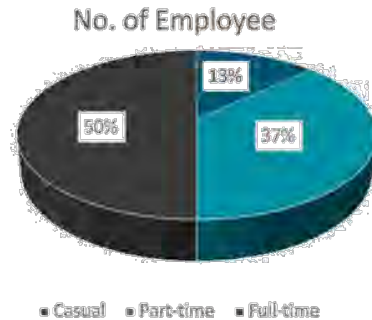
The Council should have a framework that provides key stakeholders with confidence that the organisation is fulfilling its role and obligations to employees while ensuring compliance with internal policies and procedures, and external requirements.



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.

The Council has approximately 192 employees (as at 30 April 2019) and provides employee benefits such as salaries, annual leave, long service leave, superannuation, etc. Payroll is processed by the Payroll Officer and certain key aspects reviewed by HR Coordinator. Payroll oversee all aspects of the fortnightly pay-run and provide advice and support to business units across the organisation in the management of staff through payroll processing, safekeeping of employee personnel files and maintenance of the employee Masterfile. The following chart below outlines the components of LSC's workforce as at April 2019:



Employee Type	No. of Employee
Casual	25
Part-time	71
Full-time	96
Total	192



POSITIVE ASPECTS OF CONTROL

The following positive business practices were noted regarding HR and payroll processes at LSC:

Human Resources

HR Policies and Procedures

- LSC' HR management function is undertaken by the Organisational Development department which is made up of a HR Coordinator, , Learning and Development Officer, OH&S and Fire Prevention Officer, Payroll Officer and Manager Organisational Development. The Manager - Organisational Development reports directly to the Director, Corporate Service;
 - LSC has various HR related policies, procedures and forms which are adequate and comprehensive. Some of these include (but not limited to):
 - Recruitment and Selection Policy (last reviewed in March 2019, next review is due in March 2023);
 - Probation Period Policy and Procedure (last reviewed in June 2017, next review is due in June 2021);
 - Records Management Policy (last reviewed in August 2018, next review is due in August 2022);
 - Employee Assistance Policy (last reviewed in September 2015, next review is due in September 2019);
 - Part-time Staff – Time in lieu Policy (last reviewed in June 2017, next review is due in June 2020);
 - Volunteer Policy (last reviewed in March 2019, next review is due in March 2023);
 - Various forms, checklists and templates (e.g. Exit Checklist, Exit Interview form, Employee Deductions Maintenance form, Leave form, Direct Deposit Authority form, Change of Mailing Address form, etc.);
- HR related policies and procedures are uploaded on the Intranet for staff's easy reference;
- There are adequate controls and segregation of duties over HR management processes. For example:
 - New employees: Approval for new positions and staff, advertising positions, conducting reference checks, finalisation of employee contracts before start date and compliance with probation requirement;



- New staff receive appropriate orientation and on-the-job training to support their effective and smooth transition into the organisation, and their new role in LSC;
- LSC' Delegations of Authority clearly sets out the appropriate approving authority for various HR processes.

Effectiveness of HR Controls and Processes

Our testing noted the following:

- An open, transparent and objective recruitment, selection and appointment process is in place to ensure that the candidate who best fits the position is selected by the Selection Panel based on the position description and pre-determined criteria (i.e. relevant working experience, qualifications and police checks etc);
- Relevant staffing statistics are incorporated into the HR reporting process; and
- An organisation-wide training program/schedule (in excel spreadsheet) is maintained by HR for key training delivered to staff during the year.

Physical security and destruction of files

- Employee personnel files are currently maintained in hardcopy HR folders, which are accessible by authorised staff only;
- Filing and destruction of HR documents occurs in line with LSC policies and procedures.

Risk Management

- LSC' HR related risks are identified, assessed and effectively managed in line with LSC' risk management framework.

Monitoring and Reporting

- HR management reports are prepared and discussed monthly by Management. Trends are analysed, with explanations provided. Examples of information prepared and presented in the reports include statistics around WorkCover claims, terminations, excessive leave balances, sick leave taken, etc.



Payroll

- The payroll function is governed by a set of key policies and procedural documents. They include (but are not limited to) the following:
 - Payroll Policy (last reviewed in September 2018, next review is due in September 2020);
 - Staff Sick Leave/Carer's Leave Policy (last reviewed in May 2016, next review is due in May 2020);
 - Staff Salary Increments Policy (last reviewed in May 2016, next review is due in May 2019);
 - Overnight Travel Expenses Policy (last reviewed in August 2018, next review is due in August 2021);
 - Staff Relocation Expenses Policy (last reviewed in December 2018, next review is due in December 2022); and
 - Staff Higher Duties Policy ((last reviewed in May 2016, next review is due in May 2020);These documents are reviewed in a timely manner and made available for staff easy access;
- LSC' Delegations of Authority clearly sets out the appropriate approving authority for various payroll processes by staff position titles;
- The fortnightly payroll is processed through the Attache system. The following controls are in place to ensure the integrity of payroll processing at LSC:
 - Hardcopy timesheets are reviewed and authorised by appropriate Managers on a weekly/fortnightly basis. The timesheets are then submitted to Payroll who record these onto the Attache system;
 - The End of Pay Regular Hours Report, Pay-Run/Details Report and Payroll Variation Final Report are generated by the Payroll Officer are printed out and reviewed by the Payroll Officer and independently by the Accountant. Any discrepancies identified are addressed appropriately. This process is evidenced by both the Payroll Officer and Accountant who sign-off and date on the reports;
 - A minimum of two signatories (Financial Accountant and the Finance Manager) is required for batch payment authorisation to be processed via NAB connect online banking system;
- Leave balance reports are produced fortnightly by Payroll and provided to Managers. Leave balances are monitored and managed appropriately to facilitate in ensuring they remain at acceptable levels;
- Sample testing of employees (i.e. new, existing, termination and higher duties) noted that:



- Sufficient supporting documents (i.e. higher duties rates approval, leave reports, changes of remuneration packages, etc.) were retained to substantiate the payments;
- Employees were paid accurately, only for work performed and employee details (pay related) are correct as per employee contracts; and
- Payroll reconciliations are performed on a fortnightly basis by Finance staff and reviewed and signed-off independently by the Accountant.

DATA INTERROGATION EXERCISE

- A data interrogation exercise was also conducted across LSC's payroll system to assess data input and system controls around payroll transactions and the employee master file. With the assistance of management, we extracted and analysed data from the Attache system.
- We performed tests based on 14 out of 15 different criteria to identify records that fell outside parameters that suggest they do not comply with specific business rules. For example, duplicate employee/vendor details, invalid TFNs, payments made to employees after termination etc. For the listing of potential exceptions, we selected and validated samples to determine whether there were valid explanations or business reasons for their occurrence in the data.

No exceptions were noted from the exercise performed above.

Limitation of Scope (Data Analytics)

For 1 out of the 15 criteria to test, we requested employee masterfile data and payroll transaction related data from the Attache system. However, the standard report could not be generated in the format required to perform our tests and required manual intervention. Therefore, the data interrogation exercise element for this 1 area could not be performed.

The detailed results of our data interrogation exercise are presented under *Appendix A*.



SUMMARY OF KEY FINDINGS

The primary objective was to assess the adequacy and effectiveness of internal controls and processes relating to LSC’s HR management practices and the payroll function, to determine whether the following audit objectives were addressed:

Audit Objectives	Related Finding	Risk Rating*			
		Extreme	High	Medium	Low
Human Resources					
The adequacy and comprehensiveness of LSC’s policies, procedures and delegation arrangements for the management of HR.	Certain HR related policies and procedures were not finalised and/or outdated and due for review.				Finding 1
Accuracy and currency of employee records.	Deficiencies noted with respect to volunteer management processes. We did acknowledge that is currently being addressed by LSC.		Finding 2		
	Internal control weaknesses noted in the HR exiting process (Employee Exist Checklist forms not retained, signed-off by all parties, etc).				Finding 3
	Noted instances where HR and payroll related documents either could not be located on file to substantiate whether key processes and/or checks were performed adequately or documents were not signed-off in accordance with Council’s internal protocols.			Finding 4	
Validation of changes to employment conditions, including promotions and salary increases.	No issues noted.				
Validation of contracts, agreements, arrangements and other documents relevant for employment of staff.	No issues noted.				



Audit Objectives	Related Finding	Risk Rating*			
		Extreme	High	Medium	Low
The adequacy of performance management processes within LSC.	Refer to Finding No.4 above.				
Physical access to personnel files, including contracts of employment.	No issues noted.				
The adequacy of monitoring and reporting processes and mechanisms over the HR function and staffing statistics.	Exit interview results not formally presented to management (i.e. no trend analysis for improvement and learning).				Finding 5
Adequacy of WorkCover processes.	Absence of formally documented policy and/or procedures governing the WorkCover process at LSC.			Finding 5	
Payroll					
Policies and procedures supporting the payroll function.	No issues noted.				
Additions, deletion and changes to payroll employee master data.	Refer to Finding No.7 below.				
Proper authorisation of payroll transactions, including pay rates and rate changes and payroll adjustments.	No issues noted.				
The accuracy of payroll calculations.	No issues noted.				
Employee records are appropriately maintained so as to provide accurate information regarding employee entitlements	No issues noted.				
Payroll reconciliation processes between payroll and finance systems.	No issues noted.				



Audit Objectives	Related Finding	Risk Rating*			
		Extreme	High	Medium	Low
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.	Payroll master file audit/changes reports are not generated at LSC as a key detective control.			Finding 7	
	Formal and periodic user access reviews with respect to the Attache system were not evidenced to substantiate the process being performed.			Finding 8	



RISK MATRIX

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

		Consequence				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Likelihood	5 Frequent / almost certain	Yellow	Orange	Orange	Red	Red
	4 Probable / likely	Green	Yellow	Orange	Orange	Red
	3 Occasional / possible	Green	7 (Yellow)	4 (Yellow)	2 (Orange)	Orange
	2 Unlikely	Green	3 (Green), 5 (Green)	1 (Green), 6 (Yellow), 8 (Yellow)	Yellow	Orange
	1 Rare	Green	Green	Green	Green	Yellow

OVERALL CONCLUSIONS

Based on the results of the review, we believe that whilst LSC has an established and efficient internal controls and processes relating to HR management and the payroll function, there is room for improvement with respect to tightening up certain key processes and systems to facilitate in ensuring a robust framework.



Detailed Findings

Description of Finding	Observation	Impact and Recommended Action	Management Response									
<p>1. Certain HR related policies and procedures were not finalised and/or outdated and due for review.</p>	<p>Risk Rating: Low</p> <p>Standard/Criteria:</p> <p>Policies and procedures are a crucial organisation tool, which set the tone from management and provides guidance in day-to-day transactions and activities for staff. Comprehensive HR policies and procedures reduce operating risk and guide staff on the appropriate actions and behaviours required to ensure consistency of approach in line with the organisation's expectations.</p> <p>Audit Finding:</p> <p>Our review noted that as at May 2019:</p> <ul style="list-style-type: none"> Certain HR policies and procedures had exceeded their next review by date and were due for review. Further, certain documents were currently in draft form and had not yet been finalised. To be specific: <table border="1"> <thead> <tr> <th>Policies & Procedures</th> <th>Date of Last Review</th> <th>Due for Review Date</th> </tr> </thead> <tbody> <tr> <td>Working in Isolation Policy</td> <td>September 2015</td> <td>September 2018</td> </tr> <tr> <td>Work Experience Policy</td> <td>March 2015</td> <td>March 2018</td> </tr> </tbody> </table>	Policies & Procedures	Date of Last Review	Due for Review Date	Working in Isolation Policy	September 2015	September 2018	Work Experience Policy	March 2015	March 2018	<p>Impact:</p> <p>In the absence of timely review, update and finalisation of HR policies and procedures, this could lead to:</p> <ul style="list-style-type: none"> Inconsistencies in the management of HR related processes; and Current practices not reflecting documented policies and procedures. <p>Recommended Action:</p> <p>We recommend that the Council management should:</p> <ol style="list-style-type: none"> Review, update and finalise HR related policies and procedures outlined under the "Observation" column in a timely manner; and Ensure that the documents are subsequently communicated and made available to staff for easy access. 	<p>Management Action:</p> <p>Recommendation 1:</p> <p>Management Agrees.</p> <p>Review, update and finalise the following HR related policies and procedures as outlined under the "Observation" column in a timely manner:</p> <ul style="list-style-type: none"> Working in Isolation Policy; Work Experience Policy; Drug and Alcohol Policy and Procedure; Staff Exit Policy; Staff, volunteers and contractors Code of Conduct; Staff Exit Procedure; Higher Duties Procedure; Recruitment and Selection Procedure; and
Policies & Procedures	Date of Last Review	Due for Review Date										
Working in Isolation Policy	September 2015	September 2018										
Work Experience Policy	March 2015	March 2018										



Drug and Alcohol Policy and Procedure	August 2013	August 2017	<ul style="list-style-type: none"> Induction of a new employee and internal movements procedure. <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 October 2019</p> <p>Recommendation 2: Management Agrees.</p> <p>Communicate and make available to staff for easy access the following HR related policies and procedures as outlined under the "Observation" column in a timely manner:</p> <ul style="list-style-type: none"> Working in Isolation Policy Work Experience Policy Drug and Alcohol Policy and Procedure Staff Exit Policy Staff, volunteers and contractors Code of Conduct Staff Exit Procedure Higher Duties Procedure
Staff Exit Policy	October 2012	October 2016	
Staff, volunteers and contractors Code of Conduct	Draft	Draft	
Staff Exit Procedure	March 2015	March 2017	
Higher Duties Procedure	December 2016	December 2018	
Recruitment and Selection Procedure	Draft	Draft	
Induction of a new employee and internal movements procedure	Draft	Draft	
<p>We noted the above related to 9 out of a total of 47 (or 19%) relevant policy and/or procedural documents.</p> <p>Management advised that there is a formal organisation-wide process in place to review the HR policies and procedures in a timely manner. There is a register maintained in an excel spreadsheet with details of policies and procedures such as review date, to ensure that the policies and procedures are reviewed and updated in a timely manner.</p>			



			<ul style="list-style-type: none"> Recruitment and Selection Procedure Induction of a new employee and internal movements procedure <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 October 2019</p>						
<p>2. Deficiencies noted with respect to volunteer management processes. This is currently already in progress</p>	<p>Risk Rating: High</p> <p>Standard/Criteria: LSC recruit volunteers who assist staff in key service areas such as the visitor service, meals on wheels community program, etc. LSC needs to ensure that robust systems are in place for recruitment of suitable volunteers and management of them.</p> <p>Audit Finding:</p> <ul style="list-style-type: none"> Our sample-based testing of 4 existing volunteers noted the following exceptions: <ul style="list-style-type: none"> 2 (or 50%) of police checks were not conducted. To be specific: <table border="1" data-bbox="698 1085 1142 1228"> <thead> <tr> <th>Volunteer Name</th> <th>Area</th> </tr> </thead> <tbody> <tr> <td>KS</td> <td>Information Centre</td> </tr> <tr> <td>JS</td> <td>Information Centre</td> </tr> </tbody> </table>	Volunteer Name	Area	KS	Information Centre	JS	Information Centre	<p>Impact: Poor/Inadequate volunteer management may result in:</p> <ul style="list-style-type: none"> Unnecessary exposure of the organisation to additional risks (i.e. financial, reputational, legal and OH&S risks etc) brought about by volunteers; and <p>Recommended Action: We recommend that LSC' management should:</p> <ol style="list-style-type: none"> Ensure that key volunteer documents and checks (i.e. police checks, reference checks, working with children check and orientation) are duly completed prior to a volunteer commencing service at LSC. Evidence/documents to support checks performed should be retained accordingly; Develop and implement a formal exit procedure for volunteers, so that the actions 	<p>Management Action: <u>Recommendation 3.</u> Management Agrees. Develop a procedure to ensure that key volunteer documents and checks (i.e. police checks, reference checks, working with children check and orientation) are duly completed prior to a volunteer commencing service at LSC. Evidence/documents to support checks performed should be retained accordingly.</p> <p>Responsibility: Carol Canfield, Manager Organisational Development,</p> <p>Timeframe: 31 December 2019</p>
Volunteer Name	Area								
KS	Information Centre								
JS	Information Centre								



<p>o All 4 (or 100%) of the volunteers' reference checks and working with children checks were not conducted and documented. To be specific:</p> <table border="1" data-bbox="705 502 1142 710"> <thead> <tr> <th>Volunteer Name</th> <th>Area</th> </tr> </thead> <tbody> <tr> <td>JP</td> <td>Meals on Wheels</td> </tr> <tr> <td>RH</td> <td>Meals on Wheels</td> </tr> <tr> <td>KS</td> <td>Information Centre</td> </tr> <tr> <td>JS</td> <td>Information Centre</td> </tr> </tbody> </table> <p>We understand from management that these volunteers were engaged prior to the introduction of the induction or reference check paperwork checks performed by the Council. The Council reviewed the procedure in late 2018 with a number of processes to be developed and implemented in 2019.</p> <ul style="list-style-type: none"> <p>There is no exit documentation for volunteer</p> <p>As per the volunteer handbook, date and reasons for leaving were to be documented for exiting volunteers. However, no exit process/document is maintained by the Council.</p> <p>We understand from management that volunteers are currently invited to the next volunteers forum, following their resignation, to be acknowledged for their service and to join other volunteers for lunch. Management is in the process of developing an exit form which will be used.</p> <p>Decentralised volunteer recruitment and management process</p> <p>Our discussions with management noted that key volunteer management processes, such as volunteer recruitment/sourcing, volunteer screening procedures, volunteer</p> 	Volunteer Name	Area	JP	Meals on Wheels	RH	Meals on Wheels	KS	Information Centre	JS	Information Centre	<p>required can be implemented and monitored on a timely basis;</p> <p>5. Ensure that the Volunteer Co-ordinator role is sought in a timely manner to facilitate in overseeing volunteer management practices centrally at the Council.</p>	<p>Recommendation 4: Management Agrees. Develop and implement a formal exit procedure for volunteers, so that the actions required can be implemented and monitored on a timely basis.</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 December 2019</p> <p>Recommendation 5: Management Agrees. Ensure that the Volunteer Co-ordinator role is sought in a timely manner to facilitate in overseeing volunteer management practices centrally at the Council.</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 December 2019</p>
Volunteer Name	Area											
JP	Meals on Wheels											
RH	Meals on Wheels											
KS	Information Centre											
JS	Information Centre											



	<p>Induction and management are currently carried out in a decentralised manner (with respective departments carrying out their processes in silo). As such, there are inconsistencies in volunteer management practices across the 2 departments.</p> <p>We understand from management that a Volunteer Co-ordinator role has been advertised and that the Volunteer Co-ordinator role would assist in implementing actions to ensure proper volunteer management and that is overseen via a centralised function.</p> <p>LSC currently has approximately 45-55 volunteers across both departments.</p>		
<p>3. Internal control weaknesses noted in the HR Exiting process.</p>	<p>Risk Rating: Low</p> <p>Standard/Criteria:</p> <p>LSC requires that when an employee departs from the organisation, the hardcopy Employee Exit Checklist form must be completed, dated and signed-off by responsible officers (Manager, Supervisor, Human Resources etc.). The respective form must be subsequently retained in the employee's personnel file. The sign-off on documents assists officers to check that they have followed the appropriate processes in all instances. Further, LSC requires the HR Department to prepare a letter of acceptance of the resignation and forward it to the employee. An Exit Checklist form is forwarded to the employee's Manager for providing to employee.</p> <p>Audit Finding:</p> <p>Our review and testing of 5 employee terminations noted:</p> <ul style="list-style-type: none"> • 2 instances where Exit Employee Checklist forms could not be located on file. To be specific: <ul style="list-style-type: none"> - Employee #907 (departed in February 2019); and - Employee #1265 (departed in November 2018). 	<p>Impact:</p> <p>In the absence of employee exiting related documents not being completed and signed-off accordingly:</p> <ul style="list-style-type: none"> • Internal protocols may not be adhered to; and • There may be inconsistencies across LSC in the administration of HR related documents. <p>Recommended Action:</p> <p>We recommend that LSC management should:</p> <p>6. Reinforce the requirement for all relevant staff to complete, date and sign-off on key exiting employee documents as required (i.e. Exit Employee Checklist form and letter of acceptance). The documents should be subsequently retained on file. The letter signed by the CEO should be photocopied and placed on the employee file rather than an unsigned copy.</p>	<p>Recommendation 6:</p> <p>Management Agrees.</p> <p>Reinforce the requirement for all relevant staff to complete, date and sign-off on key exiting employee documents as required (i.e. Exit Employee Checklist form and letter of acceptance). The documents should be subsequently retained on file. The letter of acceptance signed by the CEO will be photocopied and put on the file instead of an unsigned copy.</p> <p>Responsibility:</p> <p>Carol Canfield, Manager Organisational Development</p>



	<ul style="list-style-type: none"> 1 instance where the Exit Employee Checklist form was not signed-off and dated by HR to acknowledge completion of all the required steps: <ul style="list-style-type: none"> Employee #1248 (departed in February 2019). <p>We acknowledged that the form had been completed and signed-off by all other respective personnel involved in the staff exiting process.</p> 3 instances where the copy of the letter of acceptance of the resignation was not signed-off by the CEO as required: <ul style="list-style-type: none"> Employee #907 (departed in February 2019); Employee #1041 (departed in November 2018); and Employee #1248 (departed in February 2019). <p>We acknowledge that a signed original is sent to the employee and an unsigned copy placed on the file.</p> 		<p>Timeframe: 31 December 2019</p>
<p>4. Noted instances where HR and payroll related documents either could not be located on file to substantiate whether key processes and/or checks were performed adequately or documents were not signed-off in accordance with Council's internal protocols.</p>	<p>Risk Rating: Medium</p> <p>Standard/Criteria: It is important that document retention protocols within organisations are robust, formally documented and adhered to at all times. Document retention also facilitates in ensuring that key processes and/or checks are performed appropriately.</p> <p>Further, LSC's Recruitment and Selection Policy and procedures requires that key checks (including security checks) must be completed for prospective employees. The Hiring Managers with the assistance of HR are responsible for performing key checks which include interviews, reference checks, police checks, working with children checks, qualification checks, etc. Respective checks must be undertaken with information recorded on template documents developed at LSC.</p>	<p>Impact: The absence of recordkeeping and filing over HR related documents may result in:</p> <ul style="list-style-type: none"> Inconsistent operations due to the lack of common and current guidelines; and Increasing risks of non-compliance with regulatory requirements and internal protocols. <p>Recommended Action: We recommend that LSC management should:</p> <p>7. Reinforce the requirement to applicable staff for key HR and payroll related checks and documents to be completed, signed-off and retained accordingly as required by internal</p>	<p>Management Action: <u>Recommendation 7</u> Management Agrees</p> <p>Reinforce the requirement to applicable staff for key HR and payroll related checks and documents to be completed, signed-off and retained accordingly as required by internal protocols (i.e. new employee forms, leave forms, performance appraisals, etc.).</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p>



<p>Audit Finding:</p> <p><u>New Employees</u></p> <p>Our testing of 5 new employees noted:</p> <ul style="list-style-type: none"> • 3 out of 5 instances (or 60%) where Position Description documents were not signed by the manager; • 1 out of 5 instance (or 20%) where only one reference check was completed; • 1 out of 5 instance (or 20%) where the Probation Checklist form could not be located on file. <p><u>Leave Forms:</u></p> <p>Our sample testing of leave application process noted 1 out of 5 instance (or 20%) where the Leave Application form could not be located on file. A backdated Leave Application form was completed and management advised that the leave would be adjusted in current month's pay.</p> <p><u>Performance Appraisals:</u></p> <p>Our sample testing of the performance appraisal process noted:</p> <ul style="list-style-type: none"> • 2 out of 5 instances (or 40%) where signed Position Description documents could not be located on file. • 1 out of 5 instances (or 20%) where the staff development/performance appraisal review was not conducted. Management advised that the staff was not well during that period and was on leave for a couple of months. <p>Performance appraisal are conducted annually for all staff and executives. Organisational Development provides all the staff member's Managers/Supervisors with all paperwork.</p> <p>A copy of the Staff Development Review paperwork and signed Position Description (signed every year) is placed on the</p>	<p>protocols (i.e. new employee forms, leave forms, performance appraisals, etc).</p>	<p>Timeframe:</p> <p>31 December 2019</p>
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<p>5. Exit interview results not formally presented to management (i.e. no trend analysis for improvement and learning).</p>	<p>employee's personnel file. The Organisational Development Department provides feedback to the Managers in relation to the availability or the requirement of training requests identified in the Review.</p> <p>We did acknowledge that other key HR and payroll related documents had been sighted during our sample testing (i.e. qualifications; working rights documents, etc).</p> <p>Risk rating: Low</p> <p>Standard/Criteria:</p> <p>Formal exit interviews enable an organisation to gain valuable information which can prove to be useful in aspects of the work environment, including work culture, day-to-day concerns, processes, management style, ethics and morale.</p> <p>Analysing such insights also allows employers to identify trends and patterns over time which in turn may impact on staff retention and overall satisfaction.</p> <p>Audit Finding:</p> <p>Our review noted that:</p> <ul style="list-style-type: none"> There is an absence of formal trend analysis and/or reporting of exit interview results to management as a means of identifying potential patterns and/or issues when staff leave the organisation. <p>Currently, staff leaving the Council have the option to either fill in an exit interview questionnaire or have a face-to-face discussion with HR.</p> <p>Where the exit interview process is undertaken, HR would communicate and provide the results to the leaving staff member's direct Supervisor/Manager as a form of feedback, through an informal manner.</p>	<p>Impact:</p> <p>In the absence of formal analysis and reporting over exit interview results, this may lead to:</p> <ul style="list-style-type: none"> Inability to uncover issues which staff may be facing that are not readily apparent, which in turn may be impacting on staff retention; and Failure to develop and implement internal programs and/or initiatives (e.g. training and professional development, flexible working hours etc.) to ensure that the Council maximise the opportunity to retain staff (including those identified as high potential staff members). <p>Recommended Action:</p> <p>We recommend that Council management should:</p> <ul style="list-style-type: none"> Ensure that results of the exit interviews are recorded, analysed for trends and reported on a periodic basis to management as a means of driving internal programs and/or initiatives where required. 	<p>Management Action:</p> <p>Recommendation 8.</p> <p>Management Agrees.</p> <p>Ensure that results of the exit interviews are recorded, analysed for trends and reported on a periodic basis to management as a means of driving internal programs and/or initiatives where required.</p> <p>Responsibility:</p> <p>Carol Canfield, Manager Organisational Development</p> <p>Timeframe:</p> <p>31 December 2019</p>
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<p>6. Absence of formally documented policy and/or procedures governing the WorkCover process at LSC</p>	<p>Risk Rating: Medium</p> <p>Standard/Criteria: The WorkCover scheme is a system of statute-based, compulsory insurance that provides a range of entitlements to employees and insures employers against the impact of economic and non-economic losses suffered by employees. Policies and procedures help to ensure that operational processes are well designed, documented and performed in a consistent manner.</p> <p>Audit Finding: Our review noted that:</p> <ul style="list-style-type: none"> There are no formally documented policy and/or procedures in place governing the WorkCover process. <p>Whilst in practice, LSC has mechanisms in place to ensure the above process is appropriately undertaken, they were just not guided by formally documented policy and/or procedures.</p>	<p>Impact: The absence of a formally documented policy and/or procedures could lead to:</p> <ul style="list-style-type: none"> Inconsistency in approach over payroll related processes; and/or Emerging workplace health and safety issues not being identified and addressed in a timely manner <p>Recommended Action: We recommend that the Council management should:</p> <p>9. Develop formal WorkCover related policy and/or procedures; and</p> <p>10. Subsequently ensure that the above policies and/or procedures are communicated to staff and made available for staff easy access.</p>	<p>Management Action: Recommendation 9: Management Agrees. Develop formal WorkCover related policy and/or procedures.</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 December 2019</p> <p>Recommendation 10: Management Agrees Subsequently ensure that the above policies and/or procedures are communicated to staff and made available for staff easy access</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 31 January 2020</p>
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<p>7. Payroll master file audit/changes reports are not generated at LSC as a key detective control.</p>	<p>Risk Rating: Medium</p> <p>Standard/Criteria: Employee payroll master files contain sensitive and important information in relation to employees. It is therefore important that the employee master file is up-to-date and secured from unauthorised editing. Controls should be in place for creating, updating and reviewing the master file to ensure its integrity, accuracy and completeness. This includes the periodic generation and independent review of the payroll master file audit/changes report.</p> <p>Audit Finding: Our review noted that:</p> <ul style="list-style-type: none"> Payroll master file audit/changes reports are not generated at LSC for reviewing purposes as a detective control. <p>Our discussions with the Director Corporate Services noted that they were not aware whether the Attache Payroll system has the functionality to generate such reports.</p> <p>We did acknowledge though that as part of daily operations at LSC, any employee master file changes/additions requests are actioned and recorded by the Payroll Officer. As part of this process, the employee submits a Change Request Form which is submitted to the Payroll Officer.</p> <p>We further noted that the Payroll Officer is required to print a screenshot of the "before" and "after" aspects in the system showing the respective changes made. We also acknowledge that both the printout along with the request form are independently reviewed by the HR Co-ordinator as a key control to ensure accuracy, completeness and validity of changes made.</p> <p>Further, management advised that manual checks of payroll are conducted where two reports are generated from</p>	<p>Impact: Absence of independent, periodic and timely reviews over changes/updates made to the payroll master file may result in:</p> <ul style="list-style-type: none"> Unauthorised and/or inaccurate changes being made and not being detected in a timely manner; and Increased risk of potential unwarranted / fraudulent payment transactions. <p>Recommended Action: We recommend that LSC management should:</p> <p>11. Seek to determine with the payroll system supplier whether payroll masterfile audit/changes reports can be generated.</p> <p>In the event they can be generate, LSC should implement and formalise within documented procedures the requirement for master file audit/changes reports to be generated and periodically reviewed by an independent authorised personnel. Evidence to substantiate the above process should be retained (i.e. date and sign-off by key personnel and retained on file).</p>	<p>Recommendation 11: Management Agrees Seek to determine with the payroll system supplier whether payroll masterfile audit/changes reports can be generated.</p> <p>In the event they can be generate, LSC should implement and formalise within documented procedures the requirement for master file audit/changes reports to be generated and periodically reviewed by an independent authorised personnel. Evidence to substantiate the above process should be retained (i.e. date and sign-off by key personnel and retained on file).</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 30 September 2019</p>
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<p>8. Formal and periodic user access reviews with respect to the Attache system was not evidenced to substantiate the process being performed.</p>	<p>Attache system and the variances and/or errors between previous and current pay are identified and explained to the Accountant.</p> <p>Risk Rating: Medium</p> <p>Standard/Criteria: System user access reviews should be performed on a periodic basis to ensure that key personnel have authorised access to systems based on their roles and responsibilities.</p> <p>Audit Finding: Whilst management advised that under current practice, the HR Coordinator performs the review of user access rights at the end of each month where each user access is checked individually and changes are made if necessary, to the access rights. Our review noted this practice was not however evidenced as there is no document to assess the monthly exercise performed by the Council.</p>	<p>Impact:</p> <ul style="list-style-type: none"> In the absence of periodic user access reviews over key systems being evidenced, there is an increased risk of unauthorised personnel having access to systems that they should not have access to. <p>Recommended Action: We recommend that LSC management should:</p> <p>12. Ensure that evidence to substantiate the formal and periodic review process of user access over the Attache system is retained (i.e. date and sign-off by key personnel and retained on file).</p>	<p>Recommendation 12: Management Agrees Ensure that evidence to substantiate the formal and periodic review process of user access over the Attache system is retained (i.e. date and sign-off of form by key personnel and retained on file).</p> <p>Responsibility: Carol Canfield, Manager Organisational Development</p> <p>Timeframe: 30 September 2019</p>
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APPENDICES

- APPENDIX A DATA INTERROGATION RESULT
- APPENDIX B AUDIT APPROACH AND PROCEDURES
- APPENDIX C PERSONNEL CONSULTED
- APPENDIX D FINDING RISK RATING MATRIX
- APPENDIX E BASIS AND USE OF REPORT



Appendix A: Data Interrogation Result

Description of Analysis	Total No. of records	No. of potential exceptions	% of potential exceptions	Sample testing	Observation
1. Duplicate employee name	373	76	20.38%	6	<p>373 employee records were identified as active at the time of the review.</p> <p>There were 76 potential duplicates identified by the employee name. We performed further data analytic test and confirmed that all the potential duplicates related to employees that had opted to have multiple bank accounts for the purpose of payroll processing.</p> <p>We sample tested 6 potential exceptions (Employee #12, #92, #120, #695, #940 and #1088) and noted that each of their bank accounts was shown in a separate record in the Employee Bank Account details report.</p> <p>No exceptions noted.</p>
2. Duplicate employee ID	373	76	20.38%	6	<p>76 potential duplicates were identified by the employee ID.</p> <p>We sample tested 6 potential exceptions (Employee #12, #92, #390, #490, #928 and #1226) and noted all the potential duplicates related to employees that had opted to have multiple bank accounts for the purpose of payroll processing. We noted that each of their bank accounts was shown in a separate record in the Employee Bank Account details report.</p> <p>No exceptions noted.</p>
3. Duplicate employee bank details	373	14	3.75%	2	<p>14 possible duplicates identified with the same bank account number.</p> <p>We tested 2 exceptions and noted that one of these (Employee no # 1012 and #7) related to a married couple that share the same banking details. For Employee no #1032, earlier the payment was made in the code 1032-1 which is not active. 1032-1 was deleted during review from</p>



Description of Analysis	Total No. of records	No. of potential exceptions	% of potential exceptions	Sample testing	Observation
					Employee Bank Account Maintenance. As per Employee Standards Pay, now the payment of wages goes in code 1032-VAR. No exceptions noted.
4. Duplicate employee address	223	12	5.38%	3	12 possible duplicates by address were identified (24 records). We tested 3 exceptions and noted that: <ul style="list-style-type: none"> • 1 instance (2 records: Personnel ID#545 and 1045) related to employees who are married and reside together; • 1 instance (2 records: Personnel ID#282 and 640) related to employees that are family members (i.e. mother and daughter) who reside together; and • 1 instance (2 records: Personnel ID#1013 and 85) related to employees who are married and reside together. No exceptions noted.
5. Employees without an address	223	0	0%	N/A	No employees without address were identified. No exceptions noted.
6. Employees without bank account details	373	0	0%	N/A	No employee records without bank details were identified. No exceptions noted.
7. Duplicate Tax File Number (TFN)	223	1	0.45%	1	1 potential employee identified with possible duplicate Tax File Numbers ("TFN"). We sample tested 1 potential exception and noted that the employee was previously a part time employee, upon retirement she was appointed as a casual staff. No exceptions noted.
8. Employee with no TFN	223	0	0%	N/A	No records of employee without TFN. No exceptions noted.



Description of Analysis	Total No. of records	No. of potential exceptions	% of potential exceptions	Sample testing	Observation
9. Employee with invalid TFN (i.e. too long or too short)	223	0	0%	N/A	No records of employee with invalid TFN. No exceptions noted.
10. Employee records with no name	373	0	0%	N/A	No exceptions noted. All employee records contain names.
11. Changes of bank details made to an employee record by the same employee	N/A	N/A	N/A	N/A	Data could not be extracted in manner required to perform our tests. Therefore, testing was not performed.
12. Duplicate payments to employees	33,241	1,674	5.04%	5	1674 possible duplicate salary payments to employees were identified. (6003 records). We tested the potential duplicate payments for 5 employees (ID # 85, 700, 927, 1011, 1203) and noted that the employees received pay from different cost centre/code (i.e. working across multiple cross centres during a pay period) and payment with each cost centre/code was shown in a separate record in the employee Masterfile. No exceptions noted.
13. Payment made to employees after termination	33,241	35	0.11%	N/A	35 records were identified for payments made to employees after termination. As the payment was made within a week after termination date, appears reasonable. No exceptions noted.
14. Employees who are also set up as vendors within the accounts payable system	1,717	5	0.29%	1	5 employees (6 records) identified who were set up as vendors. We sample tested 1 potential exception and noted that Vendor name #Gregory John Williams is a casual employee and a vendor (he looks after the caravan park, valid contract with council in place) No exceptions noted.



Description of Analysis	Total No. of records	No. of potential exceptions	% of potential exceptions	Sample testing	Observation
15. Payments made to employee bank accounts through the Accounts Payable system	3,236	26	0.80%	2	<p>26 payment made to employee bank accounts through the AP system identified.</p> <p>We sample tested 2 potential exception (Supplier No # GJWILL and LOD) and noted that #GJWILL is a casual employee and a vendor (he looks after the caravan park, valid contract with council in place). #LOD is the council's account and all the employee paid RATES to the council.</p> <p>No exceptions noted.</p>



Appendix B: Audit Approach and Procedures

The review consisted of the following procedures:

- Conducted interviews and performed 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;
- Reviewed relevant HR and payroll plans, policies and procedural documents;
- Performed sample-based testing against HR and payroll related requirements;
- Evaluated 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;
- Conducted 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; and
 - Management's proposed actions to address the findings identified.
- Issued 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
- Presented the final report to management and the Audit Committee.



Appendix C: Personnel Consulted

We would like to take this opportunity to thank the staff at LSC for their co-operation and assistance during our engagement.

Name	Title	Topic Discussed
Sharon Morrison	Director, Corporate Services	<ul style="list-style-type: none"> • Audit scope and Opening meeting; • Review of Policies and Procedures; and • Confirmation of audit findings during exit meeting
Carol Canfield	Manager Organisational Development	<ul style="list-style-type: none"> • Opening meeting; • Walkthrough the HR process; and • Discussion of relevant audit observations.
Janine Jackson	HR Coordinator	<ul style="list-style-type: none"> • Walkthrough of HR records management practices; and • Testing of HR and payroll processes for staff.
Lyn Don	Payroll Officer	<ul style="list-style-type: none"> • Testing of payroll processes and reconciliation.
Paula Yorston	Manager Community Services	<ul style="list-style-type: none"> • Volunteer recruitment and exit processes for Community Care Services and Serpentine Office.
Sandra Steel	Information Centre	<ul style="list-style-type: none"> • Volunteer recruitment and exit processes for Information Centre.
Heather Christie	Record Officer	<ul style="list-style-type: none"> • Walkthrough of record management and disposal of employee personnel files.



Appendix D – Finding Risk Rating Matrix

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

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



Explanatory Notes to Risk Rating

Risk Rating	Definition	Guidance	Action Required
Extreme	Issue represents a serious control weakness, which could cause or is causing severe disruption of the process or severe adverse effect on the ability of the process to achieve its objectives.	Material errors and departures from the organisation's policies and procedures. Financial management / accountability / probity concerns. Significant breach of governing legislation and regulations which may result in fines or other penalties.	Requires significant senior management intervention and may require significant mobilisation of resources, including external assistance. Close and on-going monitoring by senior management to resolution is highly recommended. Requires extreme priority to immediate action and a program for prompt resolution. Recommended timeframe for action: Immediate – 3 months.
High	Issue represents a control weakness, which could cause or is causing major disruption of the process or major adverse effect on the ability of the process to achieve its objectives.	Errors and departures from the organisation's policies and procedures. Non-compliance with governing legislation and regulations which may result in fines or other penalties. Collective impact of many medium or low issues.	Requires substantial senior management intervention, On-going resource diversionary potential and may require possible external assistance. Requires high priority to action. Recommended timeframe for action: 3 – 6 months.
Medium	Issue represents a control weakness, which could cause or is causing moderate adverse effect on the ability of the process to achieve its objectives.	Events, operational, business, and financial risks that could expose the organisation to losses that could be marginally material to the organisation. Departures from best practice management procedures and processes.	Requires considerable management intervention and may require possible external assistance. Requires prompt action. Recommended timeframe for action: 6 – 12 months.
Low	Issue represents a minor control weakness, which is minimal but reportable impact on the ability of the process to achieve its objectives.	Events, operational, and business risks that could expose the organisation to losses which are not material due to the low probability of occurrence of the event on the operating capacity, reputation and regulatory compliance. Departures from management procedures and processes; however, appropriate monitoring and governance generally mitigates these risks.	Requires management attention and possible use of external resources. Requires action commensurate with the process objectives. Recommended timeframe for action: Depending on the availability of scarce resources.



Appendix E: Basis and Use of Report

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

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

- Our procedures were designed to provide limited assurance which recognises that absolute assurance is rarely attainable, due to such factors as the use of judgement in gathering and evaluating evidence and forming conclusions, and the use of selective testing, and because much of the evidence available for review is persuasive rather than conclusive in nature.
- Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. Our procedures were not designed to detect all weaknesses in control procedures as they were not performed continuously throughout a specified period and any tests performed were on a sample basis.
- Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.
- The matters raised in this report are only those which come to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud. Accordingly, management should not rely on our report to identify all weaknesses that may exist in the systems and procedures under examination, or potential instances of non-compliance that may exist.
- Recommendations for improvement should be assessed by management for their full commercial impact, before they are implemented.
- This report is not to be used by any other party for any purpose nor should any other party seek to rely on the opinions, advice or any information contained within this report. In this regard, we recommend that parties seek their own independent advice. HLB Mann Judd disclaims all liability to any party other than the client for which it was prepared in respect of or in consequence of anything done, or omitted to be done, by any party in reliance, whether whole or partial, upon any information contained in this report. Any party, other than the client for which it was prepared, who chooses to rely in any way on the contents of this report, does so at their own risk.

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TOGETHER WE MAKE IT HAPPEN

LODDON SHIRE COUNCIL

STRATEGIC INTERNAL AUDIT PLAN – (PROPOSAL FOR CONSIDERATION)

2019 – 2023



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APPROACH

The Strategic Internal Audit Plan (“SIAP”) was developed following consultation with the Loddon Shire Council (“LSC”) executive management team, Audit Committee (“AC”) members, review of LSC’s risk register and profile, and consideration of previous internal audit coverage.



The Internal Audit Program focuses on areas considered higher risk to LSC to maximise the effectiveness of the internal audit function. Reviews have been categorised in the following areas:

- LSC Governance;
- Financial Systems and Controls;

- Team Support and Development;
- Information Technology;
- Infrastructure and Asset Management;
- Departmental Operational and Organisation-wide Audits; and
- Follow-up reviews.

Each of the proposed reviews has been linked to the relevant risks contained in LSC’s strategic risk register.

The plan will be reviewed at the end of each year and any other potential reviews may be selected based on changes to the organisational environment and Enterprise Risk Register at the time of review.

Internal Audit Reports

Internal audit reports will be presented to the AC by the Partner and/or Internal Audit Manager at relevant Committee meetings.



PROPOSED AUDIT PROGRAM - 2019 – 2023

Following consultation with Client executive management, the following Internal Audit reviews are proposed for the 2019 - 2023 years.

DESCRIPTION	2019-20 (HOURS)	2020-21 (HOURS)	2021-22 (HOURS)	2022-23 (HOURS)	CLIENT RISK REGISTER REFERENCE
Governance					
Risk Management Framework (incl. awareness survey)	50				All Risks
Fraud Corruption and Control Framework				45	17, 31, 45, 68, 70-73, 95
Financial Systems and Controls					
Cash Handling (Waste and S.86 Committees)	40				17, 45, 95, 116, 39
Financial Controls Data Interrogation - Accounts Payable and Accounts Receivable			40		17, 45, 109, 110, 114, 36, 106, 108, 111, 113
Payroll (incl. data interrogation)				45	130, 117, 45, 152-154
Infrastructure and Asset Management					
Asset Management and Maintenance		50			17, 45, 48-50, 52-55



DESCRIPTION	2019-20 (HOURS)	2020-21 (HOURS)	2021-22 (HOURS)	2022-23 (HOURS)	CLIENT RISK REGISTER REFERENCE
Team Support and Development					
Note: payroll audit above					
Information Technology					
Management of Cyber risk	45				33
Data Governance			50		130, 139
Departmental / Operational and Organisation-wide Audits					
Delivery of Capital Works including Capital Project Management		50			17, 11, 45, 59, 73, 139.
Contractor Appointment and Management				50	139, 17, 45, 68-74
Events Management				45	133, 44
Enforcement/Regulatory Activities (Buildings/Planning/Local Law etc)			50		130, 139, 61-66
Swimming Pool Management (new regulations)	40				130, 10, 164
Recreation Reserves Management		40			133, 2, 85
Management of Caravan Parks		45			16, 17, 45, 130



DESCRIPTION	2019-20 (HOURS)	2020-21 (HOURS)	2021-22 (HOURS)	2022-23 (HOURS)	CLIENT RISK REGISTER REFERENCE
Fleet Management (incl. fuel usage)			45		12, 15, 45, 166
Follow-up review					
Follow-up on status of management actions to address internal audit recommendations from agreed reports.	20	20	20	20	All risks
Internal Audit Management					
Development and administration of the Internal Audit program and attendance at Audit Committee meetings.	20	10	10	10	-
Total Hours	215	215	215	215	



HIGH LEVEL SCOPES FOR PROPOSED 2019-2023 INTERNAL AUDIT REVIEWS

DESCRIPTION	COMMENCEMENT DATE	HOURS
2019-20		
<p>Risk Management (ISO 31000:2018) including Risk Workshop and Awareness Survey</p> <p>There is no such thing as a risk-free environment. However, through effective risk management many risks can be avoided, reduced or eliminated. Good risk management is a logical and systematic process which can be used in making decisions and in managing performance. It is forward looking and should be based on a well-planned, logical, comprehensive and documented strategy which provides policy guidance, plans and procedures that can be used as part of an organisation’s everyday activities to manage risk.</p> <p>This review will assess LSC’s current risk management framework against the risk management principles contained in the <i>International Risk Management Standard ISO 31000:2018</i>. More specifically, the review will determine whether:</p> <ul style="list-style-type: none"> • Risk management is embedded into LSC’s corporate values and culture; • LSC establishes and reviews organisational context (i.e. legislative responsibilities, government policy, organisational goals) and adopts appropriate risk management strategies; • Risk management is appropriately integrated into governance structures and strategic management processes; • There is effective implementation of risk management processes and practices within LSC; • There is appropriate ownership of risks across the organisation; 	7 October 2019	50



DESCRIPTION	COMMENCEMENT DATE	HOURS
<ul style="list-style-type: none"> • Risks are properly monitored and reported to relevant stakeholders in an appropriate format; and • All key risks are identified, appropriate processes are followed to identify risk tolerance levels, and specific actions have been identified for each risk (where relevant) to mitigate the risk to an acceptable tolerance level. <p><i>As part of this review, we will also conduct an assessment of risk awareness at LSC through the use of a risk management health check questionnaire on business units within the organisation.</i></p>		
<p>Cash Handling (incl. Waste Depot/s and S.86 Committees)</p> <p>Cash handling activities are an inherently risky activity as they are areas highly susceptible to fraud. It is therefore important that LSC has robust systems, processes and controls in place with respect to cash handling practices including policy and procedures.</p> <p>The objectives of this review are to assess whether:</p> <ul style="list-style-type: none"> • Cash handling policies and procedures are documented, appropriate, reviewed and consistently complied by LSC staff; • Processes concerning the physical handling, accounting, and banking of cash are appropriate; • Controls around the management and use of petty cash are strong and comprehensive; • There is adequate security for staff undertaking cash handling activities; • The risk of loss due to theft, mishandling or other factors is appropriately managed; • The level of cash held at any one time is kept to a minimum and banked frequently; and • Cash is used as a method of payment only where appropriate. <p><i>Cash handling processes will be reviewed at Council sites as agreed with management.</i></p>	<p>2 December 2019</p>	<p>40</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>Management of Cyber Risk</p> <p>Cyber risk primarily relates to the threats by means of attacks, breaches or incidents that are targeted at the LSC’s reliable functioning of critical infrastructure. Cyber security threats exploit the increased complexity and connectivity of critical infrastructure systems and have the potential to place LSC’s security, economy, public safety and health at risk. Similar to financial and reputational risk, cyber security risk can affect LSC’s bottom line. It can drive up costs and impact revenue. It can also harm LSC’s ability to innovate and to properly service its community.</p> <p>Our approach for reviewing the cyber security risks and activities is based on industry standards, guidelines, and practices in a manner that allows for communication of cyber security activities and outcomes across LSC from the executive level to the operations level.</p> <p>The overall objective of the audit will be to assess LSC’s systems, processes and controls in place against major incidents or cyber-attacks with respect to its IT environment including key systems and network components.</p> <p>More specifically, we will assess LSC against the 5 components of cybersecurity as follows:</p> <ul style="list-style-type: none"> • Identification – Assessment of the systems, assets, data, business context, and resources to understand and manage cybersecurity risk (identifying the components that are critical to LSC’s infrastructure helps to focus and prioritise development of cybersecurity processes that are consistent with its risk management strategy and organisational needs); • Protection – Determine whether there are appropriate safeguards developed and implemented to limit or contain the potential impact of a cybersecurity event (the organisational safeguards to be assessed include access control, awareness and training, data security, information protection processes and procedures, maintenance, and protective technology); • Detection – Assessment of processes in place with respect to identification of cyber events, testing detection, analysis of data to understand attack targets and methods, and informing improvements to organisational processes (the organisational safeguards to be assessed include anomalies and events, 	<p>16 March 2020</p>	<p>45</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>security continuous monitoring, and detection processes);</p> <ul style="list-style-type: none"> • Response – Assessment of processes in place in responses to a detected cybersecurity event (the organisational safeguards to be assessed include response planning, communications, analysis, mitigation, and improvements); and • Recovery – Assessment of the processes in place to maintain resiliency plans and support restoration of services impacted during an event (the organisational safeguards to be assessed include recovery planning, improvements, and communications). 		
<p>Swimming Pool Management (incl. new regulations)</p> <p>The nature of swimming pool operations and the potential exposure to council that they represent, it is very important to ensure there are robust systems, controls and processes in place with respect to the management of these facilities. In addition, the introduction of new regulations governing swimming pool operations requires assurance that legislative requirements are built into process used to manage council's swimming pool, and that relevant staff are aware and compliant.</p> <p>More specifically, the objectives of this review will be to:</p> <ul style="list-style-type: none"> • Assess whether planning is adequate for managing the Swimming Pools and their related activities; • Assess the adequacy and comprehensiveness of the policies, procedures, systems and controls in place in the management of the Swimming Pools; • Ensure that staff at the swimming pools are fulfilling their responsibilities appropriately, including ensuring they have been trained accordingly; • Determine whether the processes and practices used by staff to manage the Swimming Pools are sufficient in their context (and reflect legislative responsibilities); • Assess the accuracy, completeness and timeliness of records (financial and operational) kept by staff with 	<p>18 May 2020</p>	<p>40</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>respect to the management of the Swimming Pools;</p> <ul style="list-style-type: none"> • Assess the appropriateness of the financial management and operational performance reporting processes used by the Council to monitor the performance and management of the Swimming Pools; • Assess the accuracy, completeness and timeliness of reports (i.e. weekly, monthly, and annual) completed and provided to Council management relating to the Swimming Pools; and • Assess whether the Council's current risk profile appropriately identifies the key risk exposures for the Council in relation to the operation and management of Swimming Pools. 		
<p>Follow up of agreed actions from internal audit recommendations</p> <p>To maximise the effectiveness of the internal audit process, it is important that the status of actions contained in management responses to internal audit recommendations are monitored by management and the Audit Committee. This will ensure they are implemented appropriately and in a timely manner.</p> <p>The objective of this review is to identify and inform the Audit Committee on the status of management actions addressing recommendations from internal audit reports contained in the previous Internal Audit Program. A selection of reports will be reviewed as part of the follow-up reviews, which will be agreed with management. The verification process will occur through observation, discussion with LSC officers and review of documentary evidence where relevant. A report will be presented to the Audit Committee showing the recommendations made in each report, the management actions to be adopted and the status of implementation based on our review.</p>	18 May 2020	20
<p>Internal Audit Management</p> <p>Attendance at Audit Committee meetings and Administration of the Internal Audit Program (including development and management of the annual Internal Audit Program).</p>	Ongoing	20
<p>Total Hours</p>		215



DESCRIPTION	COMMENCEMENT DATE	HOURS
2020-21		
<p>Management of Caravan Parks</p> <p>The objectives of this review are to:</p> <ul style="list-style-type: none"> • Determine at a high-level Council's compliance as owner and operator with selected sections of legislation applicable to caravan parks e.g. <i>Residential Tenancies Act 1997 (Vic)</i> and <i>Residential Tenancies Regulations</i> and Caravan Parks & Moveable Dwellings Regulations & Standards; • Identify where Council is not meeting these requirements (i.e. gaps in compliance); and • Assess the adequacy of processes for maintaining and adding infrastructure requirements. <p>This audit will also review the effectiveness and efficiency of controls and security relating to the following:</p> <ul style="list-style-type: none"> • Lease and hire arrangements with tenants; • Collection and security of revenue; • Procurement practices; • Cash handling; • Emergency procedures; and • Minimising and managing risk (including fraud) across caravan park operations. 	September 2020	45



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>Asset Management and Maintenance</p> <p>Asset management is a tool for achieving best value for money from LSC’s asset base. It ensures that only those assets essential for services are retained and are maintained at a level consistent with age and performance requirements. Given assets are a high value item in LSC balance sheet and represents a high inherent risk to the LSC, their effective and efficient management has a significant impact on operational performance and long-term sustainability.</p> <p>The primary objectives of this review will be to assess whether:</p> <ul style="list-style-type: none"> + Asset management plans and activities employed by LSC’s are integrated into the strategic/corporate planning, budgeting processes, service delivery objectives, standards and capital expenditure program; • Asset related policies, procedures and practices are adequate and comprehensive, and meet the needs of the organisation (i.e. acquisition, disposal/replacement and management etc.); + Maintenance activities across the LSC are performed using a pre-planned programme of preventative and corrective maintenance as part of the Asset Strategy; • The asset management system is capable of providing appropriate financial and non-financial performance information to management in relation to the implementation of the asset management and replacement plans; • The asset register is complete, accurate and up to date; • Processes and procedures outlined in asset policies are followed by LSC management and staff; and • A comprehensive reporting process is undertaken to ensure that key stakeholders receive timely, relevant and complete performance data (both operational and financial) on asset management, utilisation, maintenance and replacement performance. 	<p>December 2020</p>	<p>50</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>Management of Recreation Reserves</p> <p>The management of recreation reserves is a key responsibility of council in terms of servicing base needs of the community. The use of recreation reserves also represents a key risk exposure to council given council is ultimately responsible for the safety and security of the community in this respect. Accordingly, the objectives of this review will be to assess:</p> <ul style="list-style-type: none"> ➤ Whether appropriate planning occurs in relation to activities to be undertaken at recreation reserves throughout the year (including linking to the council plan, relevant departmental plans, asset management/maintenance plans etc); ➤ Whether there are appropriate controls over council activities undertaken at recreation reserves and whether these are in line with approved plans, and that appropriate monitoring occurs at all relevant levels, for all activities, in line with council policies and processes; and ➤ That comprehensive reporting of activities (both financial and operational) at recreation reserves occurs to relevant council stakeholders (against relevant and appropriate KPI's). 	<p>March 2021</p>	<p>40</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>Delivery of Capital Works</p> <p>To meet its service delivery goals, one of LSC’s principal objectives is the efficient and effective management of the capital works program. To this end LSC expects to have in place adequate processes for the delivery, monitoring and reporting of capital works.</p> <p>The objectives of the review will be to assess the adequacy of the:</p> <ul style="list-style-type: none"> • Process for the development of the annual capital program, including prioritising competing projects and linkage to the strategic capital works plan, asset management plans, long term financial strategy, and the assessment against local government indicators (sustainability and cash); • Capital assets related policies and practices in meeting the needs of LSC; • Process for the approval of capital works and review and monitoring of the capital works program; • Relationship between approved capital projects, deliverability and cash flows; • Reporting of performance with respect to meeting its capital works program and against the strategic plan; and • Process with respect to LSC reacting/managing opportunities for capital projects (such as the availability of federal or state funding for specific purposes). 	<p>May 2021</p>	<p>50</p>
<p>Follow up of agreed actions from internal audit recommendations</p> <p>To maximise the effectiveness of the internal audit process, it is important that the status of actions contained in management responses to internal audit recommendations are monitored by management and the Audit Committee. This will ensure they are implemented appropriately and in a timely manner.</p> <p>The objective of this review is to identify and inform the Audit Committee on the status of management actions addressing recommendations from internal audit reports contained in the previous Internal Audit Program. A selection of reports will be reviewed as part of the follow-up reviews, which will be agreed with management. The verification process will occur through observation, discussion with LSC officers and review of documentary evidence where relevant. A report will be presented to the Audit Committee showing the recommendations made in</p>	<p>May 2021</p>	<p>20</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
each report, the management actions to be adopted and the status of implementation based on our review.		
<p>Internal Audit Management</p> <p>Attendance at Audit Committee meetings and Administration of the Internal Audit Program (including development and management of the annual Internal Audit Program).</p>	Ongoing	10
Total Hours		215



DESCRIPTION	COMMENCEMENT DATE	HOURS
2021-22		
<p>Data Governance</p> <p>Data governance is a quality control discipline for managing, using, improving and protecting organisational information. Effective data governance enhances the availability, integrity, and protection of an organisation's data by fostering cross-organisational collaboration and structured policymaking. Data governance ensures that data can be trusted and that people can be made accountable for any adverse event that happens because of low data quality or its breaches.</p> <p>Data governance at the local level for the Council's operations is an important management responsibility as the regulatory requirements are now more demanding around data privacy, personal information protection, data security, data lineage and historical data.</p> <p>Accordingly, this review will assess whether:</p> <ul style="list-style-type: none"> • Adequate policies, standards, architecture, procedures, and metrics are in place for data governance at the Council; • Council has established a clear direction for data quality, which is monitored and maintained; • Effective processes are in place at the Council to track and enforce conformance to data policies, standards, architecture, and procedures; • Current data governance processes at the Council conforms with the applicable compliance and privacy requirements; • Processes have been established to protect sensitive data through support for access management and security requirements; and • Relevant training and awareness program is in place for staff members. 	September 2021	50



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>Fleet Management (incl. fuel usage)</p> <p>Effective fleet management requires effective controls and processes encompassing the entire life cycle of fleet assets. These processes would normally include a framework to govern fleet assets including appropriate policies, guidelines, controls and organisational responsibilities; processes to manage assets from initial decisions determining the need for an asset, throughout its acquisition, use and maintenance and through to its ultimate disposal; and systems, reports and measures to allow ongoing monitoring of fleet assets.</p> <p>The primary objective of the audit is to:</p> <ul style="list-style-type: none"> • Review and assess the overall policies and framework of Fleet Management; and • Identify any improvements in the related practices and processes. <p>The scope of the review will include the governance structure around the management of the fleet, life cycle management, and performance management. There will also be a focus on fuel usage in response to the recent VAGO report recently presented to the Parliament.</p>	<p>November 2021</p>	<p>45</p>
<p>Enforcement/Regulatory Activities</p> <p>The objectives of the review will be to:</p> <ul style="list-style-type: none"> • Assess the comprehensiveness and adequacy of enforcement/regulatory related policies, procedures and guidelines, specifically focusing on building and planning permits; • Determine the Council's compliance in respect of the administration and enforcement of relevant Act requirements (i.e. <i>Planning and Environment Act 1987</i>, <i>Building Act 1993</i> and <i>Building Regulations 2006</i> etc.) pertaining to the enforcement of building and planning permits; • Identify where Council is not meeting these requirements (i.e. gaps in compliance); and • Determine the adequacy of Council resources, documentation, monitoring and reporting practices in meeting the above enforcement requirements (with the view to Council formulating a policy position on why it is unable 	<p>March 2022</p>	<p>50</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
<p>to meet compliance requirements in instances where it is non-compliant).</p>		
<p>Data interrogation (Accounts Payable and Accounts Receivable)</p> <p>The use of data interrogation software is a valuable tool, which enables the analysis of large data sets against established business rules. Comprehensive data interrogation provides the following benefits:</p> <ul style="list-style-type: none"> • Assurance to the Audit Committee, and to council management on system and input controls and the bona fides of transaction information; • Analyses large volumes of data from the council’s information systems in order to identify exceptions to prescribed rules and any trends from these exceptions; and • Identifies system control weaknesses, deficient data input practices and processes, and individual transactions that may require management focus and/or investigation. <p>Accordingly, the objective of this exercise is to obtain comfort over the completeness, accuracy and validity of financial systems transaction data and information obtained in the relevant master files.</p> <p>With the assistance of council management, we will extract and analyse relevant data over a 12 month period.</p>	<p>May 2022</p>	<p>40</p>
<p>Follow up of agreed actions from internal audit recommendations</p> <p>To maximise the effectiveness of the internal audit process, it is important that the status of actions contained in management responses to internal audit recommendations are monitored by management and the Audit Committee. This will ensure they are implemented appropriately and in a timely manner.</p> <p>The objective of this review is to identify and inform the Audit Committee on the status of management actions addressing recommendations from internal audit reports contained in the previous Internal Audit Program. A selection of reports will be reviewed as part of the follow-up reviews, which will be agreed with management. The verification process will occur through observation, discussion with LSC officers and review of documentary evidence where relevant. A report will be presented to the Audit Committee showing the recommendations made</p>	<p>May 2022</p>	<p>20</p>



DESCRIPTION	COMMENCEMENT DATE	HOURS
in each report, the management actions to be adopted and the status of implementation based on our review.		
<p>Internal Audit Management</p> <p>Attendance at Audit Committee meetings and Administration of the Internal Audit Program (including development and management of the annual Internal Audit Program).</p>	Ongoing	10
<p>Total Hours</p>		215



DESCRIPTION	COMMENCEMENT DATE	HOURS
2022-23		
<p>Fraud Corruption and Control</p> <p>The incidence of fraud can have a major impact on the operations and reputation of an organisation. An appropriate structural framework and sound operational procedures are required to mitigate the risk of fraud occurring and ensure appropriate action is taken in the event of a suspected fraud. Accordingly, LSC needs to be aware of areas susceptible to fraud and ensure that a sound control environment is in place.</p> <p>The objectives of this review will be to assist the LSC in:</p> <ul style="list-style-type: none"> • Examining the effectiveness and comprehensiveness of fraud policies, procedures and controls against the <i>Australian Standard 8001-2008 (Fraud and Corruption Control)</i>; • Assessing LSC's compliance with its current probity and fraud policy and control framework; • Identifying certain areas susceptible to fraud risk; • Assessing the effectiveness of controls in managing identified fraud risks; and • Detecting possible occurrence or indicators of fraud. <p><i>As part of this review, we will also conduct an assessment of fraud awareness at LSC through the use of a fraud control health check questionnaire on business units within the organisation.</i></p>	September 2022	45
<p>Contractor Appointment and Management</p> <p>Organisations in both the public and private sectors are facing increasing pressure to reduce costs and improve financial and operational performance. New regulatory requirements, globalisation, increases in contract volumes and complexity have resulted in an increasing recognition of the importance and benefits of effective strategic procurement. The growing recognition of the need to improve procurement processes has also led to an increase in the adoption of more formal and structured procedures and an increase in the availability of software</p>	December 2022	50



applications designed to address these needs.

Recent IBAC investigations and reviews have exposed how procurement and contract management processes can be vulnerable to corruption.

As such, it is important that robust procurement and contract management processes and controls exist within LSC.

The objectives of this review will be to assess the following:

- Appropriate processes are undertaken to identify the need and method to procure goods and services (e.g. assess for value for money considerations);
- Appropriate procurement and tendering policies, processes and practices have been established and are followed for the appointment of LSC contractors;
- Existing procurement management policies and procedures provide an appropriate framework for LSC in managing its procurement function effectively and efficiently;
- Existing contract management policies and procedures provide an appropriate framework for LSC in managing its contractual arrangements effectively and efficiently; and
- Contracts are managed in accordance with existing policies and procedures.

Events Management

Council manages a large number of Council and community organised events within the municipal district throughout the year. Council plays a key role in providing support and regulating these events. It is important that a solid events management framework is present to ensure that Council achieves the economic, social, cultural and community benefits derived from events and that resources are appropriately focused and managed.

The primary objectives of this review is to assess and evaluate the effectiveness and efficiency of internal controls embedded in the Event Management process, for approving and managing events organised by either Council or other organisations, either in/on Council owned or controlled facilities/land or in/on other non-Council controlled land (including Private Land) to ensure:

- Comprehensive event management strategy exists that is aligned with the Council Plan objectives and goals;

	March 2023	45



<ul style="list-style-type: none"> • Comprehensive event management policies and practices exists and are implemented; • Council adequately identifies relevant legislative/regulatory responsibilities for each event and reflects the same in the event plans and/or policies and procedures; • Event management policies and procedures are followed by Council management and staff; • Risks management processes are in place allow for effective events management; and • Post event analysis is appropriately performed and adequate reporting mechanisms are in place. 		
<p>Payroll (incl. data interrogation)</p> <p>Comprehensive policies and procedures, adequate levels of internal control, and appropriate staff awareness of requirements are vital to ensure the effective operation and management of LSC’s financial systems, and to ensure the threat, and incidence, of fraud is mitigated. There are a number of key areas of LSC’s operations that by their very nature are highly susceptible to fraud. Payroll is one of those areas.</p> <p>This internal audit will assess the appropriateness of LSC’s policy and procedure framework, the strength of controls embedded in LSC’s Payroll related systems, and the level of compliance with requirements by LSC’s staff.</p> <p>The objective of this review will be to evaluate the risk and internal control environment governing payroll at LSC. More specifically we will assess the following:</p> <ul style="list-style-type: none"> • Adequate and comprehensive policies and procedures exist over the payroll function; • Controls exist for the proper authorisation of payroll transactions, including pay rates and rate changes, payroll adjustments, employee master file changes and leave; • Controls are in place to ensure the accuracy of payroll calculations and leave for relevant periods, including comparison of work performed to payments made and deductions; • Employee records provide accurate information regarding employee entitlements, including leave; • The payroll system and associated controls include system access and segregation of duties, salary account postings to the general ledger, electronic transfer of funds to employee bank accounts, and review of exceptions; and 	<p>May 2023</p>	<p>45</p>



<ul style="list-style-type: none"> Identification and management of payroll related fraud risks. <p>We will conduct sample testing across all key systems to ensure that internal controls are operating appropriately, and that staff are complying with requirements.</p> <p>A comprehensive data analytics exercise over 12 months to provide assurance over the completeness and accuracy of payroll related data (including data contained in the employee Masterfile). All transactions will be tested for the 12-month period 1 May 2022 to 30 April 2023.</p>		
<p>Follow up of agreed actions from internal audit recommendations</p> <p>To maximise the effectiveness of the internal audit process, it is important that the status of actions contained in management responses to internal audit recommendations are monitored by management and the Audit Committee. This will ensure they are implemented appropriately and in a timely manner.</p> <p>The objective of this review is to identify and inform the Audit Committee on the status of management actions addressing recommendations from internal audit reports contained in the previous Internal Audit Program. A selection of reports will be reviewed as part of the follow-up reviews, which will be agreed with management. The verification process will occur through observation, discussion with LSC officers and review of documentary evidence where relevant. A report will be presented to the Audit Committee showing the recommendations made in each report, the management actions to be adopted and the status of implementation based on our review.</p>	<p>May 2023</p>	<p>20</p>
<p>Internal Audit Management</p> <p>Attendance at Audit Committee meetings and Administration of the Internal Audit Program (including development and management of the annual Internal Audit Program).</p>	<p>Ongoing</p>	<p>10</p>
<p>Total Hours</p>		<p>215</p>



AUDITS PERFORMED - 2015-2022

DESCRIPTION			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Financial Systems and Controls										
Contractor Appointment and Management										<input checked="" type="checkbox"/>
Data Interrogation (Accounts Payable and Receivable)					<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	
Cash Handling							<input checked="" type="checkbox"/>			
Payroll (incl. data Interr.)										<input checked="" type="checkbox"/>
Team Support and Development										
Workforce Development and Succession Planning			<input checked="" type="checkbox"/>							
Human Resources						<input checked="" type="checkbox"/>				
Occupational Health and Safety					<input checked="" type="checkbox"/>					
Information Technology										
Business Continuity and Disaster Recovery			<input checked="" type="checkbox"/>							
Management of Cyber Risk							<input checked="" type="checkbox"/>			



DESCRIPTION			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Data Governance									<input checked="" type="checkbox"/>	
Infrastructure and Asset Management										
Whole of Life Costing					<input checked="" type="checkbox"/>					
Asset Management and Maintenance								<input checked="" type="checkbox"/>		
Building Management			<input checked="" type="checkbox"/>							
Governance										
Management of Privacy Responsibilities				<input checked="" type="checkbox"/>						
Risk Management Framework							<input checked="" type="checkbox"/>			
Fraud and Corruption Control										<input checked="" type="checkbox"/>
Departmental / Operational and Organisation-wide Audits										
Purchases and Issue of Stores from council depots (incl. purchases on credit cards)				<input checked="" type="checkbox"/>						
Records Management					<input checked="" type="checkbox"/>					



DESCRIPTION			2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Waste Management Planning						<input checked="" type="checkbox"/>				
Service Planning						<input checked="" type="checkbox"/>				
Delivery of Capital Works								<input checked="" type="checkbox"/>		
Events Management										<input checked="" type="checkbox"/>
Enforcement Activities (Buildings and Planning)									<input checked="" type="checkbox"/>	
Swimming Pool Management (new regs)							<input checked="" type="checkbox"/>			
Recreation Reserves Management								<input checked="" type="checkbox"/>		
Management of Caravan Parks								<input checked="" type="checkbox"/>		
Fleet Management (incl. fuel cards)									<input checked="" type="checkbox"/>	
Follow-up Review										
Follow-up on the status of management actions proposed to address internal audit recommendations from agreed reports.				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Potential Future Audit Areas

Audit Areas
Councillor Expenditure
Council Governance
Community Engagement
Grants and Contributions Framework
Property, Leasing and Licensing
Asset Management (focus on data)
Long-Term Financial Planning
OH&S (including work in isolation)
Service Planning and Review Methodology

Stakeholders Consulted

We consulted the following stakeholders during the development of the Strategic Internal Audit Plan:

Name	Title
Phil Pinyon	Chief Executive Officer
Cheryl McKinnon	Mayor
Rod Baker	Chair – Audit Committee
Sharon Morrison	Director – Corporate Services

AUDIT COMMITTEE MEETING MINUTES

22 AUGUST 2019

7.4 VAGO INDEPENDENT ASSURANCE REPORT TO PARLIAMENT: FRAUD AND CORRUPTION CONTROL - LOCAL GOVERNMENT JUNE 2019**File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. VAGO Independent assurance report to Parliament: Fraud and Corruption Control - Local Government June 2019**RECOMMENDATION**

That the Audit Committee:

1. Approves the suggested actions in response to the Fraud and Corruption Control – Local Government June 2019 Report
2. Refer the suggested actions to the next available Council meeting for endorsement of the 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

The Audit Committee noted the extract of the VAGO Annual Plan 2018-19 in August 2018, which did not include reference to the proposed audit of fraud and corruption controls in local government.

BACKGROUND

In June 2019, the Acting Auditor-General provided a report to parliament on Fraud and Corruption Control – Local Government (the report).

By letter dated 30 July 2019, the Minister for Local Government requested that councils review their policies, procedures and operations and ensure that the findings of the Auditor-General in the report are applied. Further, the Minister asked each council to report back by 1 September 2019 on the progress of their review and any steps taken.

ISSUES/DISCUSSION

On 5 July 2019, following receipt of the report, an email was sent to relevant staff in Council seeking feedback on the findings/observations in the report and whether there were any opportunities for improvement at Council, based on the findings/observations at the councils involved in the report. A range of feedback was received and proposed actions are set out below.

On 9 July 2019, Councillors were briefed on the report and recommendations particularly relevant to councillors were highlighted. Proposed actions in response to these recommendations are set out below.

AUDIT COMMITTEE MEETING MINUTES

22 AUGUST 2019

Recommendations	Proposed actions
1. Require councillors to certify that their expense claims are incurred in the context of relevant legislative provisions. Councils must require councillors to provide stronger evidence to support their claims, in particular for mileage reimbursements, including records pertaining to the claim and details of the business reason and who benefited from the expense (see Section 2.2)	Review Councillors Support and Reimbursement of Expenses Policy to ensure issues identified in the report are addressed.
2. Review and update fuel card policy and guidance to clearly outline fraud and corruption controls, and require staff to confirm that they understand the terms of use and consequences for misuse (see Section 3.5)	Develop a fuel card policy, procedure and guidance to ensure issues identified in the report are addressed.
3. Review credit card policies and improve controls to ensure only allocated cardholders use their cards and there is appropriate segregation of duties over expenditure approvals (see Section 3.3)	Review Credit Card Policy to ensure issues identified in the report are addressed, including: <ul style="list-style-type: none"> - the need for sufficient commentary against credit card transactions - issuing cards to staff for specific expenditure (eg. training providers) to address the issue of non-cardholders using cards.
4. Ensure the council's chief financial officer or equivalent approves chief executive officer expenditure and report all expenditure by, or on behalf of, the chief executive officer to the Audit and Risk Committee and/or the council for periodic review (see Section 3.3)	The Mayor currently approves the CEO's credit card transactions. Consider amending the Audit Committee agenda format to include periodic review of the CEO's expenditure.
5. Document and develop formalised reporting over credit and fuel card use and incorporate, where appropriate, data analytics to identify anomalies (see Sections 3.3 and 3.5)	Develop a management reporting framework which includes, amongst other things, reporting of credit and fuel card use and appropriate data analytics.

AUDIT COMMITTEE MEETING MINUTES

22 AUGUST 2019

<p>6. Improve fuel card controls by:</p> <ul style="list-style-type: none"> - assigning each fuel card to a specific vehicle or equipment - maintaining accurate motor vehicle and fuel card listings - updating cardholder names with fuel suppliers when the council reassigns a vehicle and fuel card to another employee - collecting fuel transaction data as accurately as possible, including odometer readings - having regular, routine processes to monitor fuel card use - conducting data analytics over fuel card transactions - conducting periodic internal audits on fuel cards (see Sections 3.3 and 3.5). 	<p>See recommendation 2</p>
<p>7. Review and, as necessary, revise council policies on the purchase and reimbursement of meals and alcohol considering community perceptions, and require, for transaction approval, clear evidence of the community benefit from this expenditure and appropriate supporting documentation (see Sections 2.2, 3.3, 3.4 and 4.3)</p>	<p>Review relevant policies and procedures (including procurement; credit card; training, seminars and conferences) to ensure issues identified in the report are considered. Consider the development of a catering policy.</p>
<p>8. Ensure that annual reports accurately capture expenses relating to senior management remuneration packages including vehicle contribution amounts (see Section 4.3)</p>	<p>No action required - Annual reports follow templates provided by Local Government Victoria which include reporting of remuneration which is inclusive of vehicle contribution amounts.</p>
<p>9. Ensure all council staff and councillors receive fraud and corruption awareness training at least every two years (see Section 4.4)</p>	<p>Review training seminars and conferences policy to stipulate frequency of fraud and corruption awareness training.</p>
<p>10. Develop or maintain fraud and corruption incident registers to accurately record suspected incidents of fraud and corruption, their handling, and all relevant supporting documentation (see Section 4.4).</p>	<p>Continue to maintain a fraud and corruption incident register.</p> <p>Ensure staff are aware of the fraud and corruption incident register by sending an awareness email each year.</p>
<p>11. Publish councillor expenses for the 2017–18 year on their websites immediately and ensure their 2018–19 annual reports comply with <i>Local Government (Planning and Reporting) Regulations 2014</i> (see Section 2.3).</p>	<p>No action required - Councillor expenses are included in the annual report.</p>
<p>12. Cease all sales and the provision of vehicles to council staff as part of exit packages (see Section 4.3).</p>	<p>Council does not have such a practice and is rigorous in its approach to the disposal of vehicles to ensure probity.</p> <p>Develop an Asset Disposal Policy to ensure issues identified in the report are addressed.</p>

AUDIT COMMITTEE MEETING MINUTES**22 AUGUST 2019****COST/BENEFITS**

The costs associated with the recommended actions are operational and will involve staff time. The costs associated with implementing the changes to the policies will also involve staff time.

RISK ANALYSIS

There is a risk that Council will not be able to implement the recommended actions due to competing priorities. One way to address this is to assign a risk rating to the actions. Using the risk assessment criteria in Council's recently endorsed Risk Management Policy, the likelihood of fraud occurring is possible (consequence may occur but there is a distinct possibility that it won't occur) and the consequences of a fraud incident is moderate (with a management impact over several weeks). This results in a risk rating of medium which indicates that Council should 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. A suggested timeframe for action is based upon Council's internal audit plan which suggests 6 to 12 months to respond to issues with medium risk ratings.

CONSULTATION AND ENGAGEMENT

Various staff have been consulted in the preparation of this report.

COMMITTEE RESOLUTION 2019/72

Moved: Mr Rod Poxon
Seconded: Mr Jarrah O'Shea

That the Audit Committee:

1. Approves the suggested actions in response to the Fraud and Corruption Control – Local Government June 2019 Report
2. Refer the suggested actions to the next available Council meeting for endorsement of the actions.

CARRIED



Audit Committee – 22/08/19

Risk Management Report

Introduction

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

OH&S Committee Meeting

The OH&S Committee Meeting was held on 20 June 2019.

Items on the agenda included:

- Incidents are reviewed at each meeting with :
 - 26 Incidents in the 3 months to 23 July 2019
 - 7 personal injuries to staff – 1 incident resulted in a minor WorkCover claim.
- Policies and procedures – The OH&S and Risk Management Officer has been updating and creating new policies and procedures that are essential to the organisation to be compliant and in particular following up on the recent OH&S Audit Actions. Six policies and procedures were provided to the Committee for their input, they were:
 - Hazard Identification, Risk Assessment and Control procedure (New)
 - Working in Isolation Policy (Review)
 - OH&S Induction Procedure (New)
 - Noise Management Procedure (New)
 - Depot Emergency and Evacuation Procedure (New)
 - Global Positioning Systems (GPS) Policy (New)

• WorkSafe Visit

The Committee was advised of a visit from a WorkSafe to the Serpentine Office on 16 April, this is part of WorkSafe Victoria’s proactive intervention program to provide guidance and assess and enforce compliance with specific health and safety laws. Kindergartens were the focal point of the visit, the Boort Kindergarten will be visited at a later date.

- General Business the recent media reports in respect to Glyphosate was discussed, Council provides PPE for staff who use but are also looking at other products.

Outstanding Actions

Summary of status of outstanding actions

Meeting Reference	Item	Officer	Status and details
1 – 03/19	Loose wheel weights –		Gary Zanker
	<p>March 2019- talk to the mechanic about the issue of loose wheel weights on tractors</p> <p>June 2019 update: Garry completes a daily check but needs to communicate to all other staff to and mechanics that there have been issues with the wheel weights</p>		WORK IN PROGRESS

Risk Management Committee Meeting

The Risk Management Committee Meeting was held on 24 July 2019.

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

Items on the agenda included:

- reported incidents – Committee received a report on the incidents received
- insurance claims update
 - Wedderburn Bowls/Tennis Club – water damage, burst pipe – claim lodged
 - Boort Tennis Club – Water Damage – wind ripped of the capping allowing water to enter the ceiling – claim lodged

Summary of status of outstanding actions from the Risk Management Committee

Meeting Reference	Item	Officer	Status and details
1-02/19	Environmental Liability Insurance		Manager Organisational Development
	<p>Communication: Ask the insurers what the Environmental Liability Insurance covers</p> <p>April 2019 update:</p> <ul style="list-style-type: none"> • Insurance to focus on LSC Tips, has been discussed at MEG, policy cost \$5K per location with \$10K excess, cost per annum \$25K, request a meeting with broker to discuss details of what is covered in policy, add a risk of not taking out the insurance onto the risk register. <p>July 2019</p> <ul style="list-style-type: none"> • Broker who was organising this meeting has left JLT, contact new broker to request a meeting. 		WORK IN PROGRESS
3-02/19	Risk Engineering Review		Manager Organisational Development
	<p>Communication: Enquire what the Risk Engineering Review entails.</p> <p>April 2019 update:</p> <ul style="list-style-type: none"> • Chris spoke about fleet risks, VERO have an 11 page questionnaire to complete and then the company reviews LSC Policies and procedures to formulate a report. Good to review the process around fleets; other organisations have an assigned person to fleets to complete checks, only minor incidents reported to date. • Enter risk on register to see where it sits and assess • Forward questionnaire to all managers to complete <p>July 2019</p> <ul style="list-style-type: none"> • Report has been received, to be discussed later in meeting 		WORK IN PROGRESS

The Committee was provided with four recent reports:

- VAGO Report into Fraud and Corruption Control – Local Government
 - note separate report to Audit Committee
- Targeted Risk Appraisal Report – Bridgewater Swimming Hole
 - The key recommendations were in respect to the shared pathways, signage, rescue equipment and inspections, all recommendations have been input into the Risk Register as Tasks.
- Vero – Motor Fleet risk Engineering Report
 - Vero is Council's Motor Vehicle insurer and they recently provided Council with the opportunity to undergo a "Motor Fleet Risk Engineering Review". The review was based on a questionnaire which was provided to all Managers to complete. The purpose of this review process is to evaluate the quality of the risk management controls currently in place. Council did not score particular well with a score of 15/40. The report provided many recommendations.
- JMAPP Risk Maturity Appraisal Report
 - The objective of the risk maturity appraisal is to determine how mature Council's risk management practices are, Council scored 58.1%, the areas that Council particular need to improve on is "Risk Culture, Communicating and Reporting Risk and Property Risk Management.

General Business

Waanyarra Cemetery

A hazard and maintenance report was conducted on the Waanyarra Cemetery with an assessment report. Council is now the trustee as cemetery is closed and no longer accepts burials and it is no longer maintained by the community as most have moved on. Just an historic place of interest it is on DELWP land but needs to be safe. Funding has been sought to review trip hazards, paths and trees and keep the area maintained.

All recommendations from the report have been input into the Risk Register as Tasks.

Risk Register Report

At the time of the August Committee Meeting 168 risks had been identified and input into Council's Organisational Risk Register. Of those risks five (5) were assessed as HIGH.

The 168 risks identified to date have resulted in 312 Tasks, 274 of these have been actioned and closed. Of the remaining 38, 7 are overdue but are all a work in progress.

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

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

Risk Level	February 2018	August 2018	February 2019	August 2019
Very High	0	0	0	0
High	9	5	3	5
Medium	71	78	78	88
Low	44	50	52	75
Total Risks Identified	124	133	133	168

The five HIGH risks are:

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Risk No	No of Tasks	Register	Risk	Risk Level
57	1	Strategic Risk Register	Council's Ageing Workforce	High
130	1	Strategic Risk Register	Changes in Legislation	High
133	0	Strategic Risk Register	Changes in community expectations	High
139	Tasks in CAMMS	Information Technology Risk Register	Failure to comply with records management requirements	High
142	Taka in CAMMS	Corporate Services Risk Register	No Service Delivery Review Framework	High

RISK 57 - Council's Ageing Workforce

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

Three Tasks have been identified to address this risk, one remains outstanding, it is:

Task 2	Officer	Status	Due Date
Development of a Workforce Strategy	Manager Organisational Development	Work in Progress	01/12//2016
<p>Comments: Council is part of a working group of 6 regional councils working with LGPro on a project to develop a workforce planning model for LG in Victoria that is scalable for large and small, rural and metro councils. Staff have been attending workshops with the consultant engaged to deliver the project and the draft document is coming together from the learnings of project, in September each Council will present on the progress of each of their plans at a workshop conducted in Wangaratta. The toolkit developed by the workgroup is now in its final stages and will be finalised shortly. Council's Workforce Strategy is currently being developed utilising the learnings from the project.</p> <p>August, 2019: The Draft Strategy has been developed and is currently being reviewed.</p>			

RISK 130 – Changes in legislation

IMPACT: Could lead to Council being non-compliant

One Task has been identified to address this risk.

Task1	Officer	Status	Due Date
Collaborate with neighbouring Councils to develop responses to changing legislation	Director Corporate Services	Work in Progress	30/06/2019
<p>Comments: The due date for this risk has been identified as June 2019 mainly due to the new Local Government Act, but as legislation can change regularly it will be an ongoing risk.</p>			

RISK 133 – Changes in community expectations

IMPACT: Community dissatisfaction with Council's ability to respond to their needs

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

Incident Reports update

Page 4 of 6

This report provides an update on all incidents reported since the 14 February, 2019 Audit Committee Meeting, future reports will contain a comparison with previous reports.

When an Incident Report is received it is input into the Advent Manager system and allocated to a Manager for review, if the incident requires an investigation the OH&S and Risk Management Officer in consultation with the Manager Organisational Development determines if it is required.

An investigation can also be requested by a Health and Safety Representative or the Occupational Health and Safety (OH&S) Committee.

The investigation will be conducted by a combination of the following, but is not limited to:

- OHS, Risk Management and Municipal Fire Prevention Officer
- Manager
- Team Leader
- Health and Safety Representative

Incident Types

Incident Type	Count of Incident Type
Personal Injury – Employee	13
Hazard	7
Vehicle Damage – Other	6
Personal Injury – Public	5
Incident	5
Property Damage – Public	4
Vehicle Accident	4
Preschool Incidents – Injury (Children)	3
Near Miss	3
Burglary	2
Fire	2
Property Damage – Employees	2
Theft	2
Preschool Incidents – Other	1
Other	1
Total	60

Cause of Injury

One injury resulted in a WorkCover claim which was a minor claim (under 10 days and under the medical and like threshold of \$721.)

Cause of Injury - Employees	Count of Cause of Injury
Strain	4
Struck or injured by Object	4
Bite	1
Fall	1
Slip	1
Trip	1
Manual Handling	1
Total	13

Location of Incident

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The location of "In the field" is used for the outdoor staff who provide incidents as various locations across the municipality, this is usually the greatest number of incidents

Location of Incident	Count of Locations
In the field	17
HACC – Clients Home	5
Dingee Preschool	4
Inglewood Senior Citizens	3
Wedderburn Caravan Park	3
Boort Tip	2
High Street Wedderburn	2
Wedderburn Preschool	2
Boort District School	1
Caleana Road, Junourtown	1
Chapel Street, Wedderburn	1
Inglewood Preschool	1
Inglewood Swimming Pool	1
Prairie Road, East Prairie	1
Pyramid Hill College	1
Pyramid Hill Depot	1
Pyramid Hill Preschool	1
Pyramid Hill tip	1
School Crossing, Wedderburn	1
Senior Citizens Centre, Pyramid Hill	1
Serpentine Bowling Club	1
Unknown Location	1
Wedderburn Serpentine Road	1
Wedderburn Bowls/Tennis Club	1
Wedderburn Depot	1
Wedderburn Livestock Pound	1
Wedderburn Office	1
Wedderburn Swimming Pool	1
Wedderburn Tip	1
Woodstock Rd, Murphy Creek Construction Site	1
Total	60



KPI Report

Loddon Shire Council



Print Date: 08-Aug-2019



REPORT FILTERS

Hierarchy: LPF

Hierarchy Level: Organisation

Hierarchy Node: Loddon Shire Council Organisation Health Check

Responsible Officer: All

Reporting Officer: All

Period: All

Aggregation: All

Calculation Method: All

Agency: All

Related Plan: All

Show Additional KPI Info: No

Show KPI Data Grid: Yes

Show KPI Line Graph: Yes

Show Archived KPIs: No

Show Confidential KPIs: No

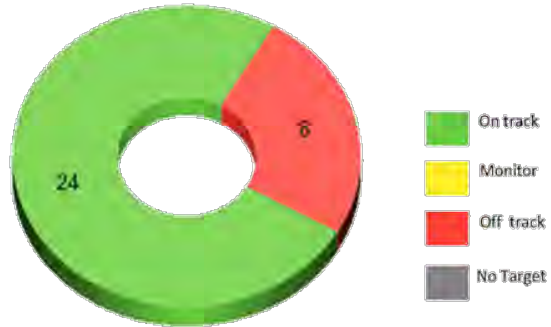
Show Rollup KPI Hierarchy Structure: No

KPI Filter: Organisation Health Check



KPI Summary

Organisation Health Check















Organisation Health Check

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

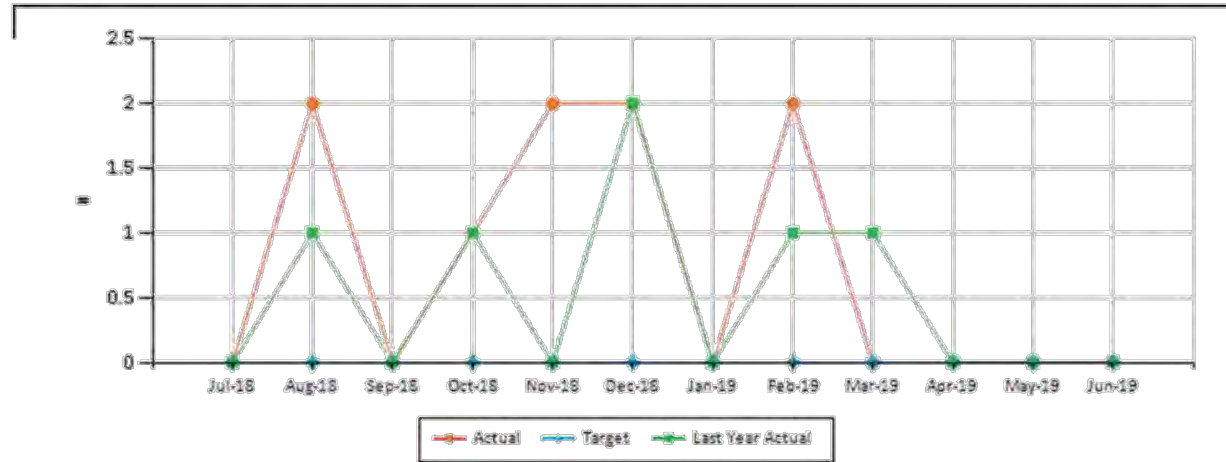
Responsible Officer: Carol Canfield




PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	5.00	4.00	Names removed for privacy.
Aug-18	 GREEN	#	5.00	4.00	Names removed for privacy.
Sep-18	 GREEN	#	5.00	5.00	Names removed for privacy.
Oct-18	 RED	#	5.00	6.00	Names removed for privacy.
Nov-18	 RED	#	5.00	6.00	Names removed for privacy.
Dec-18	 GREEN	#	5.00	4.00	Names removed for privacy.
Jan-19	 GREEN	#	5.00	5.00	Names removed for privacy.
Feb-19	 GREEN	#	5.00	5.00	Names removed for privacy.
Mar-19	 GREEN	#	5.00	3.00	Names removed for privacy.
Apr-19	 GREEN	#	5.00	3.00	Names removed for privacy.
May-19	 GREEN	#	5.00	3.00	Names removed for privacy.
Jun-19	 GREEN	#	5.00	2.00	Names removed for privacy.

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

Responsible Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	No WorkCover Claims for July
Aug-18	 RED	#	0.00	2.00	Names removed for privacy.
Sep-18	 GREEN	#	0.00	0.00	No WorkCover Claims for September
Oct-18	 RED	#	0.00	1.00	Names removed for privacy.
Nov-18	 RED	#	0.00	2.00	Names removed for privacy.
Dec-18	 RED	#	0.00	2.00	Names removed for privacy.
Jan-19	 GREEN	#	0.00	0.00	No Claims for January
Feb-19	 RED	#	0.00	2.00	Names removed for privacy.
Mar-19	 GREEN	#	0.00	0.00	No new claims
Apr-19	 GREEN	#	0.00	0.00	No claims for April
May-19	 GREEN	#	0.00	0.00	No new WorkCover claims in May
Jun-19	 GREEN	#	0.00	0.00	No WorkCover Claims for June

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

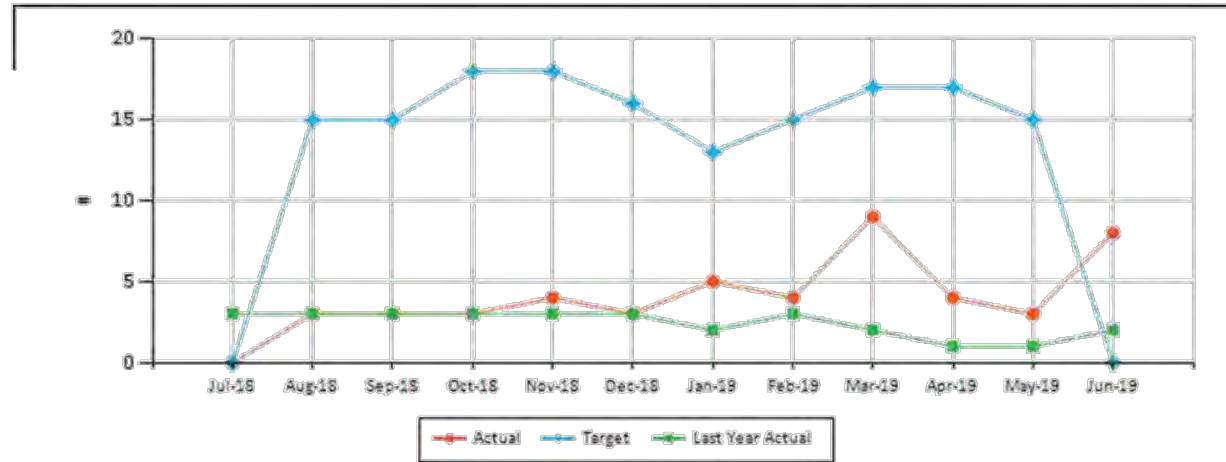
Responsible Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	20.00	0.00	Detail provided in fortnightly email to management.
Aug-18	 GREEN	#	20.00	15.00	Detail provided in fortnightly email to management.
Sep-18	 GREEN	#	20.00	15.00	Detail provided in fortnightly email to management.
Oct-18	 GREEN	#	20.00	18.00	Detail provided in fortnightly email to management.
Nov-18	 GREEN	#	20.00	18.00	Detail provided in fortnightly email to management.
Dec-18	 GREEN	#	20.00	16.00	Detail provided in fortnightly email to management.
Jan-19	 GREEN	#	20.00	13.00	Detail provided in fortnightly email to management.
Feb-19	 GREEN	#	20.00	15.00	Detail provided in fortnightly email to management.
Mar-19	 GREEN	#	20.00	17.00	Detail provided in fortnightly email to management.
Apr-19	 GREEN	#	20.00	16.00	Detail provided in fortnightly email to management.
May-19	 GREEN	#	20.00	15.00	Detail provided in fortnightly email to management.
Jun-19	 GREEN	#	20.00	16.00	Detail provided in fortnightly email to management.

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

Responsible Officer: Carol Canfield
Reporting Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	Data not available at time of reporting.
Aug-18	 RED	#	15.00	3.00	
Sep-18	 RED	#	15.00	3.00	
Oct-18	 RED	#	18.00	3.00	
Nov-18	 RED	#	18.00	4.00	
Dec-18	 RED	#	16.00	3.00	
Jan-19	 RED	#	13.00	5.00	
Feb-19	 RED	#	15.00	4.00	
Mar-19	 RED	#	17.00	9.00	
Apr-19	 RED	#	17.00	4.00	
May-19	 RED	#	15.00	3.00	
Jun-19	 RED	#	16.00	8.00	

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

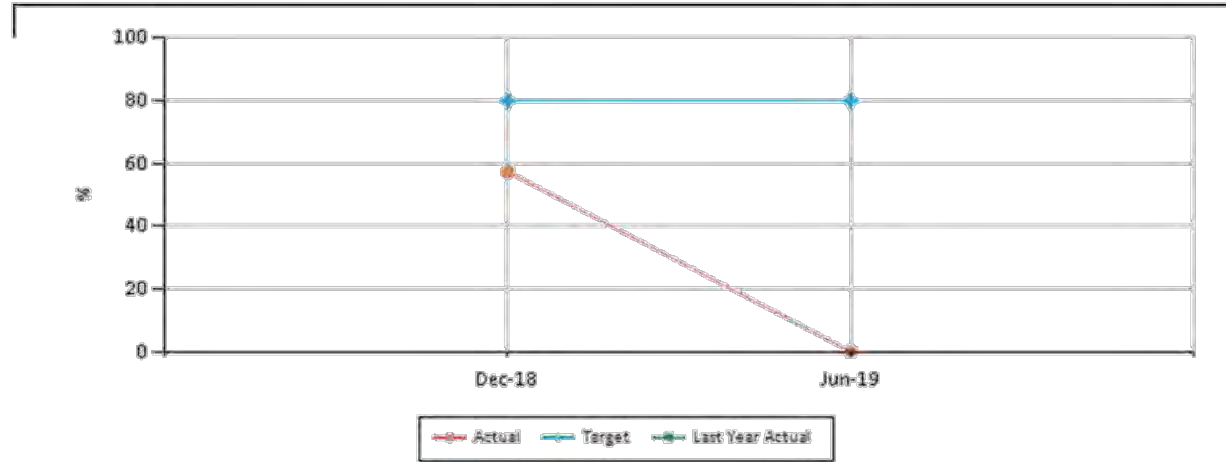
Responsible Officer: Carol Canfield





PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	5.00	4.38	No target set.
Aug-18	 GREEN	%	5.00	3.92	No target set.
Sep-18	 GREEN	%	5.00	2.91	No target set.
Oct-18	 GREEN	%	5.00	4.87	No target set.
Nov-18	 GREEN	%	5.00	3.67	No target set.
Dec-18	 GREEN	%	5.00	1.84	No target set.
Jan-19	 GREEN	%	5.00	2.14	No target set.
Feb-19	 GREEN	%	5.00	2.04	No target set.
Mar-19	 GREEN	%	5.00	2.08	No target set.
Apr-19	 GREEN	%	5.00	2.27	No target set.
May-19	 GREEN	%	5.00	4.04	No target set.
Jun-19	 GREEN	%	5.00	4.04	No target set.

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

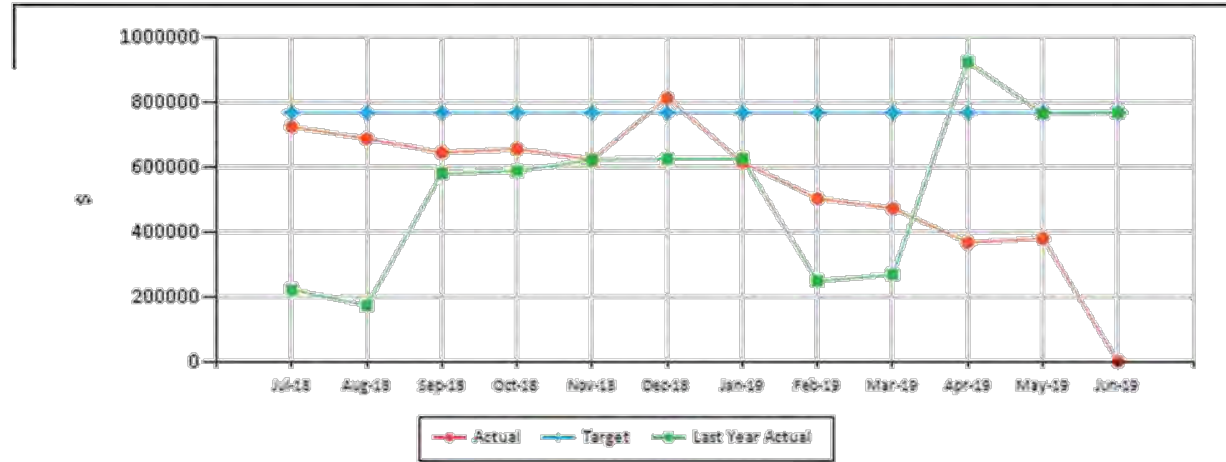
Responsible Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-18	 RED	%	80.00	57.32	Only measured at time plans are due.
Jun-19	 RED	%	80.00	57.32	Only measured at time plans are due.

KPI : LPF-C Workcover Statistical Claims Estimate

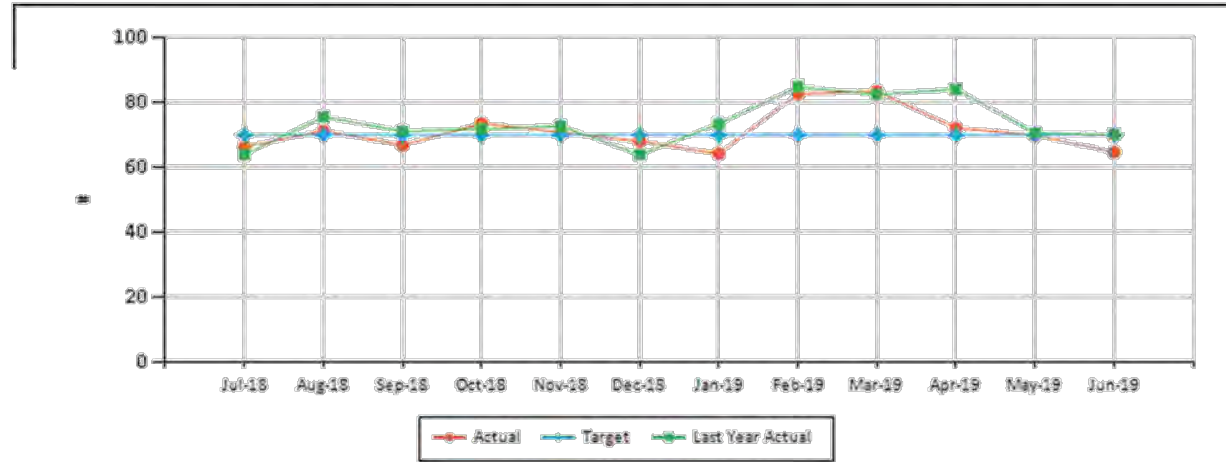
Responsible Officer: Carol Canfield
 Reporting Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	\$	769,404.00	725,512.00	Data not provided at time of reporting.
Aug-18	 GREEN	\$	769,404.00	688,344.00	Target is less than June 2018 figure. SCE Estimate has reduced by \$37,168 for the month of August
Sep-18	 GREEN	\$	769,404.00	645,716.00	A reduction is estimate for the month of \$42,628
Oct-18	 GREEN	\$	769,404.00	656,460.00	Increase of \$10,744 due to claim being reassessed
Nov-18	 GREEN	\$	769,404.00	623,461.00	
Dec-18	 RED	\$	769,404.00	813,789.00	Increase due to large claim costs
Jan-19	 GREEN	\$	769,404.00	615,730.00	This has reduced due to the estimate on Vicki Andrew's claim decreasing.
Feb-19	 GREEN	\$	769,404.00	503,811.00	This has reduced due to Marj Ross's claim being closed. Quite a few claims are not showing at present, so estimate will increase in future
Mar-19	 GREEN	\$	769,404.00	473,243.00	
Apr-19	 GREEN	\$	769,404.00	367,561.00	
May-19	 GREEN	\$	769,404.00	380,163.00	
Jun-19	 GREEN	\$	769,404.00	0.00	Data not provided at time of reporting.

KPI : LPF-CS Average 54941200 calls incoming per day

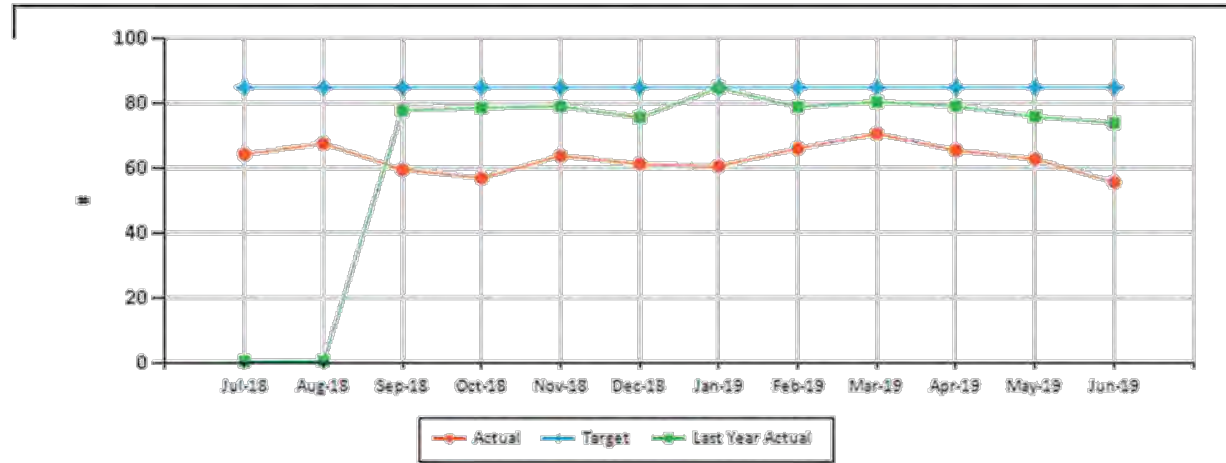
Responsible Officer: Peter Williams
Reporting Officer: Peter Williams















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	70.00	66.36	Average incoming calls of 66 were slightly lower than target and lower than the rolling 12 month average of 73 calls per day.
Aug-18	 GREEN	#	70.00	71.30	Average incoming calls of 71 were slightly higher than target and lower than the rolling 12 month average of 74 calls per day.
Sep-18	 GREEN	#	70.00	66.84	Average incoming calls of 67 were slightly lower than target and lower than the rolling 12 month average of 73 calls per day.
Oct-18	 GREEN	#	70.00	73.57	Average incoming calls of 74 were slightly higher than target and higher than the rolling 12 month average of 74 calls per day.
Nov-18	 GREEN	#	70.00	70.81	Average incoming calls of 71 were slightly higher than target and lower than the rolling 12 month average of 73 calls per day.
Dec-18	 GREEN	#	70.00	68.07	Average incoming calls of 68 were slightly lower than target and lower than the rolling 12 month average of 73 calls per day.
Jan-19	 GREEN	#	70.00	64.19	Average incoming calls of 64 were slightly lower than target and lower than the rolling 12 month average of 73 calls per day.
Feb-19	 GREEN	#	70.00	82.70	Average incoming calls of 83 were higher than target and higher than the rolling 12 month average of 72 calls per day.
Mar-19	 GREEN	#	70.00	83.55	Average incoming calls of 84 were higher than target and higher than the rolling 12 month average of 73 calls per day.
Apr-19	 GREEN	#	70.00	72.16	Average incoming calls of 72 were higher than target and equal to the rolling 12 month average of 72 calls per day.
May-19	 GREEN	#	70.00	69.96	Average incoming calls of 70 were at target and just under the rolling 12 month average of 72 calls per day.
Jun-19	 GREEN	#	70.00	64.68	Average incoming calls of 65 were below target and under the rolling 12 month average of 71 calls per day.

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

Responsible Officer: Peter Williams





PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	85.00	64.32	Average Call duration was 64 seconds for the Month of July, better than our target of 85 secs and lower than last month's average.
Aug-18	 GREEN	#	85.00	67.71	Average Call duration was 68 seconds for the Month of August, better than our target of 85 secs but higher than last month's average.
Sep-18	 GREEN	#	85.00	59.63	Average Call duration was 60 seconds for the Month of September, better than our target of 85 secs and slightly lower than last month's average.
Oct-18	 GREEN	#	85.00	57.01	Average Call duration was 57 seconds for the Month of October, better than our target of 85 secs and slightly lower than last month's average.
Nov-18	 GREEN	#	85.00	63.85	Average Call duration was 64 seconds for the Month of November, better than our target of 85 secs and slightly higher than last month's average.
Dec-18	 GREEN	#	85.00	61.36	Average Call duration was 61 seconds for the Month of December, better than our target of 85 secs and slightly lower than last month's average.
Jan-19	 GREEN	#	85.00	60.68	Average Call duration was 60 seconds for the Month of January, better than our target of 85 secs and slightly lower than last month's average.
Feb-19	 GREEN	#	85.00	66.14	Average Call duration was 66 seconds for the Month of February, better than our target of 85 secs and slightly higher than last month's average. Due to the inexperienced casual bank officer relieving.
Mar-19	 GREEN	#	85.00	70.68	Average Call duration was 71 seconds for the Month of March, better than our target of 85 secs and slightly higher than last month's average. Due to the inexperienced casual bank officer relieving.
Apr-19	 GREEN	#	85.00	65.56	Average Call duration was 66 seconds for the Month of April, better than our target of 85 secs and lower than last month's average.
May-19	 GREEN	#	85.00	62.89	Average Call duration was 63 seconds for the Month of May, better than our target of 85 secs and lower than last month's average.
Jun-19	 GREEN	#	85.00	55.68	Average Call duration was 56 seconds for the Month of June, better than our target of 85 secs and lower than last month's average.

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

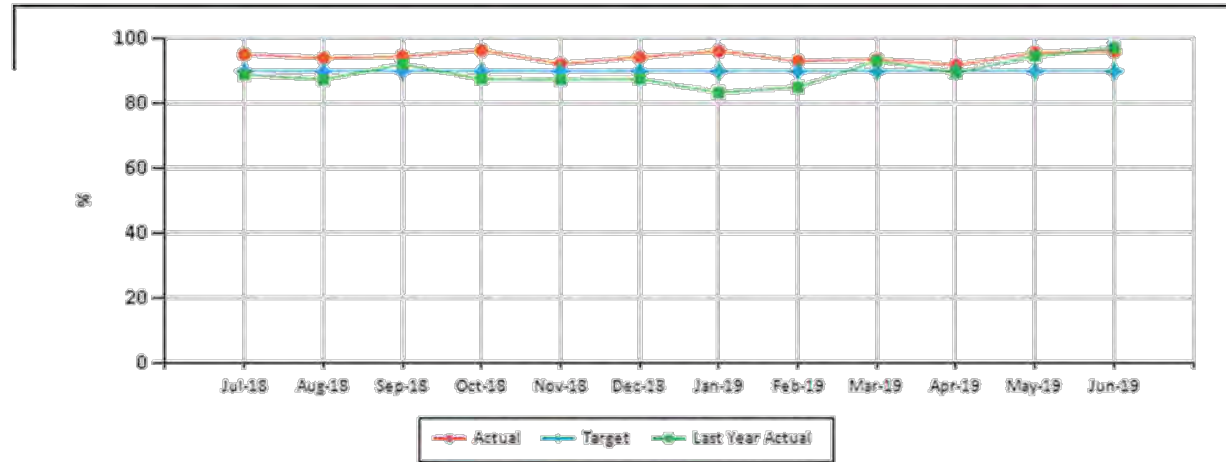
Responsible Officer: Peter Williams















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	25.00	14.00	We saw average time waiting for answer maintained at 14 seconds this month as there was reduced call volumes than in past months, combined with ad-hoc secondary resourcing due to leave commitments at front counter. Given the circumstances, we've done well to maintain the wait times so low, as the call volumes were still higher than the same time last year.
Aug-18	 GREEN	#	25.00	17.00	We saw average time waiting for answer increase slightly to 17 seconds this month due to rates related call increase. The call volumes were slightly lower than the same time last year.
Sep-18	 GREEN	#	25.00	14.00	We saw average time waiting for answer reduce slightly to 14 seconds this month. The call volumes were slightly lower than the same time last year.
Oct-18	 GREEN	#	25.00	9.00	We saw average time waiting for answer reduce slightly to 9 seconds this month. The call volumes were higher than the same time last year, but one of our receptionists returned from leave.
Nov-18	 GREEN	#	25.00	14.00	We saw average time waiting for answer increase slightly to 14 seconds this month. The call volumes were slightly lower than the same time last year.
Dec-18	 GREEN	#	25.00	13.00	We saw average time waiting for answer reduce slightly to 13 seconds this month. The call volumes were slightly higher than the same time last year.
Jan-19	 GREEN	#	25.00	14.00	We saw average time waiting for answer increase slightly to 14 seconds this month. The call volumes were slightly lower than the same time last year.
Feb-19	 GREEN	#	25.00	20.00	We saw average time waiting for answer increase to 20 seconds this month. The call volumes were slightly lower than the same time last year.
Mar-19	 GREEN	#	25.00	22.00	We saw average time waiting for answer increase to 22 seconds this month. The call volumes were slightly lower than the same time last year.
Apr-19	 GREEN	#	25.00	21.00	We saw average time waiting for answer reduce to 21 seconds this month. The call volumes were slightly lower than the same time last year.
May-19	 GREEN	#	25.00	14.00	We saw average time waiting for answer reduce to 14 seconds this month. The call volumes were slightly higher than the same time last year.
Jun-19	 GREEN	#	25.00	13.00	We saw average time waiting for answer reduce to 13 seconds this month. The call volumes were slightly lower than the same time last year.

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

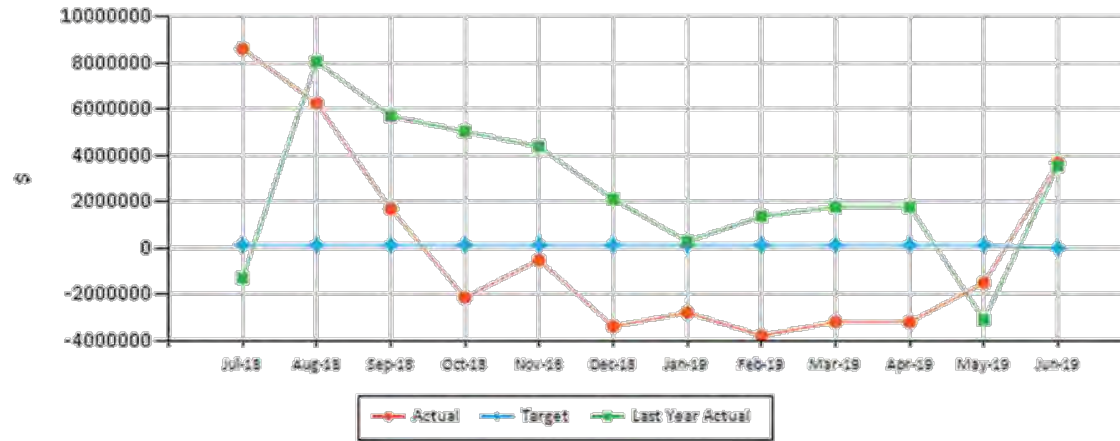
Responsible Officer: Peter Williams
Reporting Officer: Peter Williams















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	90.00	95.20	At 95.20% of calls answered, second best result we have achieved. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis through appropriate resourcing at front counter.
Aug-18	 GREEN	%	90.00	94.09	At 94.09% of calls answered, this is still well ahead of the 12 month rolling average of 90.09%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis through appropriate resourcing at front counter.
Sep-18	 GREEN	%	90.00	94.57	At 94.57% of calls answered, this is still well ahead of the 12 month rolling average of 90.79%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Oct-18	 GREEN	%	90.00	96.45	At 96.45% of calls answered, this is well ahead of the 12 month rolling average of 91.54% and the second best result in the last 12 months. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Nov-18	 GREEN	%	90.00	92.27	At 92.27% of calls answered, this is well ahead of the 12 month rolling average of 91.94%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Dec-18	 GREEN	%	90.00	94.32	At 94.32% of calls answered, this is well ahead of the 12 month rolling average of 92.50%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Jan-19	 GREEN	%	90.00	96.26	At 96.26% of calls answered, this is ahead of the 12 month rolling average of 92.46%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Feb-19	 GREEN	%	90.00	93.11	At 93.11% of calls answered, this is ahead of the 12 month rolling average of 92.85%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Mar-19	 GREEN	%	90.00	93.72	At 93.72% of calls answered, this is slightly behind the 12 month rolling average of 94.33%. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Apr-19	 GREEN	%	90.00	91.90	At 91.90% of calls answered, this is behind the 12 month rolling average of 94.40%, but ahead of target. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
May-19	 GREEN	%	90.00	95.77	At 95.77% of calls answered, this is above the 12 month rolling average of 94.62%, and ahead of target. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.
Jun-19	 GREEN	%	90.00	96.18	At 96.18% of calls answered, this is above the 12 month rolling average of 94.53%, and ahead of target. We will continue to ensure this is maintained well above the 90% mark on an ongoing basis.

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

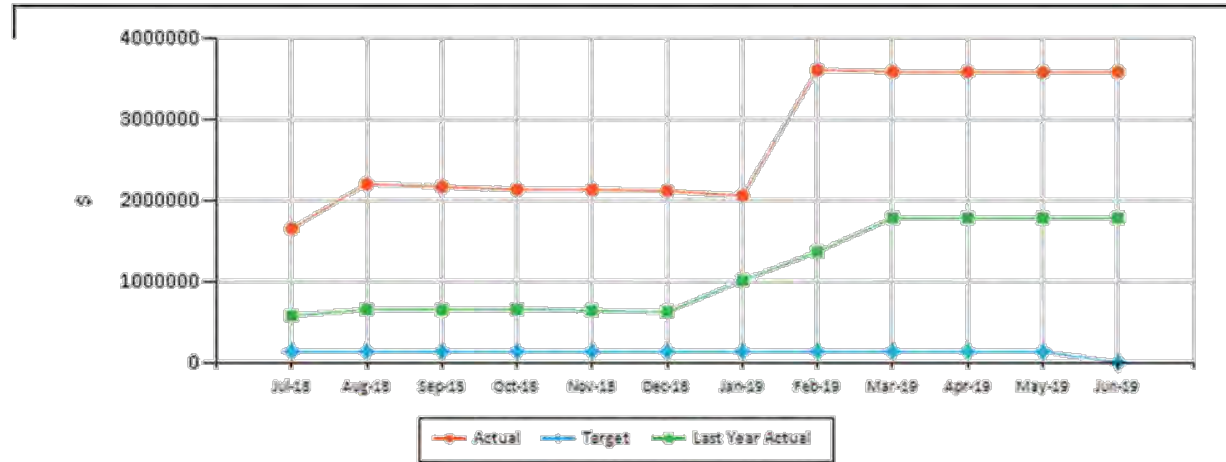
Responsible Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	\$	135,468.00	8,620,630.00	Higher cash surplus due to raising of rates during July 2018
Aug-18	 GREEN	\$	135,468.00	6,257,674.00	Higher cash surplus due to raising of rates during July 2018.
Sep-18	 GREEN	\$	135,468.00	1,697,977.00	Higher cash surplus due to raising of rates during July 2018.
Oct-18	 RED	\$	135,468.00	(2,144,738.00)	More payments than income received in the month.
Nov-18	 RED	\$	135,468.00	(518,879.00)	More payments than income received in the month.
Dec-18	 RED	\$	135,468.00	(3,385,479.00)	More payments made than income received during the month.
Jan-19	 RED	\$	135,468.00	(2,796,591.00)	Waiting on income from flood works.
Feb-19	 RED	\$	135,468.00	(3,786,982.00)	Waiting on income from flood works.
Mar-19	 RED	\$	135,468.00	(3,200,539.00)	Waiting on income from flood works.
Apr-19	 RED	\$	135,468.00	(3,200,539.00)	Waiting on income from flood works.
May-19	 RED	\$	135,468.00	(1,510,518.00)	Waiting on further income from VGC offset by project payments and reserve transfers.
Jun-19	 GREEN	\$	135,468.00	3,680,817.00	Direct from internal audit format

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

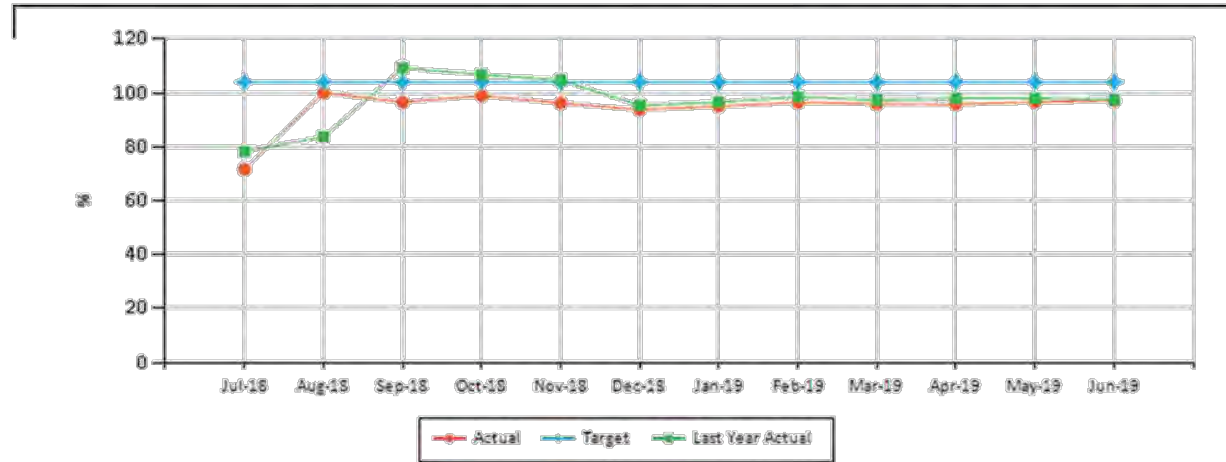
Responsible Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	\$	135,468.00	1,655,609.00	Higher carried forward surplus than expected.
Aug-18	 GREEN	\$	135,468.00	2,204,902.00	Additional funds returned to surplus during August 2018.
Sep-18	 GREEN	\$	135,468.00	2,171,902.00	Slightly lower than last month, still ahead of expected.
Oct-18	 GREEN	\$	135,468.00	2,139,632.00	Slightly lower than last month, still ahead of expected.
Nov-18	 GREEN	\$	135,468.00	2,136,632.00	Same as last month.
Dec-18	 GREEN	\$	135,468.00	2,119,907.00	Slight reduction from last month.
Jan-19	 GREEN	\$	135,468.00	2,060,822.00	Slight reduction from last month.
Feb-19	 GREEN	\$	135,468.00	3,616,937.00	Increase from last month with some projects not expected to commence until 2019/20 and some projects completed under budget.
Mar-19	 GREEN	\$	135,468.00	3,595,435.00	Slight decrease since last month, expected to remain around figure for the budget process.
Apr-19	 GREEN	\$	135,468.00	3,591,684.00	Slight decrease since last month, expected to remain around figure for the budget process.
May-19	 GREEN	\$	135,468.00	3,591,684.00	Expected to remain around figure for the budget process.
Jun-19	 GREEN	\$	135,468.00	3,591,131.00	Direct from internal audit format

KPI : LPF-F Labour budget comparison

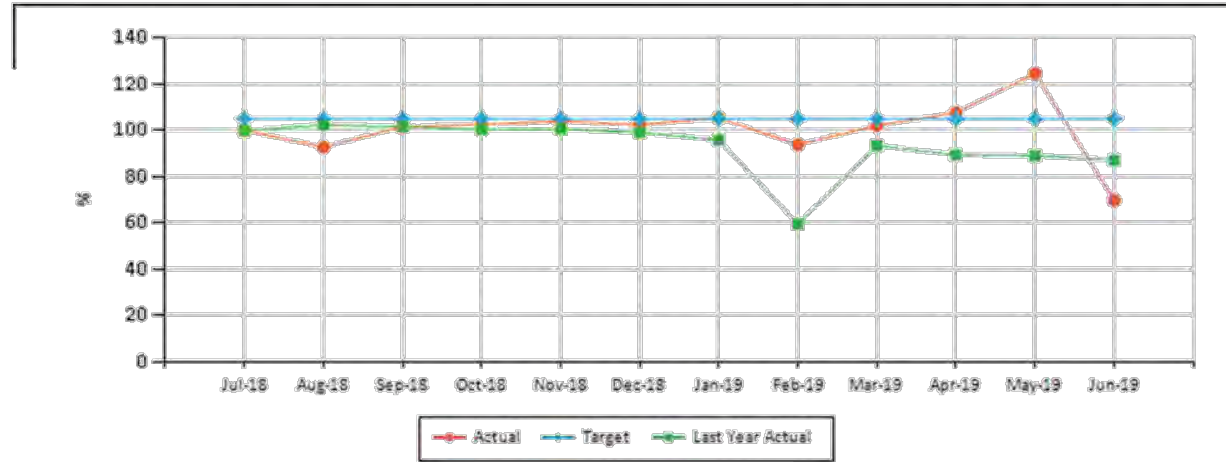
Responsible Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	104.00	71.67	Budget timing still to be completed.
Aug-18	 GREEN	%	104.00	100.00	An additional pay was included in August that was timed for September due to the timing of the rollover.
Sep-18	 GREEN	%	104.00	96.59	Lower than budget with some vacancies still ongoing.
Oct-18	 GREEN	%	104.00	98.90	Lower than budget with some vacancies still ongoing.
Nov-18	 GREEN	%	104.00	96.23	Lower than budget with some vacancies still ongoing. Reconciliations also required for LSL taken.
Dec-18	 GREEN	%	104.00	93.76	Lower than budget with some vacancies still ongoing. Reconciliations also required for LSL taken.
Jan-19	 GREEN	%	104.00	95.02	Within the 4% cap, current vacancies exist and recruitment process delays.
Feb-19	 GREEN	%	104.00	96.45	Within the 4% cap, current vacancies exist and recruitment process delays.
Mar-19	 GREEN	%	104.00	95.89	Within the 4% cap, current vacancies exist and recruitment process delays.
Apr-19	 GREEN	%	104.00	95.78	Within the 4% cap, current vacancies exist and recruitment process delays.
May-19	 GREEN	%	104.00	96.60	Within the 4% cap, current vacancies exist and recruitment process delays.
Jun-19	 GREEN	%	104.00	97.13	Well within the 4% cap, all reconciliation adjustments completed.

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

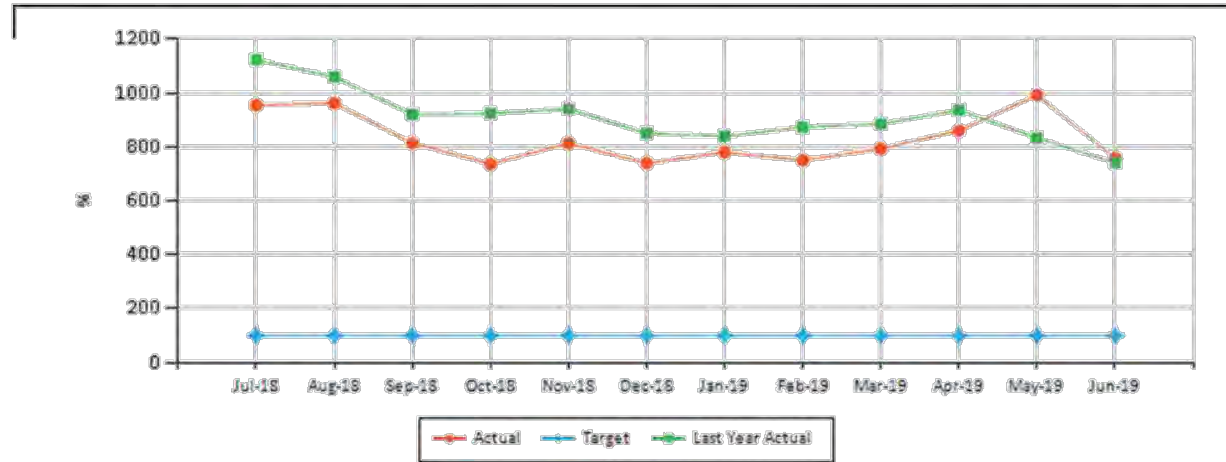
Responsible Officer: Deanne Caserta
Reporting Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	105.00	100.00	Due to rates being raised in July 2018, in 2017 rates were raised in August. To see ratio next month for more accurate figures.
Aug-18	 GREEN	%	105.00	92.78	Rates outstanding are lower than this time last year, every effort will be made to ensure this continues.
Sep-18	 GREEN	%	105.00	101.51	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for November 2018.
Oct-18	 GREEN	%	105.00	102.58	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for November 2018.
Nov-18	 GREEN	%	105.00	103.91	Rates outstanding are slightly higher than this time last year, less people have taken up the instalment payment option and a group of S181 sales are scheduled for December 2018.
Dec-18	 GREEN	%	105.00	102.41	Rates owing are a decrease from the previous month, S181 process almost complete with settlements due late January
Jan-19	 RED	%	105.00	105.35	Slightly higher than expected, more ratepayers are waiting until closer to the 15 February and 28 February deadlines to pay rates. Expect to see it back to normal next month.
Feb-19	 GREEN	%	105.00	93.82	Large amount of payments made during February, currently sitting lower than this time last year for the first time in months.
Mar-19	 GREEN	%	105.00	102.06	Overdue letters sent out, more payments received during the month. Further legal action now to be taken for those who did not respond.
Apr-19	 RED	%	105.00	107.64	Overdue letters sent out, more payments received during the month. Further legal action now to be taken for those who did not respond.
May-19	 RED	%	105.00	124.59	Overdue letters sent out, more payments received during the month. Further legal action now to be taken for those who did not respond.
Jun-19	 GREEN	%	105.00	69.79	Debt collection now underway for all overdue accounts. Large decrease in the month with additional calls carried out by the Revenue Coordinator to further reduce debt.

KPI : LPF-F Working capital ratio

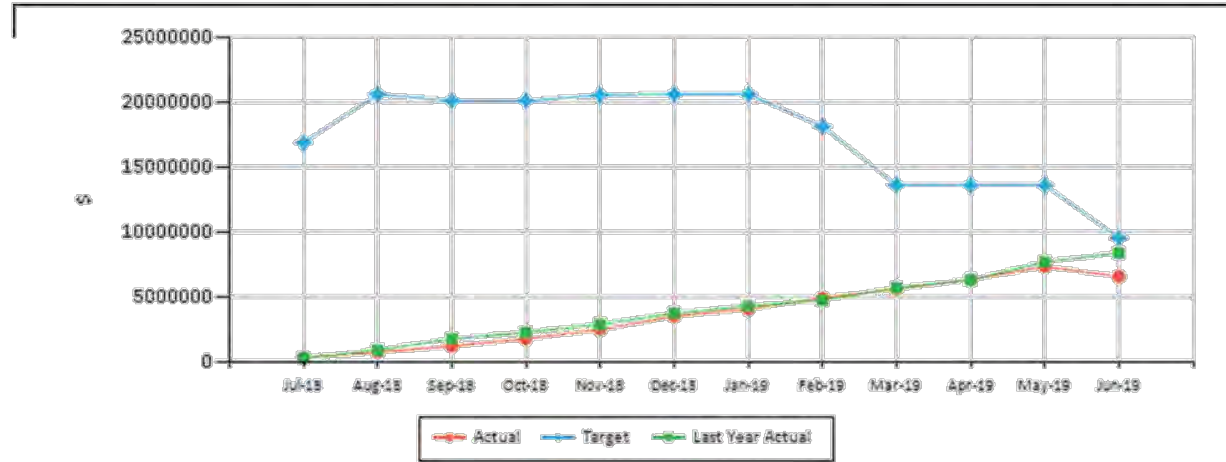
Responsible Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	100.00	954.92	Higher cash on hand results in a higher ratio.
Aug-18	 GREEN	%	100.00	961.74	Higher cash on hand results in a higher ratio.
Sep-18	 GREEN	%	100.00	813.64	Higher cash on hand results in a higher ratio.
Oct-18	 GREEN	%	100.00	736.01	Higher cash on hand results in a higher ratio.
Nov-18	 GREEN	%	100.00	813.25	Higher cash on hand results in a higher ratio.
Dec-18	 GREEN	%	100.00	739.04	Higher cash on hand results in a higher ratio.
Jan-19	 GREEN	%	100.00	779.56	Higher amount of cash on hand.
Feb-19	 GREEN	%	100.00	749.77	Higher amount of cash on hand.
Mar-19	 GREEN	%	100.00	793.16	Higher amount of cash on hand.
Apr-19	 GREEN	%	100.00	859.75	Large amount of cash on hand, low debtors.
May-19	 GREEN	%	100.00	991.91	Large amount of cash on hand, low debtors.
Jun-19	 GREEN	%	100.00	758.48	Large amount of cash on hand with low debtors.

KPI : LPF-F YTD Capital expenditure vs revised budget

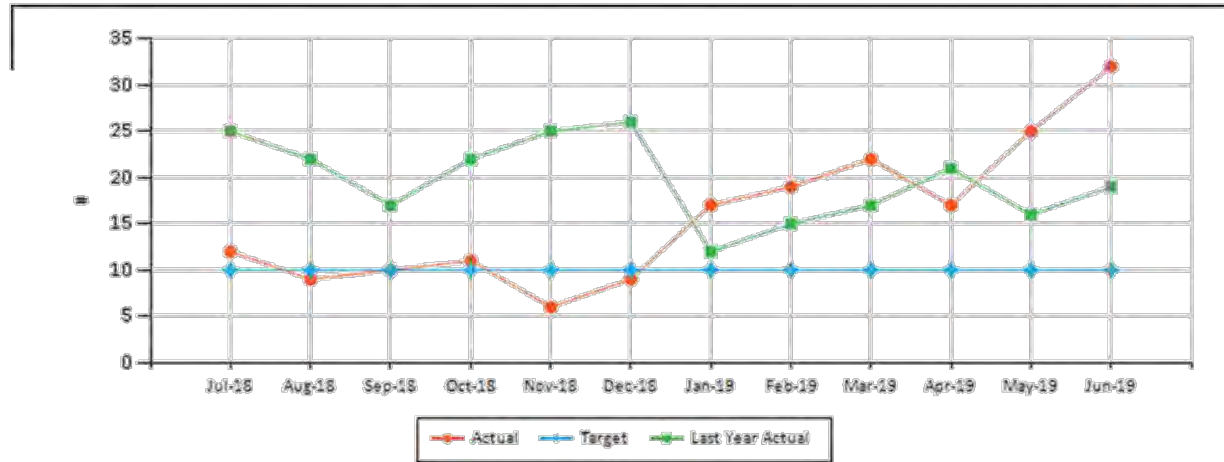
Responsible Officer: Deanne Caserta















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18		\$	16,903,449.00	318,002.00	2% complete, very minor works undertaken in July, should see some significant movements in August 2018 along with more accurate timing of projects.
Aug-18		\$	20,649,643.00	715,226.00	Target is annual. Actual is represents 3% complete. Reserves now cleared and all carried forward works now included.
Sep-18		\$	20,145,889.00	1,197,872.00	Target is annual. Actual represents 6% complete.
Oct-18		\$	20,145,889.00	1,754,121.00	Target is annual. Actual represents 9% complete, 33% time elapsed.
Nov-18		\$	20,588,128.00	2,468,740.00	Target is annual. Actual represents 12% complete, 41% time elapsed.
Dec-18		\$	20,651,471.00	3,494,980.00	Target is annual. Actual represents 17% complete, 50% time elapsed.
Jan-19		\$	20,651,471.00	4,055,538.00	Target is annual. Actual represents 20% complete, 58% time elapsed.
Feb-19		\$	18,155,025.00	4,908,267.00	Target is annual and has been revised down to suit expected works. Actual represents 27% complete, 67% time elapsed.
Mar-19		\$	13,623,896.00	5,602,533.00	Target is annual and has been revised down to suit expected works. Actual represents 41% complete, 75% time elapsed.
Apr-19		\$	13,623,896.00	6,329,215.00	Target is annual and has been revised down to suit expected works. Actual represents 46% complete, 83.3% time elapsed.
May-19		\$	13,623,896.00	7,326,752.00	Target is annual and has been revised down to suit expected works. Actual represents 54% complete, 91% time elapsed.
Jun-19		\$	9,526,437.00	6,573,135.00	Target not met, 69% works completed, remaining projects carried over at EOFY

KPI : LPF-I Customer Request (Merit) Overdues

Responsible Officer: Michelle Hargreaves
 Reporting Officer: Michelle Hargreaves

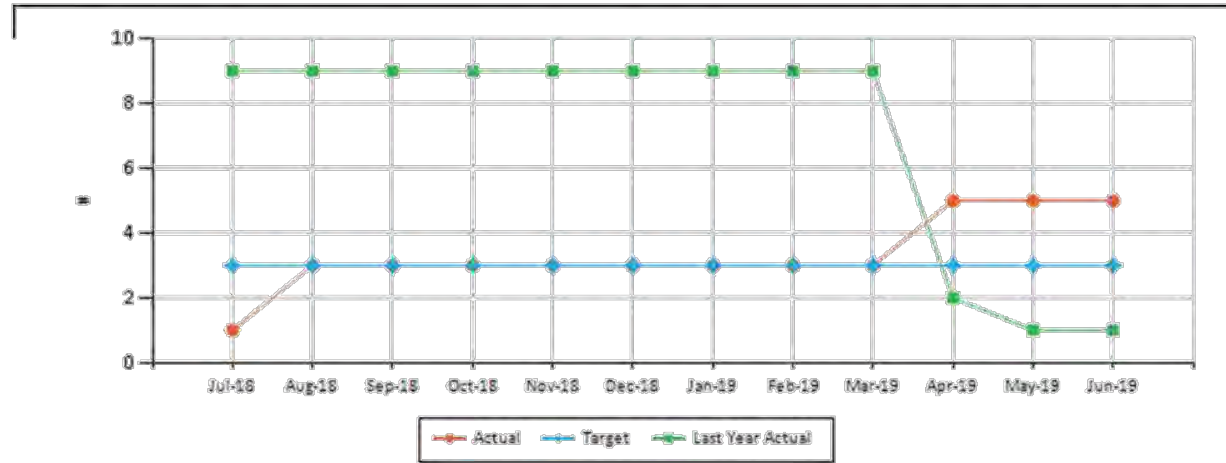














PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	10.00	12.00	
Aug-18	 GREEN	#	10.00	9.00	Below target
Sep-18	 GREEN	#	10.00	10.00	
Oct-18	 RED	#	10.00	11.00	
Nov-18	 GREEN	#	10.00	6.00	
Dec-18	 GREEN	#	10.00	9.00	
Jan-19	 RED	#	10.00	17.00	Higher number of overdues -Operations 10, Customer service team 6 and wellbeing 1
Feb-19	 RED	#	10.00	19.00	3 Building permits waiting for response 1 Fire hazard notice 6 Garbage Service (4 new service, 1 repair, 1 exchange) 5 Infrastructure (3 road or street new sign request, 1 all weather access request/enquiry, 1 works within a reserve) 1 Unsightly property complaint 1 Animal remove deceased animal 1 maintenance request-road 1 Litter dumped
Mar-19	 RED	#	10.00	22.00	3 Building permits applications waiting for response 2 complaints 1 enquiry/ complaint 1 fire hazard notice enquiry 1 litter and rubbish dumped 11 various garbage service requests 3 Road street sign requests for new signs
Apr-19	 RED	#	10.00	17.00	4 Building Permit 1 Complaints 1 Fire Hazard Notice Enquiry 3 Road or Street Signs 1 Request

					<ul style="list-style-type: none"> 1 Rural Addresses 1 Standpipes 3 Road 1 Waterways - Rivers & Lakes 1 Litter and rubbish dumped
May-19		#	10.00	25.00	<ul style="list-style-type: none"> 3 Building Permit 2 Complaints 1 Fire Hazard Notice Enquiry 1 Land Information Certificates 2 Message 4 Other 1 Planning Enquiry 3 Request 1 Reserves / Sporting Complexes 3 Road or Street Signs 3 Rural Addresses 1 Standpipes
Jun-19		#	10.00	32.00	<ul style="list-style-type: none"> 1 All weather road access-enquiry 1 Building Department Enquiry-Other 3 Building Permit-New application 1 Enquiry / Complaint 1 External Building Surveyor-lodgement 1 Fire Hazard Notice Enquiry 1 Land Information Certificates 1 Message for officer to respond to customer 5 Other-general enquiry, respond to customer 10 Requests-(4 bins not empties, 4 property does not have a service. 1 new services enquiry, 1 repair damaged bin) 2 Road-other 3 Road or Street Signs-new sign required 1 Skinners Flat Reservoir-account enquiry 1 Standpipes-other

KPI : LPF-I High-Very High Risks Outstanding

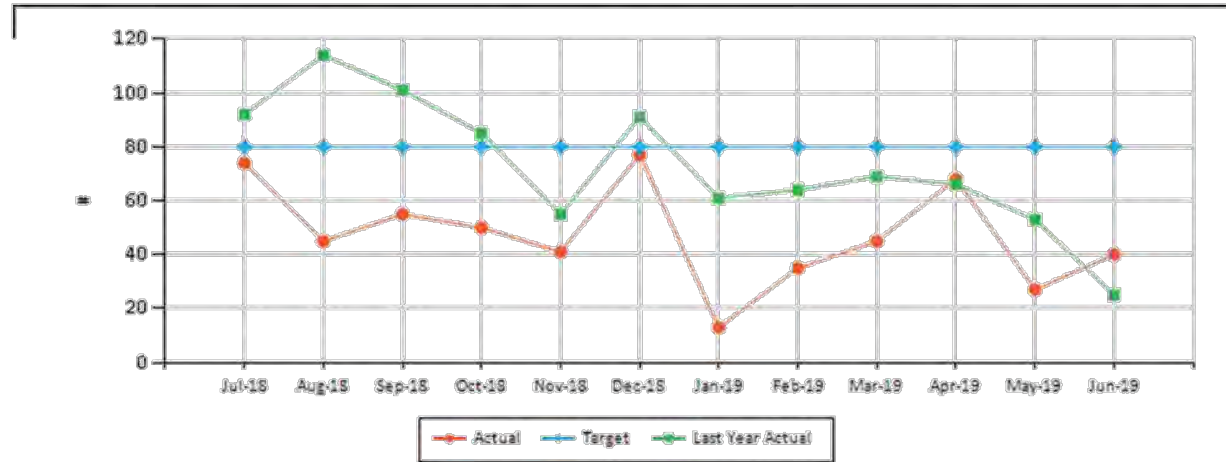
Responsible Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	3.00	1.00	One high risk
Aug-18	 GREEN	#	3.00	3.00	Three high risks
Sep-18	 GREEN	#	3.00	3.00	Three high risks
Oct-18	 GREEN	#	3.00	3.00	Three high risks
Nov-18	 GREEN	#	3.00	3.00	Three high risks
Dec-18	 GREEN	#	3.00	3.00	Three high risks
Jan-19	 GREEN	#	3.00	3.00	Three high risks
Feb-19	 GREEN	#	3.00	3.00	Three high risks
Mar-19	 GREEN	#	3.00	3.00	Three high risks
Apr-19	 RED	#	3.00	5.00	2 new risks: Failure to comply with records Management requirements.
May-19	 RED	#	3.00	5.00	As above
Jun-19	 RED	#	3.00	5.00	As above

KPI : LPF-I Infovision Overdues

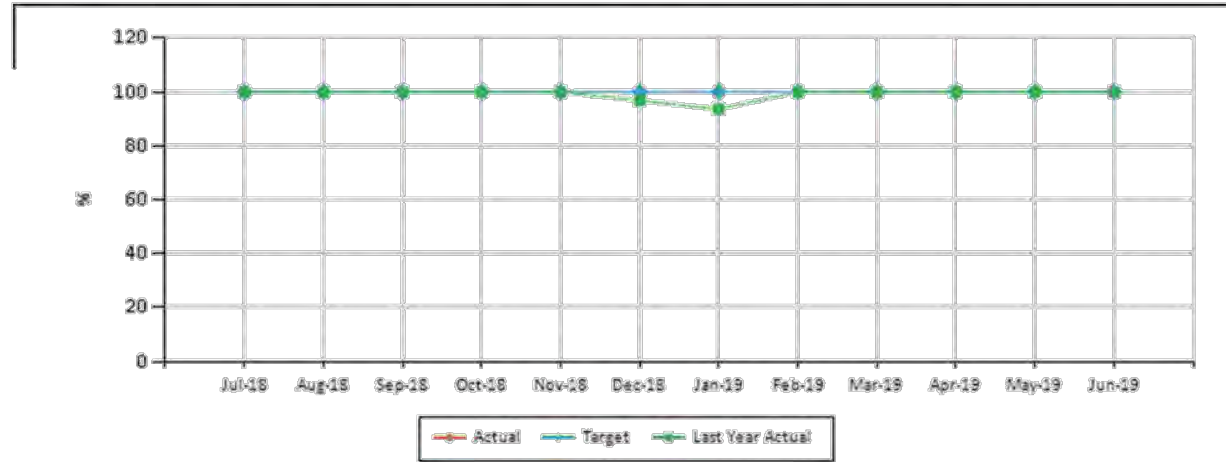
Responsible Officer: Peter Williams






PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	80.00	74.00	The InfoVision overdues have crept up due to annual leave within the period. Action has been requested to the relevant team manager.
Aug-18	 GREEN	#	80.00	45.00	The InfoVision overdues have reduced and are better than target.
Sep-18	 GREEN	#	80.00	55.00	The InfoVision overdues have increased slightly but are better than target.
Oct-18	 GREEN	#	80.00	50.00	The InfoVision overdues have reduced slightly and are better than target.
Nov-18	 GREEN	#	80.00	41.00	The InfoVision overdues have reduced slightly and are better than target.
Dec-18	 GREEN	#	80.00	77.00	The InfoVision overdues have crept up due to annual leave within the period. Action has been requested to the relevant team manager.
Jan-19	 GREEN	#	80.00	13.00	The InfoVision overdues have reduced dramatically and are much better than target.
Feb-19	 GREEN	#	80.00	35.00	The InfoVision overdues have crept up a little but this is more usual than the previous months exceptional performance.
Mar-19	 GREEN	#	80.00	45.00	The InfoVision overdues have crept up a little, still more typical and under target.
Apr-19	 GREEN	#	80.00	68.00	The InfoVision overdues have crept up within the period. Action has been requested to the relevant team manager.
May-19	 GREEN	#	80.00	27.00	The InfoVision overdues have significantly improved in the period, with action taken by the relevant team manager.
Jun-19	 GREEN	#	80.00	40.00	The InfoVision overdues have increased but are well within target.

KPI : LPF-I IT Backups

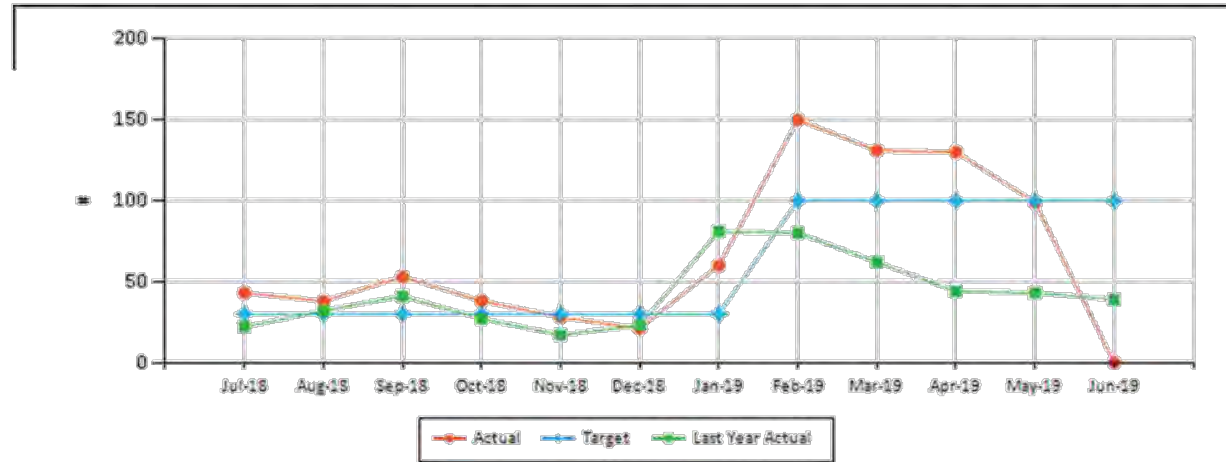
Responsible Officer: Peter Williams
Reporting Officer: Michael Ralph















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of July.
Aug-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of August.
Sep-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of September
Oct-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of October
Nov-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of November.
Dec-18	 GREEN	%	100.00	100.00	All backups completed successfully for the month of December.
Jan-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of January.
Feb-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of February.
Mar-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of March.
Apr-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of April.
May-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of May.
Jun-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month of June.

KPI : LPF-I IT Helpdesk Tickets Logged

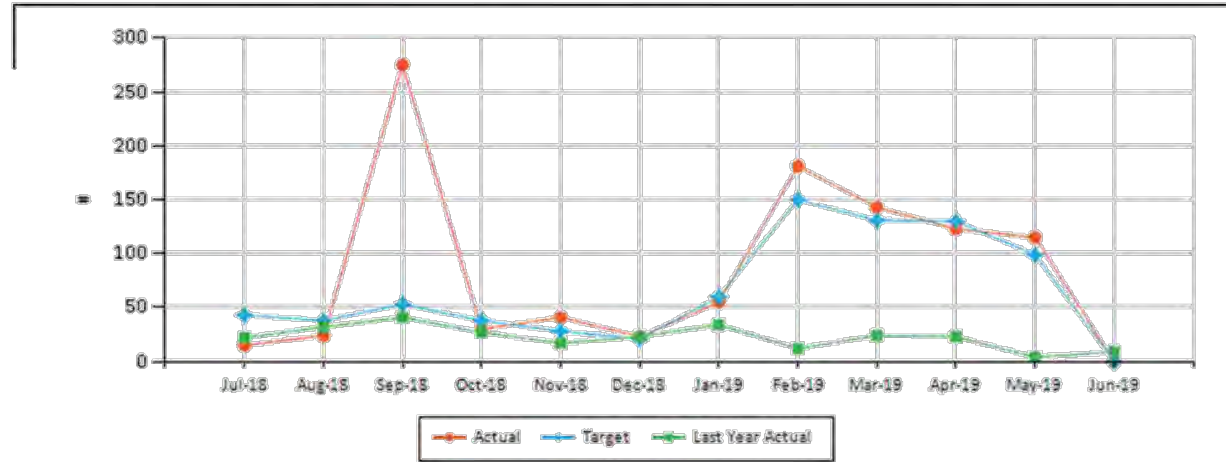
Responsible Officer: Peter Williams
Reporting Officer: Michael Ralph















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 AMBER	#	30.00	43.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities..
Aug-18	 AMBER	#	30.00	38.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities. Recruitment of the additional IT Officer will help to alleviate this issue.
Sep-18	 RED	#	30.00	53.00	We saw items raised increase to over 50 this month, but these items are adding up as the IT Officer continues to work on other priorities. Recruitment of the additional IT Officer will help to alleviate this issue.
Oct-18	 AMBER	#	30.00	38.00	We saw items raised continue around the 40 per month again this month, but these items are adding up as the IT Officer continues to work on other priorities..
Nov-18	 GREEN	#	30.00	28.00	As significant reduction in items raised this month.
Dec-18	 GREEN	#	30.00	21.00	Another reduction this month in items raised.
Jan-19	 RED	#	30.00	60.00	With the arrival of our new IT Officer there has been a rush on raising IT related requests. There was also an email sent requesting all Help Desk related requests be raised within the tool, leading to more accurate measurement of activity.
Feb-19	 AMBER	#	100.00	150.00	Our new IT Officer resolving many requests has led to many more IT related requests being raised. The email sent requesting all Help Desk related requests be raised within the tool, leading to more accurate measurement of activity.
Mar-19	 AMBER	#	100.00	131.00	Our new IT Officer resolving many requests has led to many more IT related requests being raised. The email sent requesting all Help Desk related requests be raised within the tool, leading to more accurate measurement of activity.
Apr-19	 AMBER	#	100.00	130.00	Our new IT Officer resolving many requests has led to many more IT related requests being raised. We are seeing a more consistent demand now, leading to more accurate measurement of activity.
May-19	 GREEN	#	100.00	99.00	Requests have reduced in the month, but we are seeing a more consistent demand now, leading to more accurate measurement of activity.
Jun-19	 GREEN	#	100.00	0.00	Data not available at time of reporting.

KPI : LPF-I IT Helpdesk Tickets Resolved

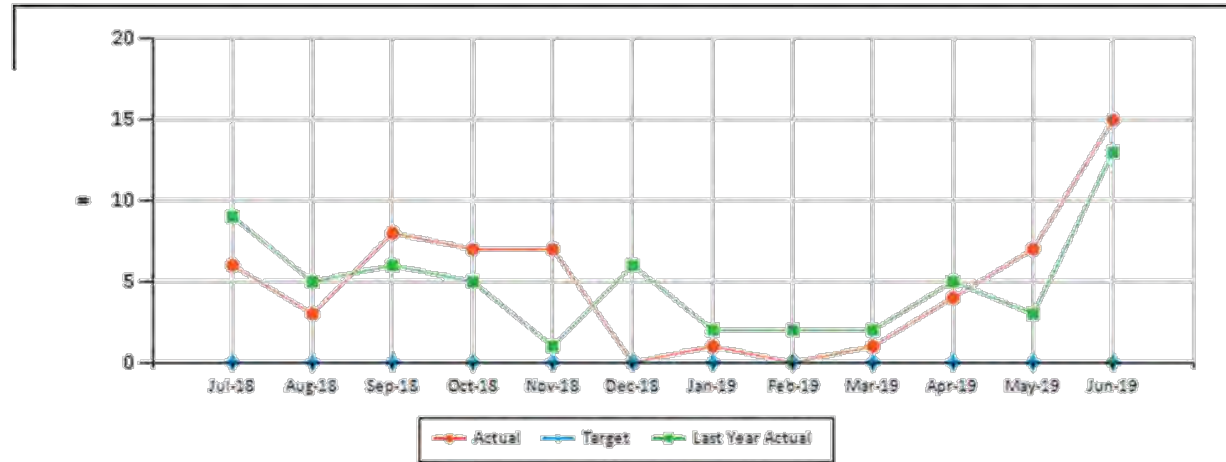
Responsible Officer: Peter Williams
Reporting Officer: Michael Ralph








PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	43.00	15.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Aug-18	 RED	#	38.00	24.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Sep-18	 GREEN	#	53.00	275.00	Made a correction to the helpdesk system as it was not completing tickets correctly.
Oct-18	 RED	#	38.00	30.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Nov-18	 GREEN	#	28.00	41.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Dec-18	 GREEN	#	21.00	23.00	Target is resolving the number logged. With the focus on the implementation of the new phone system and other projects, IT Help Desk resolution has not been a priority.
Jan-19	 RED	#	60.00	55.00	With the arrival of our new IT Officer there has been a raise on resolution of IT related requests as this is the primary focus of our new IT Officer.
Feb-19	 GREEN	#	150.00	181.00	With the arrival of our new IT Officer there has been a dramatic increase in resolution of IT related requests as this is the primary focus of our new IT Officer, also clearly associated with the increase in volume of raised requests.
Mar-19	 GREEN	#	131.00	143.00	With the arrival of our new IT Officer there has been a dramatic increase in resolution of IT related requests as this is the primary focus of our new IT Officer, also clearly associated with the increase in volume of raised requests.
Apr-19	 RED	#	130.00	123.00	With the arrival of our new IT Officer there has been a dramatic increase in resolution of IT related requests as this is the primary focus of our new IT Officer. Slightly reduction from last month but also there was a slight reduction in number raised.
May-19	 GREEN	#	99.00	115.00	Our Service desk staff are focussing on clearing aged requests and have cleared more than raised again this month. There was a slight reduction from last month but also there was a slight reduction in number raised.
Jun-19	 GREEN	#	0.00	0.00	Data not available at time of reporting.







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


Responsible Officer: Sharon Morrison
Reporting Officer: Michelle Hargreaves



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	0.00	6.00	Refer to "Responding to our customers" weekly email sent by Michelle for details
Aug-18	 RED	#	0.00	3.00	6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary ROAD MANAGEMENT PLANS Availability of road management plan 6 - Infrastructure and Essential Services - Victoria PART 4 - RESPONSIBILITIES OF MUNICIPAL COUNCILS Section 20 Municipal emergency management plan
Sep-18	 RED	#	0.00	8.00	1 - Governance, Finance and Trade Practices - VicLG PART 6 - PLANNING AND ACCOUNTABILITY REPORTS Section 131 - Annual report - contents 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 4 - Health and Human Services - Victoria PART 6 - REGISTRATION OF FOOD PREMISES Division 3 - Registration of food premises Annual inspection of premises by registration authority 7.10 OHS (Vic) - Scheduled Carcinogenic Substances PART 4.2 - SCHEDULED CARCINOGENIC SUBSTANCES Regulation 175 - Records 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 4 - Health and Human Services - Victoria PART 2 – CONTROLS RELATING TO TOBACCO PRODUCTS AND E-CIGARETTE PRODUCTS Division 1 – No smoking areas

					Vicinity of Victorian public premises—no smoking signs
Oct-18		#	0.00	7.00	<p>1 - Governance, Finance and Trade Practices - VicLG PART 4 - COUNCIL ADMINISTRATION DIVISION 1 – THE MAYOR AND OTHER COUNCILLORS 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 7.10 OHS (Vic) - Scheduled Carcinogenic Substances PART 4.2 - SCHEDULED CARCINOGENIC SUBSTANCES Regulation 175 - Records 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 2 - Animal and Pest Control - Victoria PART 4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION</p>
Nov-18		#	0.00	7.00	<p>6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS Availability of road management plan 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dangerous, menacing or restricted breed dogs to Secretary 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dogs destroyed in certain circumstances to Secretary 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces</p>

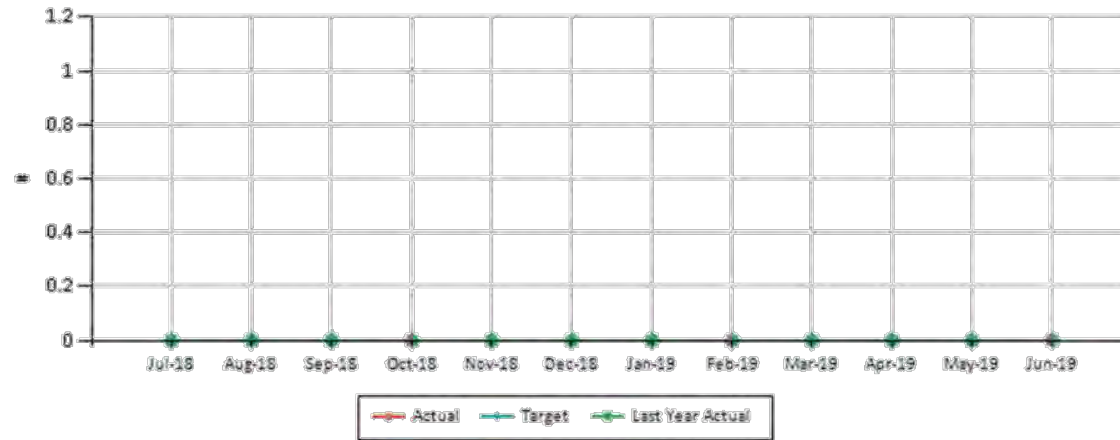
					Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 7.14 OHS (Vic) - Municipal Councils - Consultation and Notification PART 5.2 - MAJOR HAZARD FACILITIES Division 6 – Safety duties of operators
Dec-18		#	0.00	0.00	None to report
Jan-19		#	0.00	1.00	5 - Human Resources - Victoria PART 4 - OFFENCES CONNECTED WITH CHILD-RELATED WORK Offence to engage in child-related work a person who does not have an assessment notice
Feb-19		#	0.00	0.00	No overdue obligations to report
Mar-19		#	0.00	1.00	2 - Animal and Pest Control - Victoria PART 5A: DOMESTIC ANIMAL MANAGEMENT PLANS Councils to prepare domestic animal management plans
Apr-19		#	0.00	4.00	1 - Governance, Finance and Trade Practices - VicLG PART 4 - COUNCIL ADMINISTRATION DIVISION 1 - THE MAYOR AND OTHER COUNCILLORS Section 76 Indemnity provision 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dogs destroyed in certain circumstances to Secretary 2 - Animal and Pest Control - Victoria PART 5A: DOMESTIC ANIMAL MANAGEMENT PLANS Councils to prepare domestic animal management plans 2 - Animal and Pest Control - Victoria PART 4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION Revocation or suspension of registration of animal shelter or pound by Minister
May-19		#	0.00	7.00	1 - Governance, Finance and Trade Practices - VicLG PART 4 - COUNCIL ADMINISTRATION DIVISION 1 - THE MAYOR AND OTHER COUNCILLORS Section 76 Indemnity provision 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS













					<p>Councils to provide details of dangerous, menacing or restricted breed dogs to Secretary 2 - Animal and Pest Control - Victoria PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dogs destroyed in certain circumstances to Secretary 2 - Animal and Pest Control - Victoria PART 5A: DOMESTIC ANIMAL MANAGEMENT PLANS Councils to prepare domestic animal management plans 9 - Property - VicLG PART 2: THE FIRE SERVICES PROPERTY LEVY Section 12 Determination of levy rates 2 - Animal and Pest Control - Victoria PART 4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION 4 - Health and Human Services - Victoria PART 7 - BIRTH NOTIFICATION Section 43 Early notification of births</p>
Jun-19		#	0.00	15.00	<p>4 1 - Governance, Finance and Trade Practices - VicLG (2 PART 4 - COUNCIL ADMINISTRATION DIVISION 2 PROCEDURE AND PROCEEDINGS Council must maintain an Internet website 1 PART 9 - SPECIFIC POWERS, FUNCTIONS AND RESTRICTIONS DIVISION 1 - GENERAL PROVISIONS Procurement Policy 1 PART 9 - SPECIFIC POWERS, FUNCTIONS AND RESTRICTIONS DIVISION 3 - BEST VALUE PRINCIPLES Section 208D Quality and cost standard) 4 2 - Animal and Pest Control - Victoria (2 PART 3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dangerous, menacing or restricted breed dogs to Secretary 1 PART 5A: DOMESTIC ANIMAL MANAGEMENT PLANS Councils to prepare domestic animal management plans 1 PART 4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION Revocation or suspension of registration of animal shelter or pound by Minister) 1 3 - Information and Privacy - Victoria PART II: PUBLICATION OF CERTAIN DOCUMENTS AND INFORMATION Publication of information concerning functions etc. of agencies 1 4 - Health and Human Services - Victoria PART 5 - ANALYSTS Councils to submit samples for analysis 1 5 - Human Resources - Victoria REPORTS</p>

				<p>Annual report by public bodies that are not investigating entities 3 6 - Infrastructure and Essential Services - Victoria (ROAD MANAGEMENT PLANS The making of a road management plan is voluntary PART 3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas Section 32H Plan must be available for inspection ROAD MANAGEMENT PLANS Availability of road management plan) 1 8 - Planning and Development -Victoria- 33. Council to keep register</p>
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KPI : LPF-I Losses of personal privacy data

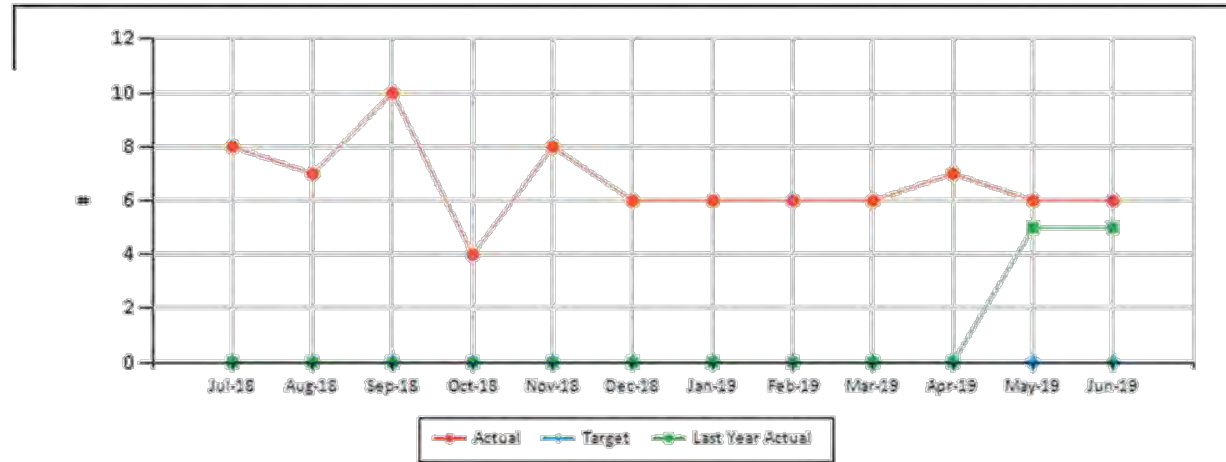
Responsible Officer: Sharon Morrison















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	None known for July
Aug-18	 GREEN	#	0.00	0.00	None confirmed
Sep-18	 GREEN	#	0.00	0.00	None known for September
Oct-18	 GREEN	#	0.00	0.00	None known for October
Nov-18	 GREEN	#	0.00	0.00	None known for November
Dec-18	 GREEN	#	0.00	0.00	None known for December
Jan-19	 GREEN	#	0.00	0.00	None known for January
Feb-19	 GREEN	#	0.00	0.00	None known for February
Mar-19	 GREEN	#	0.00	0.00	None known for March
Apr-19	 GREEN	#	0.00	0.00	None known for April
May-19	 GREEN	#	0.00	0.00	None known for May
Jun-19	 GREEN	#	0.00	0.00	None known for June


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

Responsible Officer: Sharon Morrison
Reporting Officer: Michelle Hargreaves



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	#	0.00	8.00	This is an increase from June when the number was 5, however the results of the latest follow up audit have not yet been entered.
Aug-18	 RED	#	0.00	7.00	Three out of seven high risk audit actions are overdue which relate to the Records Management Strategy. The Strategy is currently being reviewed by Loddon Leaders.
Sep-18	 RED	#	0.00	10.00	Majority of high risk actions relate to records management
Oct-18	 RED	#	0.00	4.00	Outstanding audit actions report has recently been completed noting the completion of a number of outstanding actions.
Nov-18	 RED	#	0.00	8.00	Mostly related to records management strategy
Dec-18	 RED	#	0.00	6.00	3 related to records management; 1 related to succession planning; 2 related to building management services
Jan-19	 RED	#	0.00	6.00	actions from FN13 Review of Succession Planning and Workforce Development (October 2015): FN04 34.4. Development of key performance indicators, internal compliance/monitoring program and periodic reporting to executive management on records management activities. FN14 Review of Building Management Services (March 2016):
Feb-19	 RED	#	0.00	6.00	34.4.1 As part of the Records Management Strategy, develop a records management compliance program 34.4.2 As part of the Records Management Strategy, develop KPIs and reports to facilitate monitoring. 34.4.3 Ensure Records Management Strategy Compliance Program has monitoring and reporting framework. 41.13.1.1. Assess the need to establish a workforce strategy; 41.14.1.1. Undertake a review of all 3 separate registers of public buildings 41.15.1.1. Ensure that routine building condition inspections are completed as per the requirements of the Building Asset Management Plan
Mar-19	 RED	#	0.00	6.00	34.4.1 As part of the Records Management Strategy, develop a records management compliance program 34.4.2 As part of the Records Management Strategy, develop KPIs and reports to facilitate monitoring. 34.4.3 Ensure Records Management Strategy Compliance Program has monitoring and reporting framework. 41.13.1.1. Assess the need to establish a workforce strategy;

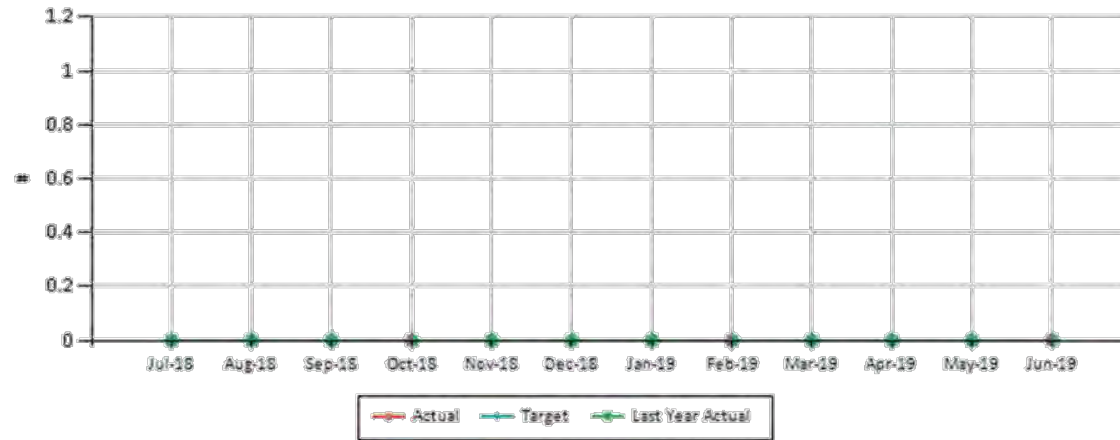
					41.14.1.1. Undertake a review of all 3 separate registers of public buildings 41.15.1.1. Ensure that routine building condition inspections are completed as per the requirements of the Building Asset Management Plan
Apr-19		#	0.00	7.00	FN04 34.4. Development of key performance indicators, internal compliance/monitoring program and periodic reporting to executive management on records management activities. FN13 41.13 Review of Succession Planning and Workforce Development (October 2015): FN14 41.14 Review of Building Management Services (March 2016): centralised and accurate register FN15 41.15 Review of Building Management Services (March 2016) routine building inspections FN01 37.1 Climate change adaptation and Local Government-Governance overview for Loddon Shire Council FN01 43.1 The Council's Service Delivery Review framework is still at an early stage of implementation. FN02 43.2 The Council had not established a plan for the implementation of the Service Review Framework.
May-19		#	0.00	6.00	FN04-01 34.4.1 As part of the Records Management Strategy, develop a records management compliance program. FN04-02 34.4.2 As part of the Records Management Strategy, develop KPIs and reports to facilitate monitoring. FN04-03 34.4.3 Ensure Records Management Strategy Compliance Program has monitoring and reporting framework. FN13-01 41.13.1.1. Assess the need to establish a workforce strategy; 2. Appoint a responsible officer and required management support 3. Establish a workforce strategy 4. Obtain adequate approval before implementing and executing of such workforce strategy; 5. Monitor the progress of action plans to determine what activities have been completed and those still to be implemented 6. Evaluate and adjust the workforce strategy regularly. FN14-01 41.14.1.1. Undertake a review of all 3 separate registers of public buildings 2. Consolidate these 3 registers into one comprehensive, centralised and accurate register of public buildings and distribute accordingly across the Council to relevant departments; and 3. Implement a system of periodic review and update of the public building register by a delegated staff member to ensure ongoing completeness. FN15-01 41.15.1.1. Ensure that routine building condition inspections are completed as per the requirements of the Building Asset Management Plan; 2. Develop an appropriate building condition inspection schedule which outlines all required routine building condition inspections for all buildings which the Council has direct or indirect responsibility; and 3. Review the building condition inspection schedule on an ongoing basis to ensure inspections occur as per the outlined timeframes (no longer than a 2 year cycle).
Jun-19		#	0.00	6.00	34 Review of Records Management November 2017 34.4. Development of key performance indicators, internal compliance/monitoring program and periodic reporting to executive management on records management activities. (3)














					41 Follow-up of Agreed Actions from Prior Year Internal Audit Reports 2016/17 41.13 Review of Succession Planning and Workforce Development (October 2015):(1) 41.14 Review of Building Management Services (March 2016): centralised and accurate register (1) 41.15 Review of Building Management Services (March 2016) routine building inspections (1)
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KPI : LPF-I Number of privacy breaches

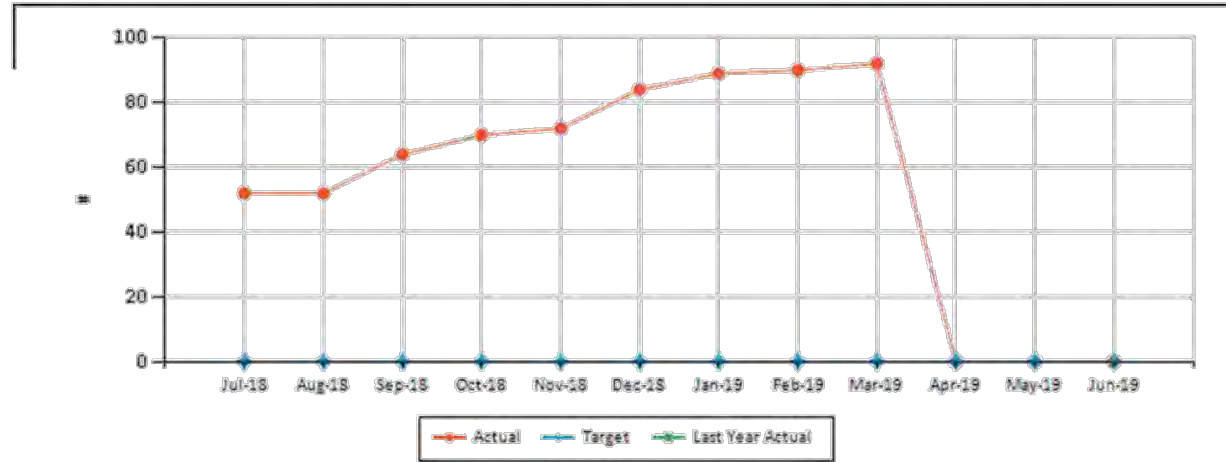
Responsible Officer: Sharon Morrison















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	None known for July
Aug-18	 GREEN	#	0.00	0.00	None confirmed
Sep-18	 GREEN	#	0.00	0.00	None known for September
Oct-18	 GREEN	#	0.00	0.00	None known for October
Nov-18	 GREEN	#	0.00	0.00	None known for November
Dec-18	 GREEN	#	0.00	0.00	None known for December
Jan-19	 GREEN	#	0.00	0.00	None known for January
Feb-19	 GREEN	#	0.00	0.00	None known for February
Mar-19	 GREEN	#	0.00	0.00	None known for March
Apr-19	 GREEN	#	0.00	0.00	None known for April
May-19	 GREEN	#	0.00	0.00	None known for May
Jun-19	 GREEN	#	0.00	0.00	None known for June

KPI : LPF-I Number of staff completing privacy training

Responsible Officer: Carol Canfield
Reporting Officer: Carol Canfield















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	52.00	
Aug-18	 GREEN	#	0.00	52.00	Information Privacy training is now part of induction requirements. This training was not one of the three courses required to be done in the first 12 months of introducing the e-learning module.
Sep-18	 GREEN	#	0.00	64.00	
Oct-18	 GREEN	#	0.00	70.00	
Nov-18	 GREEN	#	0.00	72.00	
Dec-18	 GREEN	#	0.00	84.00	
Jan-19	 GREEN	#	0.00	89.00	
Feb-19	 GREEN	#	0.00	90.00	
Mar-19	 GREEN	#	0.00	92.00	
Apr-19	 GREEN	#	0.00	0.00	Data not available at time of reporting.
May-19	 GREEN	#	0.00	0.00	Data not available at time of reporting.
Jun-19	 GREEN	#	0.00	109.00	61 staff completed training in 2018-19.

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

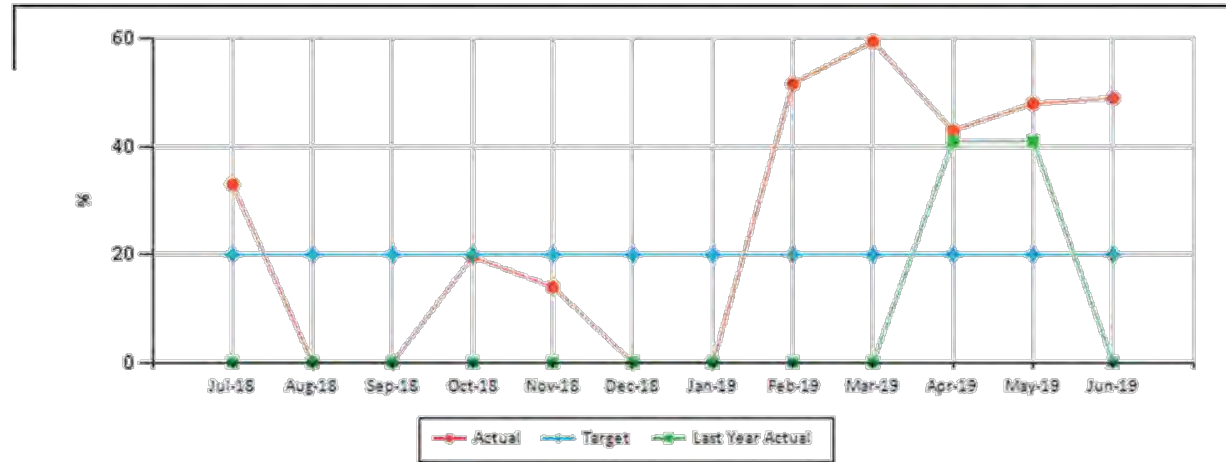
Responsible Officer: Peter Williams
Reporting Officer: Michael Ralph















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in July 2018.
Aug-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in August 2018.
Sep-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in September 2018.
Oct-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in October 2018.
Nov-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in November 2018.
Dec-18	 GREEN	#	0.00	0.00	No unplanned outages during business hours in December 2018.
Jan-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in January 2019.
Feb-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in February 2019.
Mar-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in March 2019.
Apr-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in April 2019.
May-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in May 2019.
Jun-19	 GREEN	#	0.00	0.00	No unplanned outages during business hours in June 2019.

KPI : LPF-I Percentage of Overdue Audit Actions

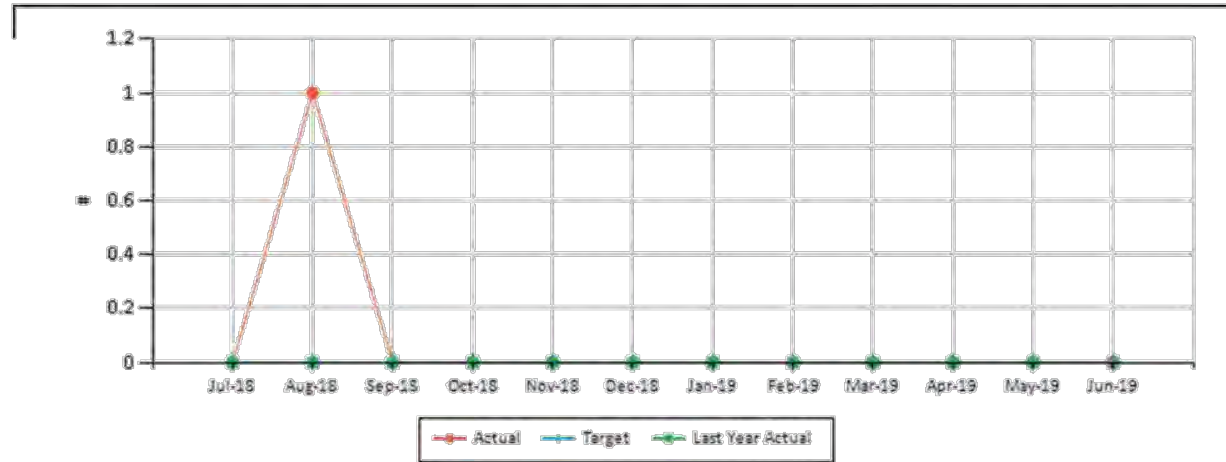
Responsible Officer: Sharon Morrison
Reporting Officer: Michelle Hargreaves















PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	%	20.00	33.00	48 out of 145 = 33%; target is 20% of total
Aug-18	 GREEN	%	20.00	0.00	9 out of 51 = 17%; target is 20%
Sep-18	 GREEN	%	20.00	0.00	
Oct-18	 GREEN	%	20.00	19.60	10 out of 51
Nov-18	 GREEN	%	20.00	14.00	Recent follow up audit has resulted in extended deadlines for a number of audit actions.
Dec-18	 GREEN	%	20.00	0.00	
Jan-19	 GREEN	%	20.00	0.00	
Feb-19	 RED	%	20.00	51.69	46 out of 89
Mar-19	 RED	%	20.00	59.49	47 out of 79
Apr-19	 RED	%	20.00	43.00	43 out of 101
May-19	 RED	%	20.00	48.00	48 out of 101
Jun-19	 RED	%	20.00	49.00	49 out of 101

KPI : LPF-I Reported concerns regarding privacy

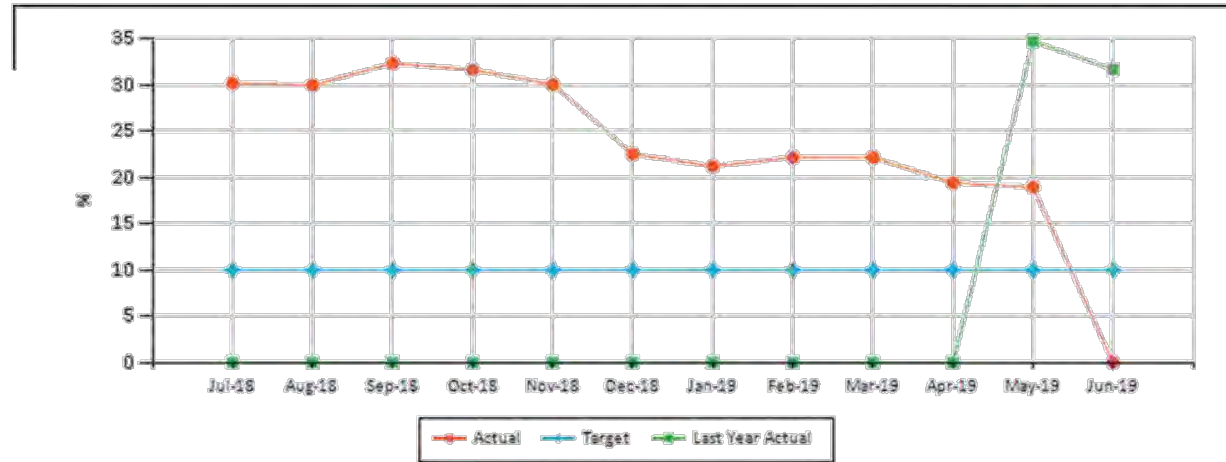
Responsible Officer: Sharon Morrison








PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 GREEN	#	0.00	0.00	None received in July
Aug-18	 RED	#	0.00	1.00	One concern was raised but not proven and has been dealt with as a general issue with the employee involved.
Sep-18	 GREEN	#	0.00	0.00	None received in September
Oct-18	 GREEN	#	0.00	0.00	None received in October
Nov-18	 GREEN	#	0.00	0.00	None received in November
Dec-18	 GREEN	#	0.00	0.00	None received in December
Jan-19	 GREEN	#	0.00	0.00	None received in January
Feb-19	 GREEN	#	0.00	0.00	None received in February
Mar-19	 GREEN	#	0.00	0.00	None received in March
Apr-19	 GREEN	#	0.00	0.00	None received in April
May-19	 GREEN	#	0.00	0.00	None received in May
Jun-19	 GREEN	#	0.00	0.00	None received in June

KPI : LPF-I Strategic documents overdue

Responsible Officer: Lynne Habner
Reporting Officer: Christine Coombes



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-18	 RED	%	10.00	30.22	
Aug-18	 RED	%	10.00	30.00	
Sep-18	 RED	%	10.00	32.37	
Oct-18	 RED	%	10.00	31.65	
Nov-18	 RED	%	10.00	30.07	
Dec-18	 RED	%	10.00	22.54	
Jan-19	 RED	%	10.00	21.22	
Feb-19	 RED	%	10.00	22.18	
Mar-19	 RED	%	10.00	22.18	
Apr-19	 RED	%	10.00	19.44	
May-19	 RED	%	10.00	18.97	
Jun-19	 GREEN	%	10.00		Data not available at time of reporting.



REPORT OF OPERATIONS					
Service Performance Indicators Service/indicator (measure)	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Aquatic Facilities					
Satisfaction					
User satisfaction with aquatic facilities (quarter)	0.00	0.00	0.00	0.00	Council does not formally capture user satisfaction with aquatic facilities.
[User satisfaction with how council has performed on provision of aquatic facilities]					
Service standard					
Health inspections of aquatic facilities	1.00	1.00	1.00	1.00	A number of pools were inspected twice during the year to follow up on earlier tests.
[Number of scheduled officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Health and Safety					
Reportable safety incidents of aquatic facilities	0.00	0.00	0.00	0.00	There were no reportable safety incidents during the reporting period. This continues the trend of previous years.
[Number of WorkSafe reportable aquatic facility safety incidents]					
Service cost					
Cost of indoor aquatic facilities	\$0.00	\$0.00	\$0.00	\$0.00	Council has no indoor aquatic facilities.
[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]					
Service Cost					
Cost of outdoor aquatic facilities	\$18.60	\$19.01	\$22.55	\$25.66	The cost of outdoor aquatic facilities increased in line with the contract terms and conditions. Additional maintenance was also undertaken as planned during the year. OUTSIDE RANGE BY OVER 55%
[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]					
Utilisation					
Utilisation of aquatic facilities	3.62	3.23	3.05	2.93	A decrease in pool utilisation is partly attributable to redevelopment works being undertaken at the Ingham Swimming Pool. The completion of these works and the installation of solar heating at all pools is expected to increase usage at all pools in coming years.
[Number of visits to aquatic facilities / Municipal population]					
Animal Management					
Timeliness					
Time taken to action animal management requests	2.20	2.43	1.60	1.00	Animal management requests are actioned the same day they are received.
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
Service standard					
Animals returned	71.43%	50.22%	71.43%	40.00%	Council collected 68 animals (up from 57 last year) and had 29 returned (a slight increase from 26 last year). Council assisted with the rehoming of a number of dogs which were surrendered from a property as part of an agreed reduction rehoming program.
[Number of animals returned / Number of animals collected] x100					
Service cost					
Cost of animal management service	\$41.00	\$32.45	\$52.84	\$34.46	A staff vacancy existed at the start of the year which resulted in unplanned savings, this vacancy was filled in the later part of the year.
[Direct cost of the animal management service / Number of registered animals]					
Health and safety					
Animal management prosecutions	1.00	0.00	0.00	0.00	No prosecutions or court action was necessary during the financial year.
[Number of successful animal management prosecutions]					

REPORT OF OPERATIONS					
Service Performance Indicators Service/indicator/message	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	6.50	1.50	1.60	1.60	Council continues to action food complaints within 1 day.
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 3 food premises that receive an annual food safety assessment in accordance with the Food Act 1984] x100	100.00%	97.98%	79.59%	99.80%	Resources increased in this area during the second part of the year allowing staff to complete more assessments
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$160.78	\$165.00	\$248.50	\$162.34	Actual vacancy existed at the start of the year which resulted in unplanned savings, this vacancy was filled in the later part of the year. OUTSIDE RANGE BY OVER 25%
Health and safety					
Critical and major non-compliance outcome notifications [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	83.25%	100.00%	100.00%	101.66%	Council continues to follow up critical and major non-compliance outcomes in a timely manner.
Governance					
Transparency					
Council decisions made at meetings 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, 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	12.41%	11.76%	15.21%	9.29%	This year Council devote a greater time towards confidential reports. Wherever possible, reports are considered in meetings which are open to the public.
Consultation and engagement					
Satisfaction with community consultation and engagement Commonly satisfaction rating out of 100 with how Council has performed on community consultation and engagement	57.00	86.00	81.00	52.00	In May 2019 Council adopted a Community Engagement Policy which is supported by guidelines (Community Engagement Procedure). Training for staff will occur in 2019/20. The adoption of policy will help to increase focus on community engagement. Read more about Council's community satisfaction survey results at http://www.townsville.gov.au/about-us/Community-Satisfaction-Surveys .
Attendance					
Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	96.60%	100.00%	100.00%	89.92%	A number of councillors has 0 unplanned leave during 2018-19.
Service cost					
Cost of governance [Direct cost of the governance function / Number of Councillors elected at the last Council general election]	\$32,289.20	\$44,874.20	\$46,041.20	\$44,106.40	The cost of governance has stabilised on the four year period between \$44,000 and \$47,000. The exception was 2018-19 when CEO recruitment costs were included in the costs. The cost during 2018-19 is the lowest it has been in four years.
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	50.00	85.00	48.00	50.00	In May 2019 Council adopted a Community Engagement Policy. The adoption of policy will help to ensure Council decisions are based on community input. This will help to improve satisfaction with council decisions. Read more about Council's community satisfaction survey results at http://www.townsville.gov.au/about-us/Community-Satisfaction-Surveys .
Home and Community Care (HACC)					
Timeliness					
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	5.41	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting on HACC ceased on 1 July 2018 due to the introduction of the Commonwealth Government's NDHS and CHSP programs
Service standard					
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	77.70%	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting on HACC ceased on 1 July 2018 due to the introduction of the Commonwealth Government's NDHS and CHSP programs
Service cost					
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	\$35.87	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting on HACC ceased on 1 July 2018 due to the introduction of the Commonwealth Government's NDHS and CHSP programs
Service cost					
Cost of personal care service	\$42.57	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting Ceased 1 July 2018	Reporting on HACC ceased on 1 July 2018 due to the introduction of the Commonwealth Government's NDHS and CHSP programs

REPORT OF OPERATIONS					
Service Performance Indicators	Results	Results	Results	Results	Material Variations and Comments
Service/Indicator (measure)	2016	2017	2018	2019	
Service cost [Cost of the personal care services/ hours of personal care service provided]					
Cost of respite care service [Cost of the respite care service/ hours of respite care service provided]	40.1%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CRSP programs
Participation Participation in HACC services [Number of people that received a HACC service / Municipal target population for HACC services] x100	68.51%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CRSP programs
Participation Participation in HACC services by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	50.96%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CRSP programs

REPORT OF OPERATIONS					Material Variations and Comments
Service Performance Indicators Service/Indicator/Measure	Results 2016	Results 2017	Results 2018	Results 2019	
Libraries					
Utilisation					
Library collection usage	2.65	2.61	2.79	2.93	There were 10,649 printed items, audio-visual and digital materials in library agencies in the Council area, and 29,664 loans made. This is a slight increase on the number of loans per item since last year.
[Number of library collection items loans / Number of library collection items]					
Resource standard					
Standard of library collection	61.94%	70.59%	75.01%	72.80%	All members have access to a collection of 254,000 items. There has been a slight dip in the standard of the collection over the past 12 months as the library shifts from physical library books to other forms of library collection.
[Number of library collection items purchased in the last 6 years / Number of library collection items]x100					
Service cost					
Cost of library service	\$24.54	\$9.00	\$18.25	\$18.31	Council's library services are provided by Grampian Library Corporation at six locations across the Shire - Boat, Uingra, Inglewood, Pyramid Hill, Tanegulla and Wedderburn. A shift from a mobile library service to an agency model has resulted in a decreased ability to raise membership and an increased use of library services by non-members. OUTSIDE RANGE BY 10 TO 28%
[Direct cost of the library service / Number of visits]					
Participation					
Active library members	6.24%	6.19%	7.26%	7.61%	Membership is not a strong indicator of the outcomes achieved by the library due to varying services and programs delivered by the library and used by both members and non-members. Read more about Council's library services at http://www.toddons.vic.gov.au/Live/Community-facilities/Library-services .
[Number of active library members / Municipal population] x100					
Maternal and Child Health (MCH)					
Satisfaction					
Participation in the MCH home visit	106.81%	94.41%	98.39%	98.11%	Council achieved an average of 85.54% compliance with the Key Ages and Stages framework visits between birth and 8 weeks of age. Overall participation rates have increased slightly on 2017-2018.
[Number of first MCH home visits / Number of birth notifications received] x100					
Service standard					
Infant enrolments in the MCH service	100.00%	100.00%	100.00%	100.00%	Council's results have stayed at 100% and remain constant compared to other years. Development and growth assessments, along with health education are some of the key features of the service.
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					
Cost of the MCH service	\$71.53	\$85.04	\$10.46	\$13.25	There has been a slight decrease and a return to previous cost levels due to increased ability to staff members and hours this financial year.
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
Participation in the MCH service	72.86%	69.75%	68.14%	65.94%	Council achieved an average of 65.54% compliance with the Key Ages and Stages framework visits between birth and 8 weeks of age. Overall participation rates have increased slightly on 2017-2018.
[Number of children who attend the MCH service at least once (in the year) / Number of babies enrolled in the MCH service] x100					
Participation					
Participation in the MCH service by Aboriginal children	28.60%	66.28%	63.33%	62.57%	The MCH service is co-located and works closely with Aboriginal Health Services to meet the health and developmental needs of Aboriginal children and supports families. Many babies indigenous participation in the MCH and there is a known issue around children in Out Of Home care accessing the service. In addition to a SMS reminder system we also work closely with DET and Child Protection in streamlining the response of new placements of children in Kinship Care or Out Of Home care arrangements.
[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					
Roads					
Satisfaction of use					
Sealed local road requests	6.92	18.92	35.03	6.92	There has been a significant reduction from previous years however open investigation previous years have been included sealed and unsealed road requests.
[Number of sealed local road requests / kilometres of sealed local roads] x100					
Condition					
Sealed local roads maintained to condition standards	99.89%	100.00%	98.43%	100.00%	Council undertook significant flood recovery works during 2016-17 which is likely to have contributed to an improved amount of local roads being maintained to condition standards. Read more about Council's local road network at http://www.toddons.vic.gov.au/Live/Facilities/roads
[Number of kilometres of sealed local roads below the renewal/intervention level set by Council / kilometres of sealed local roads] x100					
Service cost					
Cost of sealed local road reconstruction	\$12.02	\$31.98	\$16.82	\$10.24	The cost of sealed local road reconstruction increased due to higher cost of contractors.
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Service Cost					
Cost of sealed local road resurfacing	\$2.63	\$0.46	\$9.93	\$4.01	The cost of sealed local road resurfacing increased in line with material costs.
[Direct cost of sealed local road resurfacing / Square metres of sealed local roads resurfaced]					
Satisfaction					

REPORT OF OPERATIONS					
Service Performance Indicators Service/indicator/message	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
<i>Satisfaction with sealed local roads</i>	66.00	63.00	60.00	62.00	Council undertook significant flood recovery works during 2018-19 which is likely to have contributed to an improved level of satisfaction with the community. Read more about Council's local road network at http://www.cdn.nz.gov.au/16/Footpaths-roads-and-drains/Roads .
Statutory Planning					
<i>Timeliness</i>					
<i>Time taken to decide planning applications</i>	41.00	61.00	56.00	40.50	The time taken to decide planning applications has reduced due to a backlog of applications being finalised and increased consistency in new applications being decided within timeframes.
[The median number of days between receipt of a planning application and a decision on the application]					
Service standard					
<i>Planning applications decided within required timeframes</i>	61.53%	60.92%	62.90%	62.50%	Applications decided within time frames remained consistent with last year's performance. Checklag
[(Number of regular planning application decisions made within 60 days) + (Number of VCAT planning application decisions made within 10 days)] / Number of planning application decisions made] x 100					
Service cost					
<i>Cost of statutory planning service</i>	\$297.23	\$222.47	\$222.05	\$1,922.50	Council engaged a contractor to ensure service continuity while majority leave was taken by Council's statutory planner.
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision making					
<i>Council planning decisions upheld at VCAT</i>	0.00%	100.00%	0.00%	100.00%	There was only one application to VCAT during the year.
[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] x 100					

REPORT OF OPERATIONS					
Service Performance Indicators Service/indicator/message	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Waste Collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/ Number of kerbside bin collection households] x100	29.38	43.82	12.05	49.81	checking
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/ Number of scheduled kerbside garbage and recycling collection bin (s)] x10,000	0.00	0.04	2.47	0.70	Transition between contractors and an increased focus on data collection has resulted in an increase in the number of bins missed.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$109.02	\$127.30	\$619.13	\$121.00	Council does cover its costs when changing contractors for bin collection services.
Service cost					
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables collection service/ Number of kerbside recyclables collection bins]	\$51.16	\$66.76	\$20.50	\$90.43	The cost of recyclables collection service has increased across the sector due to global factors. OUTSIDE RANGE BY 10 TO 25%
Waste diversion					
Recyclable 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	20.58%	22.55%	21.00%	23.30%	Increased resident participation in kerbside recycling has improved the percentage of kerbside waste diverted from landfill. Checking
Economic Development (optional)					
Participation					
Participation in business development activities [Number of businesses with an ABN in the municipality that participate in a business development activity/ Number of businesses with an ABN in the municipality] x100	0.00%	0.00%	0.00%	0.00%	na
Service standard					
Delivery of planned business development activities [Number of business development activities delivered/ Number of planned business development activities] x100	0.00%	0.00%	0.00%	0.00%	na
Service cost					
Cost of economic development service [Direct cost of delivering the economic development service/ Number of businesses with an ABN in the municipality]	\$0.00	\$0.00	\$0.00	\$0.00	na
Economic activity					
Percent change in number of businesses [Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100	0.00%	0.00%	0.00%	0.00%	na
Immisation (optional)					
Satisfaction					
User satisfaction with immunisation service [User satisfaction with how council has performed on provision of children immunisation service]	0.00	0.00	0.00	0.00	na
Service standard					
Vaccination of children by council [Percentage of children fully vaccinated by council]	0.00%	0.00%	0.00%	0.00%	na
Return of consent cards by secondary school children [Number of secondary school consent cards returned/ Total number of secondary school children] x100	0.00%	0.00%	0.00%	0.00%	na
Service cost					
Cost of immunisation service [Direct cost of immunisation service/ Total number of vaccinations]	\$0.00	\$0.00	\$0.00	\$0.00	na
Participation					
Vaccination of children [Percentage of children who are fully vaccinated in each age group]	0.00%	0.00%	0.00%	0.00%	na
Vaccination of secondary school children [Number of secondary school children fully vaccinated by council/ Total number of secondary school children] x100	0.00%	0.00%	0.00%	0.00%	na
Sports Grounds (optional)					
Utilisation					
Structured activities on sports fields [Number of structured activities/ Total number of sports fields]	0.00	0.00	0.00	0.00	na
Condition					
Closure of sports fields [Number of days sports fields are unavailable for structured activities due to condition including maintenance and recreational development/ Total number of sports fields]	0.00	0.00	0.00	0.00	na
Service cost					
Cost of sports grounds [Direct cost of sports grounds/ Total number of sports fields]	\$0.00	\$0.00	\$0.00	\$0.00	na
Availability					
Population per sports field [Municipal population/ Total number of sports fields]	0.00	0.00	0.00	0.00	na

REPORT OF OPERATIONS					
Service Performance Indicators	Results	Results	Results	Results	
Service/indicator/messure	2016	2017	2018	2019	Material Variations and Comments
Street Sweeping (optional)					
Satisfaction					
<i>Street sweeping requests</i>	0.00	0.00	0.00	0.00	na
<i>[Number of street sweeping requests / Total number of sealed local road households subject to a street sweeping service]</i>					
Service standard					
<i>Frequency of sealed local road sweeping</i>	0.00	0.00	0.00	0.00	na
<i>[Number of kilometres of sealed local roads swept / Total kilometres of local sealed local roads required to be swept]</i>					
Service cost					
<i>Cost of street sweeping service</i>	\$0.00	\$0.00	\$0.00	\$0.00	na
<i>[Direct cost of street sweeping service / Total kilometres of sealed local roads required to be swept]</i>					
Environmental and flooding risk					
<i>Routine cleaning of sealed local road pits</i>	0.00%	0.00%	0.00%	0.00%	na
<i>[Number of sealed local road pits requiring cleaning following routine inspection / Total number of sealed local road pits inspected] x100</i>					

PERFORMANCE STATEMENT Municipal Operating Expenses					Municipal Database and Comments
Indicator/Account	Results 2016	Results 2017	Results 2018	Results 2019	
Population					
Expenses per total of non-eligible population	\$3,897.99	\$3,789.99	\$4,503.43	\$5,611.89	Costs of services available to residents in a significant amount of funding for food recovery and waste collection programs in 2018-19 were considered to be increased expenses per head of population with total an increased rate burden.
(Full expenses / Municipal population)	\$4,029.24	\$3,849.51	\$4,971.63	\$4,991.03	Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
Expenses per eligible population	4.04	4.03	4.99	5.00	Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
(Municipal population / Number of total residents)					Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
Operating revenue	\$1,942.67	\$1,925.65	\$1,988.91	\$1,938.63	Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
(Operating revenue / Municipal population)					Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
Operating revenue per head of eligible population	\$1,481.59	\$1,973.69	\$1,922.09	\$1,931.41	Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
(Operating revenue / Number of total residents)					Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.
Operating revenue	4.00	4.00	2.00	2.00	Costs of municipal services compared to its total geographic area and the costs required to provide services across the municipality as a percentage of total population per head of population.

PERFORMANCE STATEMENT		Financial Performance Indicators								
Financial Performance Indicators		Results 2016	Results 2017	Results 2018	Results 2019	Forecasts				Material Variance and Comments
Financial Performance Indicators		2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency										
Revenue Total										
Average residential ratepayers/total property assessment		2141.00	2025.74	2151.90	2130.75	2128.45	2131.53	2127.00	2129.50	Consistent trend reported as the City has maintained average annual residential rates for the past 5 years.
[Number of rate payers / Number of residential property assessments]										
Expenditure Total										
Operational expenditures/total expenditures		95441.00	93773.25	94539.15	95388.85	94023.40	93016.57	94073.30	94177.20	Property results remain relatively consistent with expenditures levels increasing through inflation.
[Total expenses / Number of property assessments]										
Workforce Productivity										
Employees and contractors compared to average staff		22.5%	22.5%	22.5%	22.2%	22.4%	22.5%	22.5%	22.5%	Trends in staffing to a level more consistent with average range on the report although some extra staffing over the 2018 budget is anticipated.
[Number of employees and contractors and the number of average number of assessment dollars for the fiscal year]										
Liability										
Working Capital										
Current assets compared to current liabilities		640.0%	780.2%	742.2%	721.4%	412.1%	242.4%	285.7%	276.4%	Current assets are still less than current liabilities although the operating plan. A number of long-term projects will be completed in operating periods which result in current assets (cash) becoming more current assets (land and building) and therefore reducing the current liability.
[Current assets / Current liabilities]										
Capital Assets										
Capital assets compared to current liabilities		20.5%	20.1%	21.5%	21.2%	21.4%	20.1%	20.1%	20.2%	Capital assets are expected to remain relatively constant over the next five years with a significant cash in surplus due to the debt reduction strategy being implemented in the years to follow.
[Capital assets / Current liabilities]										
Debt Service										
Asset Renewal										
Assets renewed compared to depreciation		54.5%	53.2%	53.8%	53.2%	54.2%	53.1%	53.5%	53.1%	Assets renewed measured as a significant proportion of depreciation capital program during 2018-19, which continues to be maintained for the 2020-21 fiscal year.
[Total assets renewed / Asset depreciation]										
Assets and Investments										
Assets and investments compared to rate		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	Consistent trend reported of outstanding loans during early 2019.
[Total assets and investments compared to rate]										
Assets and Investments compared to other		4.1%	4.2%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	Consistent trend reported of outstanding loans during early 2019.
[Total assets and investments compared to other]										
Reserve Ratio										
Non-current liabilities compared to non-current assets		12.2%	12.5%	11.7%	12.2%	12.5%	12.4%	12.2%	12.1%	Consistent trend reported as the City has maintained a ratio of non-current liabilities to non-current assets, which will allow the Council to continue to invest in the ratepayers.
[Non-current liabilities / Non-current assets]										
Operating Position										
Adjusted working capital result										
Adjusted working capital result (2018-19)		-25.5%	0.2%	-8.5%	-8.7%	-22.2%	-23.5%	-23.9%	-20.2%	Future year projections include an anticipated increase in the current year. However, the adjusted working capital result will not be enough to cover the operating expenses, which will require the Council to continue to invest in the ratepayers.
[Adjusted working capital result]										
Ratepayer Contribution										
Ratepayer Contribution										
Rate reported to adjusted working capital		40.5%	38.5%	38.2%	38.1%	42.8%	41.2%	41.5%	41.8%	Consistent trend reported as the City has maintained a ratio of working capital to total assets. The ratio will continue to be maintained in the future as the operating plan.
[Rate reported to adjusted working capital]										
Ratepayer Contribution										
Rate reported to property value		0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	Consistent trend reported as the City has maintained a ratio of working capital to total assets. The ratio will continue to be maintained in the future as the operating plan.
[Rate reported to property value]										

GOVERNANCE AND MANAGEMENT CHECKLIST		Input Area			Council Guidance	Further Council Guidance
Governance and Management Item	Required	YES NO	Date if YES (single item/date)	Dates if YES (multiple items/dates)	Reason(s) if answer is NO Commentary or link to doc if answer is YES	
GC1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	YES	28/01/2019		http://www.toddon.vic.gov.au/files/7c5f1d50-bfc-4892-a818-aa5d03e40f4d/POI-Community-Engagement-Policy-v1.pdf	
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	YES	3/04/2019		Guidelines are currently being drafted and awaiting the introduction of the new Local Government Act prior to finalising the draft.	
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)	YES	23/06/2019		http://www.toddon.vic.gov.au/Our-documents/Agendas-and-minutes/Agendas-and-minutes/2019	
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)	YES	23/06/2019		http://www.toddon.vic.gov.au/files/536f3404-32d4-4d95-9f83-aa7e80c780c7/FW-Adopted-Budget-2019-2020-v1.pdf	
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)	YES		Assetex 26/7/2010 Buildings 23/11/2009 Footpaths 24/8/2009 Parks 22/1/2010 Roads 29/3/2017	http://www.toddon.vic.gov.au/Our-documents/Plans-and-strategies	
GC6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	YES	24/04/2019		http://www.toddon.vic.gov.au/files/3e082620-3954-482b-8076-44d0039f9c96/STR-Rating-Strategy-v2.pdf http://www.toddon.vic.gov.au/files/23e580c3-b00f-4295-8e68-a08818185d4d/POI-Rate-Management-Policy-v3.pdf	
GC7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	YES	26/03/2019		http://www.toddon.vic.gov.au/files/35a97548-e429-41a9-b028-aa790108134c/POI-Risk-Management-Policy-v4.pdf	
GC8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	YES	23/06/2019			
GC9	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	YES	26/04/2017			
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)	YES	28/06/2018			Should be adopted annually.
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)	YES	28/06/2018			
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)	YES	15/06/2016			
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	YES	26/02/2019		http://www.toddon.vic.gov.au/files/23e580c3-b00f-4295-8e68-a08818185d4d/POI-Risk-Management-Policy-v3.pdf	
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)	YES	8/11/2000		http://www.toddon.vic.gov.au/files/642e3786-66df-4847-8076-aa790108134c/Audit-Committee-Charters-v7.pdf	
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)	YES	22/01/2019			Include dates in the multiple dates column.
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)	YES	25/06/2019		http://www.toddon.vic.gov.au/files/e429aacc-a314-4252-b679-aa790108134c/2516-Performance-Reporting-Framework-v4.pdf	
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)	YES		25/09/2018 26/2/2019		Should be adopted annually.
GC18	Financial reporting (quarterly statements to Council under section 134 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	YES		28/08/2018 25/09/2018 23/10/2018 22/11/2018 22/01/2019 - November and December 26/02/2019 23/04/2019 29/07/2019 25/06/2019		Should refer to the four quarters of the financial year.
GC19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	YES		To Audit: 9/6/2018 and 14/2/2019 To Council: 28/08/2018 and 24/2/2019		Two dates should be included, six-monthly reports.
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)	YES		To Audit: 9/6/2018 and 14/2/2019 To Council: 28/08/2018 and 24/2/2019		Two dates should be included, six-monthly reports.
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)	YES	23/09/2018		http://www.toddon.vic.gov.au/files/02081344-d996-44e4-8040-d8800ba00715/Annual-Report-2018-Quality-Report.pdf	It should refer to the date the previous year's Annual Report was adopted during the reporting period. Councils may wish to include the date of adoption for the current year's Annual Report in the report.
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)	YES	14/01/2017		http://www.toddon.vic.gov.au/files/4f13343-9167-4847-8076-aa790108134c/Councillor-Code-of-Conduct-v4.pdf	
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)	YES	26/02/2019			
GC24	Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	YES	26/04/2017			

Enter single item date as: [dd/mm/yyyy] e.g. 21/07/2011
 Enter multiple items/dates as: [name of item][dd/mm/yyyy] e.g. Road Management Plan 24/07/2013 e.g. Quarterly Statements No.1 23/07/2014

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9.4 2020 COUNCIL MEETING SCHEDULE

File Number: 02/04/001
Author: Phil Pinyon, Chief Executive Officer
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council:

1. approve the schedule of Council Meetings for 2020 as contained within this report
2. provide public notice of the Council Meetings schedule.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Nil

BACKGROUND

The Loddon Shire Council has traditionally conducted Council meetings on a monthly cycle. It is proposed that this meeting schedule be continued through 2020.

ISSUES/DISCUSSION

The proposed 2020 schedule of Council Meetings is as follows:

Tuesday 28 January	Tuesday 26 May	Tuesday 22 September
Tuesday 25 February	Tuesday 23 June	Tuesday 27 October
Tuesday 24 March	Tuesday 28 July	Tuesday 24 November
Tuesday 28 April	Tuesday 25 August	Tuesday 15 December

It is also proposed that Council continue to have briefing meetings prior to each Council Meeting to primarily brief Council on Council Meeting agenda items for that day. It is suggested that Council Forums be held on the second Tuesday of the month to enable Councillors to consider any other current issues affecting the Loddon Shire, except December where forum items may be presented the morning of the December Council meeting, dependent on the issues at hand.

Council Meetings will commence at 3.00pm. The venue for Council Meetings is proposed to be the Council Chambers, Loddon Valley Highway, Serpentine.

Once approved, the schedule of Council meetings will be posted on Council's website, published in the Loddon Bulletin and advertised by way of public notice in newspapers and newsletters circulating generally within the municipality. Council Meetings will continue to be open to the public.

COST/BENEFITS

No financial impacts are expected from continuing this established practice.

RISK ANALYSIS

Nil.

CONSULTATION AND ENGAGEMENT

Nil.

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

File Number: 07/01/006

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Fees and Charges Schedule 1 July 2019 to 20 June 2020 v2

RECOMMENDATION

That Council:

1. approves the amended Fees and Charges Schedule v2 for the year 1 July 2019 to 30 June 2020
2. subject to the approval of the Director Corporate Services or Chief Executive Officer, make effective immediately any changes where the fees and charges are altered by legislation, and make amendment to the relevant Fees and Charges Schedule for the year 1 July 2019 to 30 June 2020.

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 adopted version 1 of the Fees and Charges Schedule (Schedule) at a Council meeting held on 25 June 2019.

BACKGROUND

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

Minor amendments occur throughout the year as a result of legislation changes. Other changes are required to be resubmitted to Council for approval.

ISSUES/DISCUSSION

The only change for version two of the Schedule relates to boat launching fees on pages 18 and 19 of the attachment. In August 2019, the State Government announced the Boat Launching and Parking Fees Abolition Program and has provided revenue to offset the income that would have been charged at Council boat launching facilities. As a result the Schedule has been updated to reflect the nil charge for this category of fee and adding recognition of the State Government for the funding provided.

COST/BENEFITS

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

RISK ANALYSIS

There is a risk that if the Schedule is not updated there will be confusion about boat launching and parking fees. The situation will need to be reviewed in future years to monitor continued funding offsets from the State Government.

CONSULTATION AND ENGAGEMENT

The recommendations in the report have been considered by management.

LODDON SHIRE COUNCIL

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



DOCUMENT INFORMATION

DOCUMENT TYPE: Strategic document

DOCUMENT STATUS: Approved

POLICY OWNER POSITION: Financial Accountant

INTERNAL COMMITTEE ENDORSEMENT: Not applicable

APPROVED BY: Council

DATE ADOPTED:

VERSION NUMBER: 2

REVIEW DATE: 30/06/2020

DATE RESCINDED:

RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:

RELATED LEGISLATION: Local Government Act 1989
Australian Taxation Office Goods and Services Tax Act (GST)

EVIDENCE OF APPROVAL:

Chief Executive Officer

FILE LOCATION: K:\FINANCE\Budget\2019-20\Fees and Charges\STR
Fees and Charges 2019-20 v1.docx

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

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

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1 PURPOSE

This document is provided to Loddon Shire Council staff and customers to provide clear advice on Council's fees and charges for the financial year 1 July 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	\$121.90
Property information	Per application	M	No	\$47.20
Report and consent fee	Application	M	No	\$290.40
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	\$85.20
Point of discharge for stormwater	Application	M	No	\$144.70
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	\$294.70
Application to build above or below Public Facilities Regulation 134(2)	Application	M	No	\$290.40

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) Not permitted under the Food Act 1984	Each	M	No	N/A
Community groups operating a class 2 or class 3 premises less than 10 times per year	For the year	D	No	\$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	\$1,318.10
VicSmart applications (confirm with Planning Officer if your application qualifies)				
Less than \$10,000	Application	M	No	\$199.95
More than \$10,001	Application	M	No	\$429.50
Application to subdivide or consolidate land (as permitted by VicSmart regulations)	Application	M	No	\$199.95
Single dwelling and ancillary to dwelling (based on value of development)				
Less than \$10,000	Application	M	No	\$199.95
\$10,001 to \$100,000	Application	M	No	\$629.40
\$100,001 to \$500,000	Application	M	No	\$1,288.45
\$500,001 to \$1,000,000	Application	M	No	\$1,392.15
\$1M > \$2M	Application	M	No	\$1,495.80
Other development (based on value of development)				
\$10,001 to \$100,000	Application	M	No	\$1,147.75
\$100,001 to \$1,000,000	Application	M	No	\$1,547.65
\$1M to \$5M	Application	M	No	\$3,413.70
\$5M to \$15M	Application	M	No	\$8,700.85
\$15M to \$50M	Application	M	No	\$25,658.30
\$50M to \$100M	Application	M	No	\$57,670.15
Subdivision				
To subdivide an existing building	Application	M	No	\$1,318.10
To subdivide land into 2 lots	Application	M	No	\$1,318.10
To subdivide land into <u>more than 2</u> lots	Application	M	No	\$1,318.10 per 100 lots
To remove a restriction (within the meaning of the Subdivision Act 1988) over land	Application	M	No	\$1,318.10
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	\$1,318.10

Permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
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	\$1,318.10
Secondary consent	Application	M	No	\$195.10
Extension of time to permit	Application	M	No	\$200.00
Certification of plan of subdivision	Application	M	No	\$174.75
Alteration of a plan under Section10(2) prior to Certification	Application	M	No	\$111.05
Amendment of a certified plan under section11(1) of the Act	Application	M	No	\$140.70
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 Tourism

3.10.1 Loddon Discovery Tours

- Loddon Discovery Tours are priced based on full cost recovery to Council; therefore as prices change, tour prices are amended.
- Details on all tours with inclusions/exclusions are located in the various Loddon Discovery Tour brochures available on Council's website.
- These prices stated are subject to minimum booking numbers.

3.11 Waste management

3.11.1 Domestic waste, e-waste and recyclables

Waste, e-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 (e-waste)	Each	D	Yes	\$17.00
Televisions and computer monitors (e-waste)	Each	D	Yes	\$13.00
Uncontaminated bricks and concrete (up to 4m ³)	Per m ³	D	Yes	\$32.00

Waste, e-waste and recyclables	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
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.
- More information on Council's e-waste program can be found at www.loddon.vic.gov.au/Live/Your-home/Garbage-and-recycling/E-waste.

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	\$27.00
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

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee
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	\$29.60
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	Nil
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	Nil

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 day	D	Yes	Nil
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	Nil
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	Nil

For 2019/20, no boat launching fees will be charged. The revenue is covered by the Boat Launching and Parking Fees Abolition Program provided by the State Government and is to be reviewed in subsequent years.

9.6 HARD HILL TOURIST RESERVE

File Number: 02/01/040
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That:

1. Advice be given to the Department of Environment, Land, Water and Planning that Council is willing to become the land manager for the Hard Hill Tourist Reserve and
2. Subject to Council being appointed the land manager of Hard Hill Tourist Reserve and subject to the agreement of Wedderburn Tourism Section 86 Committee, Council appoint Wedderburn Tourism Section 86 Committee as the section 86 committee of management over Hard Hill Tourist Reserve.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

This topic was discussed at the Council Forum on 11 June 2019.

BACKGROUND

The Hard Hill Tourist Reserve (the Reserve) is the property of the Department of Environment Land Water and Planning (DELWP). There is a board of management appointed by DELWP until 22 December 2019 comprising three community members (the Board of Management).

In practice, the Wedderburn Tourism Section 86 Committee of Management (the Section 86 Committee), undertake the management of the Reserve with the consent of the Board of Management.

As Council has neither ownership nor control of the Hard Hill Tourist Reserve (the Reserve) it is unable to delegate management of the Reserve to a Section 86 Committee.

ISSUES/DISCUSSION

DELWP has offered Council the option to take on the role of land manager for the Reserve.

Conversations have taken place between all parties and there is general verbal agreement that Council could take on the land manager role and delegate to the Section 86 Committee.

Council will only take on the role of land manager if the current Board of Management does not wish to renew its role as land manager.

COST/BENEFITS

There are only administrative costs involved in implementing this recommendation. The benefit of endorsing the recommendation is streamlined management of the Reserve, clearer lines of responsibility and a reduced need for volunteers in the community.

RISK ANALYSIS

There is a risk that there will be additional maintenance costs associated with Council being the land manager of the Reserve however these have been managed by the Section 86 Committee in practice since 2014.

CONSULTATION AND ENGAGEMENT

There have been discussions with DELWP, a representative of the Board of Management, a representative of the Section 86 Committee, and Councillors and officers regarding this recommendation.

9.7 FINANCE REPORT FOR THE PERIOD ENDING 31 AUGUST 2019

File Number: 08/06/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Finance Report for the period ending 31 August 2019

RECOMMENDATION

That Council:

1. receives and notes the 'Finance report for the period ending 31 August 2019'
2. approves budget revisions included in the report for internal reporting purposes only
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20.

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 August 2019 includes standard monthly information about budget variations, cash, investments, interest, debtors and creditors, and provides a comparison of year-to-date actual results to year-to-date budget (by dollars and percentage) and total revised budget (by percentage).

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

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

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

- supplementary valuation corrections.

ISSUES/DISCUSSION

Budgeted Surplus - Council's budgeted cash surplus has decreased by \$292K to \$99K due to a decrease in the expected grants commission funding along with higher than expected costs associated with WorkCover and superannuation.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 101% of YTD budget. Revenue brought to account for August was \$12.39M.

Income Statement (expenditure) - Council's operating expenditure is at 84% of YTD budget. Payments for this month totalled just over \$2.41M (\$3.15M for July).

Capital Works - The revised budget for capital works is \$20.8M and is 4% complete in financial terms for the current financial year (2% at the end of July).

Balance Sheet - Council has a cash total of \$23.8M with \$1.8M in general accounts. Debtors are \$13.6M which is an increase of \$11.3M for the month due to rates being raised during August. Sundry debtors total \$2.04M (\$2.17M in July) with invoices outstanding for 60 or more days relating to community wellbeing debtors and local community groups totalling approximately \$95K.

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

COST/BENEFITS

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

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

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

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

LODDON SHIRE COUNCIL

FINANCE REPORT FOR PERIOD ENDING 31 AUGUST 2019



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INTRODUCTION

During August 2019, staff within the Finance Department have commenced timing adjustments for all income and expenditure within the budget. Reserve movements have also been finalised to ensure projects that were carried over at 30 June 2019 have the correct budgets allocated to progress forward in 2019/20.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has decreased from \$390,675 to \$98,517.

These revisions are summarised below:

Item	July Finance Report	August Finance Report	Change \$
Operating revenue	\$27,909,382	\$29,127,457	\$1,218,075
Operating expenditure	(\$34,778,473)	(\$34,772,341)	\$6,132
Transfers from reserves	\$14,497,384	\$15,632,760	\$1,135,376
Transfers to reserves	(\$2,741,392)	(\$2,741,392)	\$0
Other funding decisions	\$383,617	\$383,617	\$0
Capital expenditure	(\$18,171,674)	(\$20,823,415)	(\$2,651,741)
Other non cash adjustments	\$9,431,014	\$9,431,014	(\$0)
Accumulated surplus carried forward	\$3,860,817	\$3,860,817	\$0
Closing surplus (deficit) as reported in Appendix 2	\$390,675	\$98,517	(\$292,158)

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

1.2 Operating revenue

Operating revenue has increased by \$1.22M.

- weed and pest program has been extended with a further funding allocation of \$75K
- 'Move It' is a new project which has funding of \$126K
- local roads program has some additional grants funding of \$1.15M.

1.3 Operating expenditure

Operating expenditure has decreased by \$6K.

1.4 Transfer from reserves

Transfer from reserves has increased by \$1.14M.

During August all the 2018/19 unspent projects have been carried over from the reserves into the relevant projects to be spent during the 2019/20 financial year.

1.5 Capital expenditure

Capital expenditure has increased by \$2.65M. This is a result of including the approved works program allocation, along with allocating reserve amounts into the relevant projects which are expected to be completed during the 2019/20 financial year.

2 STANDARD INCOME STATEMENT

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

2.1 Operating revenue

Total revenue brought to account for the month of August was \$12.39M.

Revenue YTD is at 101% compared to YTD budget or \$187K ahead.

2.1.1 Capital grants

Capital grants are currently \$14K ahead of budget. The main variation is due to funds received for LG Energy Saver program earlier than expected.

2.1.2 User fees

User fees are currently \$132K ahead of budget. The main variation is due to higher than expected planning permit activity and higher fees paid as a result.

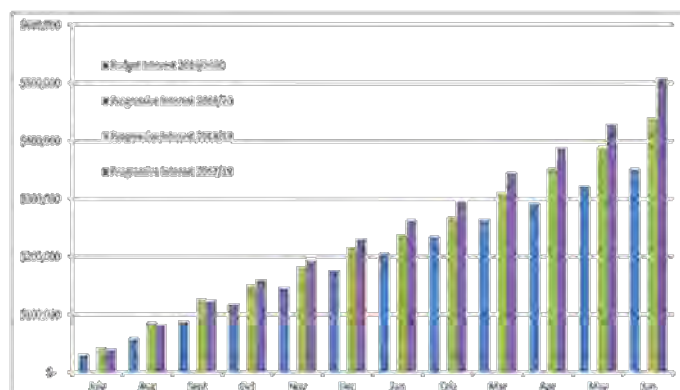
2.1.3 Reimbursements

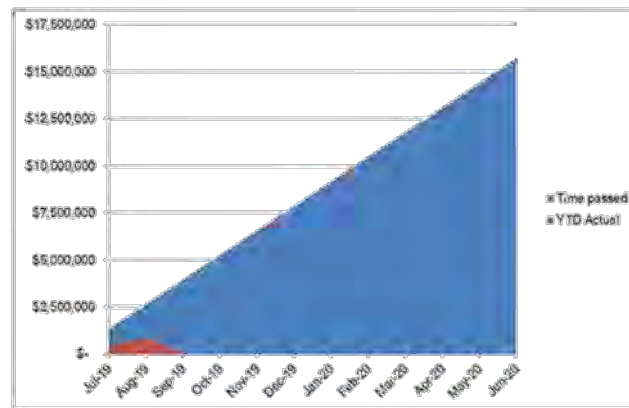
Reimbursements are currently \$16K ahead of budget. The main variation is due to invoices raised ahead of time for the Murry River Group of Councils for their quarterly contribution.

2.1.4 Interest income

Interest accrued on investments for the month of August 2019 was \$86K, this does not reflect in the ledger as the interest was not accrued until after the August rollover.

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





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

2.4.1 Parks open space and streetscapes

Parks open space and streetscapes is ahead of YTD budget by \$98K, the main variance the Laanecoorie boat ramp, the project budget is considered an operating cost until finalisation of ownership.

2.4.2 Footpaths

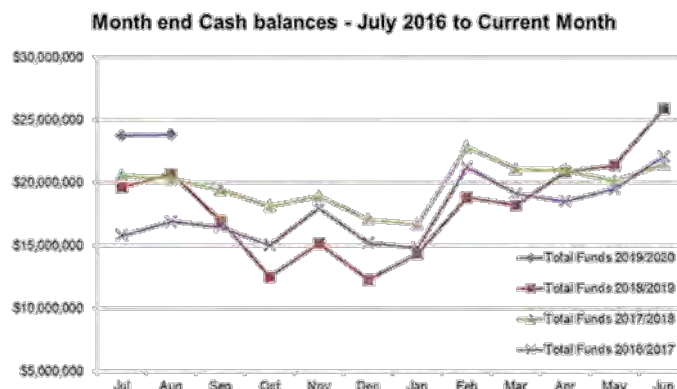
Footpaths is ahead of YTD budget by \$57K, the main variance to budget is Godfrey Street Boort, where the project is progressing ahead of time.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council's overall cash total was \$23.8M which includes a balance of \$1.8M in general accounts.

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



3.2 Receivables

3.2.1 Debtors

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

Current Category	August 2018	April 2019	May 2019	July 2019	August 2019
Rates	10,021,540	991,222	503,730	82,500	10,389,803
Fire Services Property Levy	1,674,991	143,996	34,274	48,298	1,901,645
Total Rates & Fire Services Property Levy	11,696,531	1,135,218	538,004	127,667	11,672,008
Sundry debtors	509,341	561,207	1,754,993	2,109,331	2,040,408
Community loans/advances	3,600	2,500	2,500	2,400	3,600
Long term loans/advances	85,000	-	-	-	-
Employee on gas installation	1,000	12,537	3,975	7,800	9,147
Highways contractor	100,313	100,319	100,319	100,319	100,319
LECS payments for doubtful debts	(112,660)	(112,660)	(112,660)	411,063	(110,583)
Total	11,722,511	1,777,131	3,117,402	2,588,911	13,490,171

3.2.2 Rates debtors

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

	August 2018 (6/9/2018)	April 2019 (3/5/2019)	May 2019 (3/6/2019)	July 2019 (3/7/2019)	August 2019 (5/8/2019)
2006/07	\$ 260	\$ 260	\$ 260	\$ 260	\$ 260
2007/08	\$ 418	\$ 453	\$ 459	\$ 466	\$ 468
2008/09	\$ 437	\$ 473	\$ 473	\$ 488	\$ 489
2009/10	\$ 1,698	\$ 1,605	\$ 1,803	\$ 1,843	\$ 1,541
2010/11	\$ 3,117	\$ 3,368	\$ 3,305	\$ 3,382	\$ 2,766
2011/12	\$ 5,328	\$ 4,648	\$ 4,645	\$ 4,756	\$ 4,106
2012/13	\$ 6,055	\$ 3,692	\$ 3,920	\$ 4,081	\$ 3,382
2013/14	\$ 6,445	\$ 2,694	\$ 2,526	\$ 2,427	\$ 2,982
2013/14 Fire Services Property Levy	\$ 1,703	\$ 869	\$ 809	\$ 797	\$ 658
2014/15	\$ 15,675	\$ 5,994	\$ 5,955	\$ 4,670	\$ 5,474
2014/15 Fire Services Property Levy	\$ 4,483	\$ 1,673	\$ 1,029	\$ 1,509	\$ 1,339
2015/16	\$ 28,594	\$ 18,845	\$ 19,306	\$ 12,412	\$ 13,114
2015/16 Fire Services Property Levy	\$ 4,878	\$ 2,984	\$ 2,943	\$ 2,891	\$ 2,641
2016/17	\$ 60,566	\$ 28,357	\$ 27,318	\$ 27,083	\$ 26,051
2016/17 Fire Services Property Levy	\$ 8,616	\$ 4,996	\$ 4,964	\$ 4,709	\$ 4,499
2017/18	\$ 197,620	\$ 62,807	\$ 58,235	\$ 48,578	\$ 48,421
2017/18 Fire Services Property Levy	\$ 21,841	\$ 11,550	\$ 10,991	\$ 9,479	\$ 9,990
2018/19	\$ -	\$ 292,047	\$ 303,206	\$ 4,867	\$ 146,638
2018/19 Fire Services Property Levy	\$ -	\$ 19,737	\$ 63,038	\$ 26,965	\$ 21,784
2019/20 Fire Services Property Levy				\$ (31,700)	
Sub-total arrears	\$ 326,739	\$ 463,479	\$ 588,064	\$ 127,888	\$ 296,668
Current year (outstanding but not due)	\$ 9,133,051	\$ 573,444	\$ -	\$ -	\$ 10,389,803
Fire Services Property Levy	\$ 1,032,870	\$ 171,166	\$ -	\$ -	\$ 1,303,845
Total outstanding	\$ 11,095,621	\$ 1,138,118	\$ 588,064	\$ 127,888	\$ 11,572,008
Summary:					
Rates in arrears	\$ 285,478	\$ 421,910	\$ 509,763	\$ 82,500	\$ 256,761
FSPL in arrears	\$ 41,261	\$ 41,889	\$ 84,273	\$ 46,388	\$ 39,907
Total arrears	\$ 326,739	\$ 463,479	\$ 588,064	\$ 127,888	\$ 296,668

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

3.2.3 Sundry debtors

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

Current	\$106,671	40%
30 days	\$65,582	25%
60 days	\$21,900	8%
90 + days	\$72,688	27%
Sub total routine debtors	\$266,840	100%
Paid Parental Leave	\$0	
Government departments	\$1,711,397	
GST	\$62,250	
Total	\$2,040,488	
60 + days consists of:		
Community Wellbeing debtors	\$67,600	
Local community groups	\$613	
Others	\$25,073	
Total	\$94,588	

Total outstanding sundry debtors as at 31 August 2019 are \$2.04M.

The mainstream sundry debtors (\$267K) have been broken into the amount of time they have been outstanding. At the time of this report \$94K or 35% of that total has been outstanding for more than 60 days. All debtors are contacted as a matter of routine.

Government departments have approved a number of grants, and have requested invoices. The most significant of these grants is \$1.1M for flood restoration.

3.2.4 Supplementary valuations

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

The current balances at end of August 2019 are:

Valuation type	Opening balance	Supplementary changes	Closing balance
Site Value	\$1,556,244,100	\$0	\$1,556,244,100
Capital Improved Value	\$2,347,296,100	\$0	\$2,347,296,100
NAV	\$120,427,785	\$0	\$120,427,785

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

3.3 Water rights

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

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

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

3.4 Vision Super Defined Benefits Plan update

On 22 August 2019, Council received official notification of the 30 June 2019 actual Vested Benefit Index (VBI) for the sub-plan being 107.1%. This is a significant increase from the previous quarter and it remains well above the required 100%.

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 was at 30 June 2019.

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

As at	30 June 2017 (actual)	30 June 2018 (actual)	30 Sept 2018 (actual)	31 Dec 2018 (estimated)	31 March 2019 (estimated)	30 June 2019 (actual)
LASF DB	102.1%	106.0%	105.5%	101.9%	105.4%	107.1%

APPENDIX 1: STANDARD INCOME STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$11,027,275	\$11,027,275	\$10,759,744	\$10,818,583	\$58,839	101%	98%
Revenue grants	\$6,222,978	\$6,305,145	\$1,517,983	\$1,515,799	(\$1,584)	100%	94%
Capital grants	\$5,916,828	\$8,451,464	\$90,930	\$104,919	\$13,989	115%	11%
Via Roads	\$524,064	\$524,064	\$87,344	\$89,909	\$2,565	103%	17%
User fees	\$1,838,005	\$1,838,551	\$294,650	\$427,119	\$132,469	145%	23%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$310,000	\$0	\$0	\$0	0%	0%
Interest income	\$375,125	\$375,125	\$62,522	\$20,728	(\$41,794)	33%	5%
* Reversal of impairment losses	\$0	\$0	\$0	\$103	\$103	0%	0%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$295,833	\$295,833	\$41,409	\$57,543	\$16,134	139%	19%
Total revenue	\$26,508,108	\$29,127,457	\$12,847,982	\$13,034,702	\$186,720	101%	49%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,796,481	\$10,858,811	\$1,751,802	\$1,783,145	(\$31,343)	102%	19%
Materials & services	\$8,638,752	\$11,998,907	\$2,464,906	\$1,628,700	(\$836,196)	66%	13%
Depreciation	\$9,431,014	\$9,431,014	\$1,571,828	\$1,571,836	(\$8)	100%	17%
Utilities	\$507,274	\$507,274	\$25,094	\$98,310	(\$13,216)	116%	19%
Contract payments	\$1,638,038	\$1,665,536	\$263,770	\$112,966	(\$150,804)	43%	7%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,631	\$84,631	\$39,543	\$1,357	(\$38,186)	3%	7%
Councillor costs	\$226,166	\$226,166	\$37,694	\$36,982	(\$712)	98%	16%
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	\$567	(\$567)	0%	0%
Total expenditure	\$31,322,355	\$34,772,341	\$6,214,637	\$5,233,871	(\$980,766)	84%	15%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,644,884)	\$6,633,345	\$7,800,832	(\$1,167,487)	118%	-138%
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
EXPENSES FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,419,827	\$1,727,156	\$261,861	\$223,288	(\$38,593)	85%	13%
Leadership	\$1,688,427	\$1,783,405	\$260,139	\$256,327	(\$3,812)	99%	14%
Works & infrastructure	\$14,542,506	\$14,875,343	\$2,766,906	\$2,357,515	(\$409,391)	85%	16%
Good management	\$4,353,730	\$4,583,826	\$1,051,929	\$995,406	(\$56,523)	95%	22%
Environment	\$2,287,172	\$2,362,706	\$350,326	\$245,915	(\$104,411)	70%	16%
Community services & recreation	\$7,000,694	\$9,439,905	\$1,529,456	\$1,155,421	(\$374,035)	76%	12%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$31,322,355	\$34,772,341	\$6,214,637	\$5,233,871	(\$980,766)	84%	15%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,644,884)	\$6,633,345	\$7,800,832	(\$1,167,487)	118%	-138%

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

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
FUNDING DECISIONS							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,812,974	\$19,632,760	\$0	\$0	\$0	0%	0%
Less transfer to reserves	(\$2,618,186)	(\$2,741,392)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$429,537	\$383,617	\$0	\$900	(\$500)	8%	73%
TOTAL FUNDING DECISIONS	\$5,624,325	\$13,274,985	\$0	\$900	(\$500)	#DIV/0!	0%
NET FUNDS AVAILABLE FOR CAPITAL	\$810,078	\$7,830,101	\$6,633,345	\$7,801,632	(\$1,158,287)	119%	103%
CAPITAL EXPENDITURE BY ACCOUNT TYPE							
Furniture and office equipment	\$405,500	\$405,500	\$8,334	\$9,289	(\$935)	111%	108%
Land and buildings	\$4,984,169	\$6,481,377	\$42,444	\$24,344	\$18,100	57%	43%
Plant and equipment	\$1,275,763	\$1,311,923	\$167,334	\$173,192	(\$6,858)	104%	109%
Roadworks	\$4,711,538	\$5,990,450	\$610,700	\$229,181	\$381,589	38%	28%
Urban and road drainage	\$550,000	\$1,641,240	\$101,898	\$73,584	\$27,314	73%	45%
Recreation, leisure and community facilities	\$885,622	\$2,151,912	\$1,332	\$0	\$1,332	0%	0%
Parks, open space and streetscapes	\$800,000	\$1,947,256	\$88,066	\$183,579	(\$95,513)	213%	188%
Footpaths	\$261,057	\$953,807	\$132,740	\$189,362	(\$56,622)	143%	137%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$13,683,842	\$20,823,415	\$1,150,098	\$882,510	\$267,588	77%	43%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,431,014	\$9,431,014	\$1,571,828	\$1,571,836	(\$8)	100%	100%
Add reversal of impairment losses	\$0	\$0	\$0	(\$103)	\$103	0%	0%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$567	(\$567)	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$9,431,014	\$9,431,014	\$1,571,828	\$1,572,300	(\$472)	100%	100%
Accumulated surplus brought forward	(\$3,591,683)	(\$3,980,917)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$149,932)	(\$98,517)	(\$7,055,075)	(\$8,491,422)	\$1,436,347	120%	146%

APPENDIX 3: STANDARD BALANCE SHEET

	August 2019 As per trial balance	June 2019 As per financial statements	August 2018 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$23,832,398	\$25,893,132	\$20,690,133
Trade and other receivables	\$13,597,979	\$2,498,935	\$11,647,837
Financial assets	\$2,727	\$801,952	\$3,101
Inventories	\$41,120	\$40,279	\$43,284
Non-current assets classified as held for sale	\$556,091	\$556,092	\$690,322
TOTAL CURRENT ASSETS	\$38,030,314	\$29,790,390	\$33,074,678
NON-CURRENT ASSETS			
Trade and other receivables	\$2,397	\$2,397	\$80,000
Financial assets	\$725,394	\$269,572	\$455,920
Intangible assets	\$2,702,545	\$2,702,545	\$1,979,130
Property, infrastructure, plant and equipment	\$353,043,790	\$353,733,913	\$337,204,621
TOTAL NON-CURRENT ASSETS	\$356,474,126	\$356,708,427	\$339,719,671
TOTAL ASSETS	\$394,504,440	\$386,498,817	\$372,794,349
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$140,702	\$1,174,480	\$226,223
Trust funds and deposits	\$1,582,025	\$340,748	\$1,492,564
Provisions	\$2,409,701	\$2,412,407	\$1,720,269
Interest bearing loans and borrowings	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$4,132,427	\$3,927,635	\$3,439,056
NON-CURRENT LIABILITIES			
Provisions	\$1,797,418	\$1,797,418	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,797,418	\$1,797,418	\$2,324,221
TOTAL LIABILITIES	\$5,929,845	\$5,725,053	\$5,763,277
NET ASSETS	\$388,574,596	\$380,773,764	\$367,031,072
EQUITY			
Accumulated Surplus	\$101,421,488	\$93,620,656	\$100,710,130
Asset Revaluation Reserve	\$265,442,673	\$287,153,108	\$247,387,367
Other Reserves	\$21,710,435	\$0	\$18,833,575
TOTAL EQUITY	\$388,574,596	\$380,773,764	\$367,031,072

APPENDIX 4A: COMMUNITY PLANNING FINANCIALS BOORT

YEAR	LEDGER	Boort Community Plans PROJECT	ACTUALS			BUDGET		
			2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$70,848	\$0	\$70,848	\$70,848	\$0	\$70,848
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
	26802	BRIC Gym Alloc 1	\$0	\$0	\$0	\$0	\$0	\$0
	26803	BRIC Gym Alloc 2	\$0	\$0	\$0	\$0	\$0	\$0
		Transfer from Reserves	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$120,848	\$0	\$120,848	\$120,848	\$0	\$120,848
2015/16	16905	Foreshore Master Plan Little Lake Boort	\$0	\$0	\$0	\$0	\$0	\$0
2016/17	26840	Playground Install and Landscape Notes PK	\$0	\$0	\$0	\$0	\$0	\$0
2016/17	26841	Korangi Vale Hall Repairs	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	26850	Lake Boort Outdoor Furniture	\$0	\$0	\$0	\$0	\$4,760	\$6,760
2017/18	16905	Melons Park Mobile Board	\$0	\$0	\$0	\$0	\$0	\$0
2018/19	16905	Lake Boort Sculptures	\$0	\$0	\$0	\$0	\$0	\$0
2018/19	26852	Korangi Vale Playground Shade Sail	\$0	\$0	\$0	\$0	\$15,480	\$15,480
CURRENT		Boort Community Plans Unallocated	\$0	\$0	\$0	\$0	\$96,588	\$96,588
		Total Expenditure for the Year	\$0	\$0	\$0	\$0	\$120,848	\$120,848
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$120,848			\$0

APPENDIX 4B: COMMUNITY PLANNING FINANCIALS INGLEWOOD

YEAR	LEDGER	Inglewood Community Plans PROJECT	ACTUALS			BUDGET		
			2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$185,319	\$0	\$185,319	\$185,319	\$0	\$185,319
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$185,319	\$0	\$185,319	\$185,319	\$0	\$185,319
2015/16	24904	LESS Expenditure for the Year						
		Inglewood Streetscape	\$0	\$0	\$0	\$0	\$30,500	\$30,500
2016/17	26810	Inglewood Eucy Museum Annex	\$0	\$0	\$0	\$0	\$21,000	\$21,000
2015/16	26830	Heritage and Tourism Display IV Eucy Museum Alloc 2	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2017/18	16915	Porona Ven	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	16916	Inglewood Memorial Hall Power Upgrade	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	26847	Inglewood Sports Centre Power Upgrade	\$0	\$0	\$0	\$0	\$4,200	\$4,200
2017/18	26848	Inglewood Eucy Museum Annex	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2018/19	17396	RVV (Seacaloon reserve) Lights	\$0	\$14,632	\$14,632	\$0	\$21,948	\$21,948
CURRENT		Inglewood Community Plans Unallocated	\$0	\$0	\$0	\$0	\$98,670	\$98,670
		Total Expenditure for the Year	\$0	\$14,632	\$14,632	\$0	\$185,319	\$185,319
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$14,632			\$0

APPENDIX 4C: COMMUNITY PLANNING FINANCIALS TARNAGULLA

YEAR	LEDGER	Tarnagulla Community Plans PROJECT	ACTUALS			BUDGET		
			2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$156,599	\$0	\$156,599	\$156,599	\$0	\$156,599
		This Year's Allocation	\$60,000	\$0	\$60,000	\$60,000	\$0	\$60,000
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$209,599	\$0	\$209,599	\$209,599	\$0	\$209,599
		LESS Expenditure for the Year						
2017/18	16923	Beulah Playground	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	16922	Tarnagulla Recreation Reserve Seating	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	16858	Laneways Boat Ramp	\$0	\$0	\$0	\$0	\$89,807	\$89,807
2017/18	12929	Newbridge Solar Boilers	\$0	\$0	\$0	\$0	\$1,234	\$1,234
2018/19	17007	Newbridge Solar Boilers	\$0	\$0	\$0	\$0	\$1,533	\$1,533
2018/19	17308	TIS Public Hall Street Repairs	\$0	\$19,152	\$19,152	\$0	\$24,270	\$24,270
2018/19	17300	NR Rao Reserve BBQ Shelter	\$0	\$0	\$0	\$0	\$13,110	\$13,110
2018/19	17314	NR Playground Shelter	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2018/19	27880	NB Hall Repairs	\$0	\$0	\$0	\$0	\$9,487	\$9,487
2018/19	26851	TAC P13 Loan Boat Ramp UG	\$0	\$88,081	\$88,081	\$0	\$0	\$0
2018/19	26853	TAC P13 Newbridge Hall	\$0	\$0	\$0	\$0	\$40,000	\$40,000
CURRENT		Tarnagulla Community Plans Unallocated	\$0	\$0	\$0	\$0	\$20,158	\$20,158
		Total Expenditure for the Year	\$0	\$197,153	\$197,153	\$0	\$209,599	\$209,599
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$12,446			\$0

APPENDIX 4D: COMMUNITY PLANNING FINANCIALS TERRICK

Terrick Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$63,381	\$0	\$63,381	\$63,381	\$0	\$63,381
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$113,381	\$0	\$113,381	\$113,381	\$0	\$113,381
		LESS Expenditure for the Year						
2019/11	16229	Pyramid Hill Rural Water Community Areas	\$0	\$0	\$0	\$0	\$7,001	\$7,001
2014/15	26928	Pyramid Hill Caravan Park	\$0	\$0	\$0	\$0	\$16,910	\$16,910
2017/18	14930	PH Bowling Scope Repairs	\$0	\$0	\$0	\$0	\$0	\$0
2017/18	18910	Dingo Recreation Reserve Playground	\$0	\$0	\$0	\$0	\$700	\$700
2017/18	28849	Pyramid Hill Memorial Hall Power Upgrade	\$0	\$1,923	\$1,923	\$0	\$4,196	\$4,196
2017/18	16418	Dingo Hill Storage Container	\$0	\$0	\$0	\$0	\$1,449	\$1,449
2017/18	18910	Dingo Bowls/Tennis Storage Shed	\$0	\$0	\$0	\$0	\$0	\$0
2018/19	17943	Dingo Hill Solar	\$0	\$0	\$0	\$0	\$1,191	\$1,191
2018/19	187362	Dingo EPU Feasibility Study	\$0	\$0	\$0	\$0	\$12,000	\$12,000
2018/19	37907	PH Linn Park Redevelopment	\$0	\$5,887	\$5,887	\$0	\$20,771	\$20,771
CURRENT		Terrick Community Plans Unallocated	\$0	\$0	\$0	\$0	\$49,553	\$49,553
		Total Expenditure for the Year	\$0	\$7,810	\$7,810	\$0	\$113,381	\$113,381
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$105,571			\$0

APPENDIX 4E: COMMUNITY PLANNING FINANCIALS WEDDERBURN

Wedderburn Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		Income						
		Unspent Allocation from Previous Years	\$186,073	\$0	\$186,073	\$186,073	\$0	\$186,073
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Measurement in Works	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Total Amount Available	\$246,073	\$0	\$246,073	\$246,073	\$0	\$246,073
		Expenditure						
2016/17	16612	Wedderburn Town Entry	\$0	\$2,930	\$2,930	\$0	\$35,840	\$35,840
2016/17	10913	Wedderburn Caravan Park	\$0	\$0	\$0	\$0	\$60,000	\$60,000
2018/19	27908	Soldiers Memorial Park Exercise Equipment	\$0	\$0	\$0	\$0	\$25,000	\$25,000
2018/19	27909	Wedderburn Caravan Park Redevelopment	\$0	\$0	\$0	\$0	\$25,000	\$25,000
2018/19	27910	Conradson Park Redevelopment	\$0	\$0	\$0	\$0	\$10,000	\$10,000
CURRENT		Wedderburn Community Plans Unallocated	\$0	\$0	\$0	\$0	\$100,233	\$100,233
		Total Expenditure for the Year	\$0	\$2,930	\$2,930	\$0	\$246,073	\$246,073
		Total Amount Not Spent at the End of the Year, and Available for Next Year			\$243,143			\$0

9.8 DRAFT SETTLEMENT STRATEGY

File Number:	13/01/003
Author:	Carolyn Stephenson, Statutory / Strategic Planner
Authoriser:	Glenn Harvey, Manager Development and Compliance
Attachments:	1. Settlement Strategy 2019-2034
	2. Appendix 1
	3. Appendix 2
	4. Appendix 3
	5. Appendix 4

RECOMMENDATION

That Council place the draft Settlement Strategy 2019-2034 on public exhibition in accordance with section 223 of the Local Government Act 1989, to provide opportunity for public submissions.

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 this report.

PREVIOUS COUNCIL DISCUSSION

Preparation of a settlement strategy was identified as an action within the Council Plan (2017-2021). Over the past couple of years, Council has been presented research and background material that has been prepared to inform the development of a settlement strategy.

BACKGROUND

The Council Plan (2017-2021) identifies as a strategic objective to grow and invigorate Loddon's population. A key action to support this objective is the preparation of a Settlement Strategy to ensure a suitable supply of residential land in and around towns.

Development of the Settlement Strategy has involved:

- a workshop with community leaders to determine their vision for their communities and the Loddon Shire as a whole
- an audit of housing, vacant land and the public realm to assess the supply of housing, development options and opportunities to enhance connection and amenity
- a review of population and development data to determine trends and predict future opportunities
- community consultation via community drop in sessions and written submissions.

The Settlement Strategy is a land use planning document to support Council's role as the Planning Authority for the Shire under the Planning and Environment Act (1987). The purpose of this strategy is to identify where Council supports population and housing growth and to ensure that this is recognised in the Loddon Planning Scheme.

ISSUES/DISCUSSION

The research conducted to inform the development of this strategy identified that:

- Loddon Shire has experienced population decline of approximately 1,000 people since 1996, however between 2011 and 2016 population stabilised with a slight increase from 7,296 in 2011
- population decline is not even across the Shire, with Inglewood showing a small increase in population
- a significant proportion of the Shire population is aged over 50 years
- new housing is being constructed in the Shire with an average of two new homes being constructed within the five larger towns (Boort, Bridgewater, Inglewood, Pyramid Hill, Wedderburn) each year
- there is a mismatch between the dominant housing form of detached family homes and the population profile that is aging with an average household size 2.2 people
- there is significant vacant urban land supply zoned for residential development within the Shire, in particular in our five larger towns
 - existing vacant lots are estimated to offer opportunities for urban infill of at least 500 new single dwellings in the five larger towns and considerably more multi-unit developments should the land be further subdivided to provide for additional stand-alone dwellings
- although this land is zoned for development much is not currently available on the market.

The Settlement Strategy recognises that there is an existing substantial supply of vacant residential land and that demand must accompany provision of land in the pursuit of growth. Demand can be encouraged through economic development and enhanced physical and social amenity. This strategy links a range of Council responsibilities and priorities including land supply, infrastructure provision and economic development to support sustainable settlement planning.

This strategy seeks to facilitate population growth and build on existing communities to support their viability and maximise infrastructure investment. This strategy provides for a range of residential forms across the Shire while also protecting the opportunity for the agricultural sector to readily operate and expand. It also seeks to manage Council's infrastructure liability and preserve the unique landscape and amenity of the Shire.

The strategy recommends that growth should be promoted in the well serviced towns of Inglewood, Wedderburn, Boort, Pyramid Hill and Bridgewater. These towns currently have a sufficient land supply, including the opportunity for infill and increased density through the further subdivision of existing large residential lots. Rezoning and extending townships into the Farming Zone is not required at this time. Growth can also be accommodated in many of the smaller towns, subject to infrastructure considerations. However, promotion of expansion of these townships is not supported due to infrastructure and service cost burden, with the exception of Newbridge. The strategy recognises the opportunity for growth at Newbridge should reticulated water and sewerage be provided. This is largely due to Newbridge's unique positioning on the Loddon River and proximity to Bendigo.

In key strategic directions of the Settlement Strategy are to:

- promote growth in five larger towns, with a focus on infill development
- accommodate new development in smaller settlements where effluent can be managed
- support a range of residential forms including rural living and medium density.

COST/BENEFITS

The Settlement Strategy supports growth and housing development by ensuring there is appropriate and sufficient land made available within the Planning Scheme. The strategy recommends a program of work, much of which will be accommodated within existing resources.

The strategy recommends a number of initiatives to support growth including:

- undertake an Industrial Strategy to support job creation (estimated cost \$30,000)

- review the zoning of flood prone land at Laanecoorie, Newbridge and Serpentine to ensure that the zoning promotes appropriate development
- continue to seek funding opportunities to improve the amenity of towns
- promote infill opportunities, including further subdivision allowed under planning controls
- investigate opportunities to develop key sites
- support release of suitable Crown and Council land
- investigate options to upgrade Wet Lane / Walker Lane, Inglewood to support development in this area.

RISK ANALYSIS

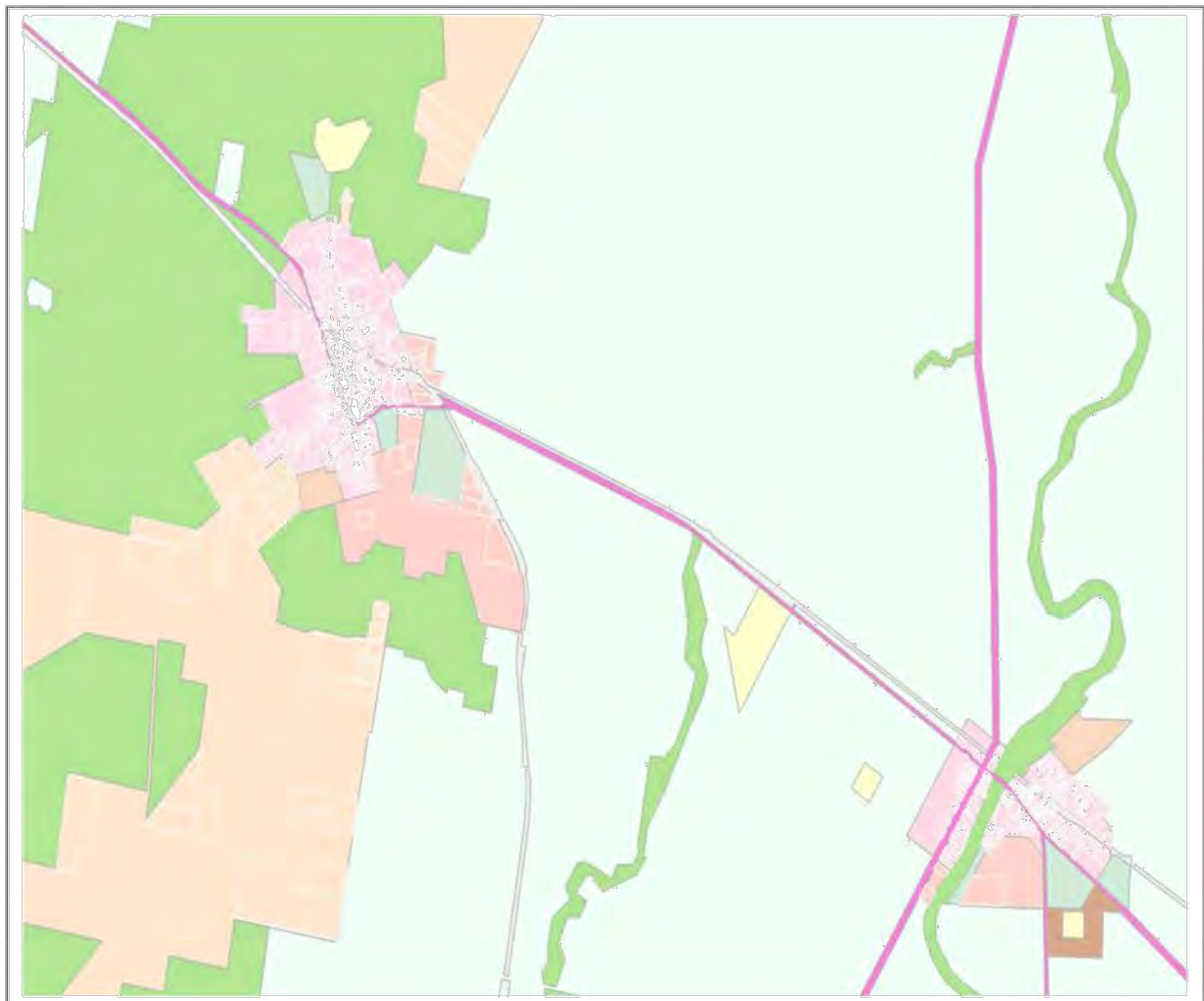
This strategy is an important component of Council's pursuit of population growth as it ensures we have a supportive land use planning framework. Relevant, current and responsive settlement planning enables the provision of suitable land to accommodate growth. The strategy also ensures existing infrastructure is used and economic resources such as agricultural land are not undermined.

CONSULTATION AND ENGAGEMENT

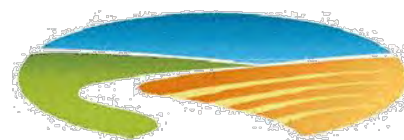
Direct consultation with the community as part of the development of this settlement strategy has involved the following:

- a workshop with community leaders to determine their vision for their communities and the Shire as a whole
- seven community drop in sessions across the Shire and written submissions.

The Council was provided opportunity to have input into the development of the Settlement Strategy at its February 2018 Forum. Following further development, Council was presented with a draft Settlement Strategy at the September 2019 Forum for review.



SETTLEMENT STRATEGY 2019-2034



LODDON
SHIRE

DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Development and Compliance
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	1
REVIEW DATE:	1/07/2024
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Council Plan Loddon Planning Scheme
RELATED LEGISLATION:	Click here to enter text.
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\PLANNING\Strategic Planning\Settlement Strategy

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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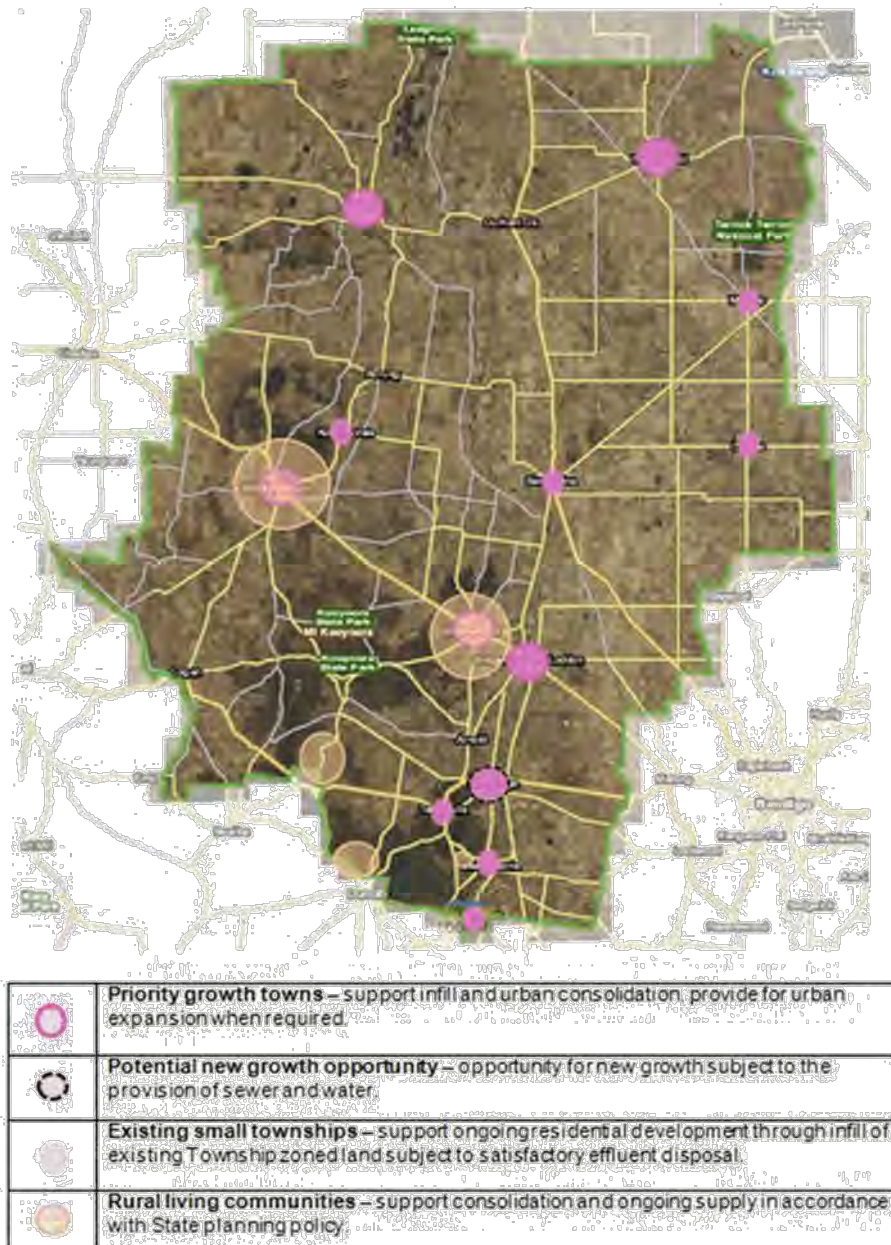
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EXECUTIVE SUMMARY

The key strategic directions of the Settlement Strategy are to:

- promote growth in the five larger towns, with a focus on infill development
- accommodate new development in smaller settlements where effluent can be managed
- support a range of residential forms including rural living and medium density.

LODDON SHIRE SETTLEMENT STRUCTURE PLAN



1 PURPOSE

Loddon Shire Council's vision is to be a prosperous, vibrant and engaged community¹. A strategic objective of the Council Plan (2017-2021) is to grow and invigorate Loddon's population. A key action nominated to support this objective is the preparation of a settlement strategy to provide a suitable supply of residential land in and around towns.

The Settlement Strategy aims to maximise the potential for population and housing growth in the Loddon Shire. Based on an understanding of capacity and suitability, it identifies the localities in the municipality where Council is planning for people to live and proposes actions to promote development and growth.

This strategy focusses on the role that land use planning can play in population growth. The planning system supports growth through the provision of suitable land for housing, as well as ensuring land is provided for jobs and industry. Beyond the planning system, Council is also able to encourage growth through support for economic development and ensuring towns and communities are attractive places to live.

2 BUDGET IMPLICATIONS

This strategy builds on and links to existing programs that seek to encourage population growth through enhancing the amenity of the Loddon Shire townships and encouraging economic development. Many activities already committed to by Council support population growth and this is recognised by this strategy. The table in Section 9, Costing and Funding of Actions, identifies a number of targeted projects specific to this project to support growth in appropriate locations.

3 RISK ANALYSIS

Settlement planning is critical to ensure that there is a sufficient supply of residential land in suitable locations to accommodate growth. Settlement planning will support the efficient use of infrastructure and can minimise impact on the agricultural economy.

4 BACKGROUND

4.1 Loddon Shire

Loddon Shire is located to the north west of the regional city of Bendigo. It has a total area of almost 6,700 square kilometres, and a population of approximately 7,500 people.

Loddon Shire is a community of communities, with the population dispersed across farming areas, rural living clusters, townships and villages. These towns and communities are proud, resilient and self-sufficient, each playing a vital role within their respective districts.

¹ Council Plan 2017-2021, Loddon Shire Council
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Figure 1 Loddon Shire location

4.2 Historical settlement

The Dja Dja Wurrung are recognised as the Traditional Owners of much of the Loddon Shire.

European settlement of the Loddon Shire area commenced with pastoral occupation during the 1840s following Major Mitchell's exploration in 1836. The discovery of gold in 1852 dramatically changed settlement, and resulted in the development of most of the towns in the south of the Loddon Shire, including Wedderburn, Inglewood and Tarnagulla.

Development of irrigation in the north of the Loddon Shire provided for greater investment in agriculture, and supported the associated growth of towns such as Boort and Pyramid Hill.

5 METHODOLOGY

Development of this settlement strategy has involved:

- a workshop with community leaders to determine their vision for their communities and the Loddon Shire as a whole
- an audit of housing, vacant land and the public realm to assess the supply of housing, development options and opportunities to enhance connection and amenity
- a review of population and development data to determine trends and predict future opportunities
- community consultation via community drop in sessions and written submissions.

6 STRATEGIC CONTEXT

6.1 Loddon Shire Council Plan 2017-2021

Loddon Shire Council's vision is to be a prosperous, vibrant and engaged community. The Council Plan identifies that Council has committed to strive to grow and invigorate Loddon's population, with the preparation of a Settlement Strategy to provide a suitable supply of residential land in and around towns being nominated as an action to support growth.

6.2 Loddon Shire Economic Development Strategy 2015-2019

Population growth is also at the heart of the Economic Development Strategy, along with agriculture and tourism. Affordable land, lifestyle properties and enhanced liveability are identified as key opportunities in the Economic Development Strategy. This strategy is currently being reviewed.

6.3 State Planning Policy Framework

The State Planning Policy Framework requires that Council is to anticipate and respond to the housing needs of the existing and future communities. It is to facilitate sustainable development that takes full advantage of existing settlement patterns and investment in transport, utility, social, community and commercial infrastructure and services.

The State Settlement Strategy seeks to deliver choice through a network of settlements, linked through transport, digital telecommunications and service provision and retail relationships. Growth will be focused in Melbourne and regional cities, including Bendigo; however growth of smaller townships is supported where infrastructure is available or can be provided in a cost effective and sustainable manner. The ongoing liveability of towns that are struggling to retain population should be protected through maintaining service provision and dispersed settlement is to be avoided to protect agricultural land and environmental assets.

6.4 Loddon Mallee Regional Strategic Plan (2015-2018)

The Loddon Mallee Regional Strategic Plan identifies that the growth and diversification of agriculture and food production is a key direction for the ongoing viability of the region. Bendigo will maintain its role as a regional centre, but small towns in the region need to be supported to provide an appropriate standard of living.

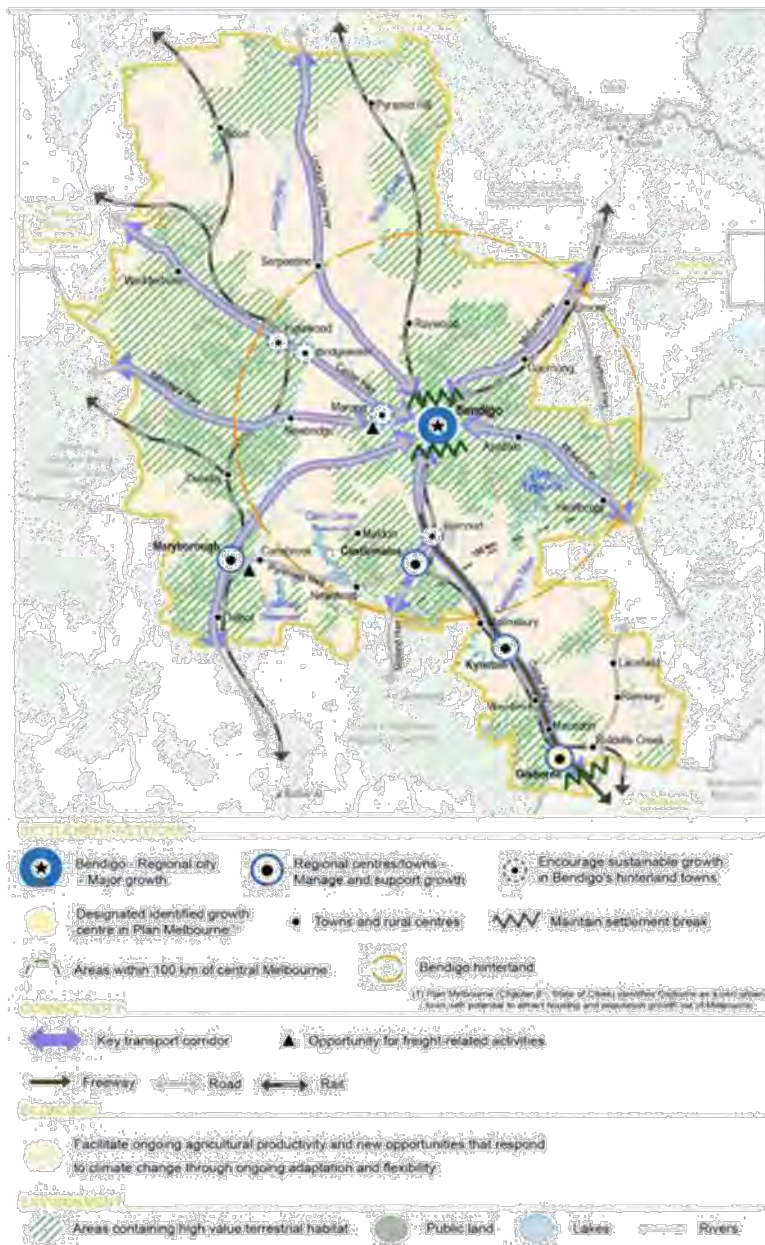


Figure 2 Loddon Mallee South Future Growth Plan

6.5 Loddon Mallee South Regional Growth Plan (2014)

The Loddon Mallee South Regional Growth Plan aims to focus growth on existing settlements with capacity to expand. It supports the role of small towns and settlements and particularly identifies support for growth of Inglewood and Bridgewater due to their proximity to Bendigo. It further identifies the role of the rural areas for agriculture, and the need to manage settlement to protect this activity.

7 ISSUES AND TRENDS

This section of the report identifies key issues that will influence the direction of the Settlement Strategy. These issues include existing trends that can be extrapolated to provide an understanding of what might happen in the future, as well as constraints and opportunities that will determine the capacity and suitability of towns and settlements to attract and accommodate growth.

The Victorian Planning Authority has supported Council in the development of this strategy through the funding of research into population change, and housing and land supply through the Streamlining for Growth program. This research included an analysis of Australian Bureau of Statistics Census data, Council building approval data and an on ground assessment of housing condition in the five larger towns. These reports are included in Appendix 1 and 2, with the key findings included below.

7.1 Population change

A review and analysis of population characteristics and change based on the results of the 2016 Australian Bureau of Statistics (ABS) Census has been conducted and the full report is included in Appendix 1.

This research revealed the following population trends and characteristics in Loddon Shire.

7.1.1 Population decline

Loddon Shire has experienced population decline of approximately 1,000 people since 1996. In 1996 there were 8,555 residents and this declined to 7,512 residents in 2016 (ABS Place of Usual Residence 2016). However, between 2011 and 2016, population stabilised, with a slight increase from 7,296 in 2011. The most recent Victorian Government population projections suggest a continued slow decline in population. Population decline in Loddon Shire is associated with aging, agricultural restructure, population centralisation into larger urban centres and global economic trends leading to employment loss. These factors are largely beyond the influence of local government. However, this decline and the effect of these influences are not consistent across the Loddon Shire. In the south east of Loddon Shire, population decline and aging is less evident indicating an influence associated with the proximity to the regional centre of Bendigo. Inglewood, in particular, has experienced an increase in population since 2006 following a period of decline, and a positive annual average change in children under 14 years. Other towns are showing a loss in this age group over the last ten years.

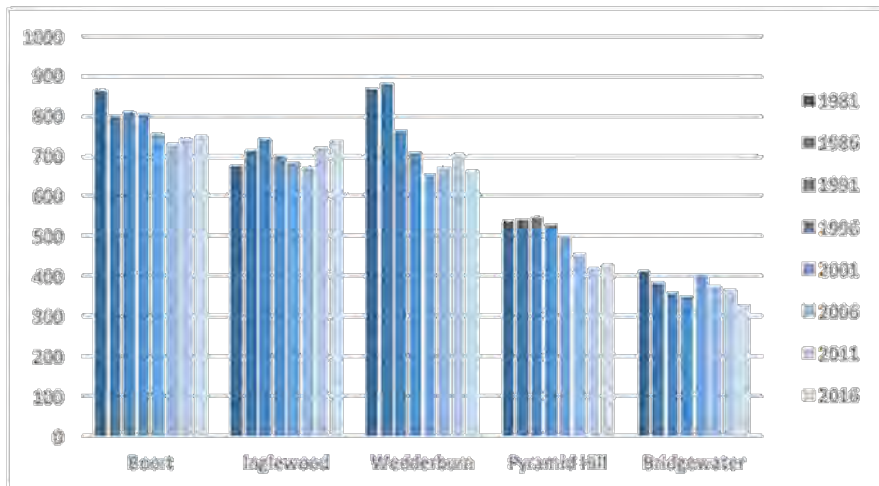


Figure 3 Population change (ABS - 1981-2016) Loddon Shire primary urban centres

7.1.2 Population aging

A significant proportion of the Loddon Shire population is aged over 50 years. This is consistent with age structures in many communities in North West Victoria. As Figure 4 indicates, the population retains school-aged children, but young adults remain a very small part of the population structure. This has ongoing implications in terms of growth as the young adult cohort drive population growth and housing development. Again, this trend is less evident in some towns.

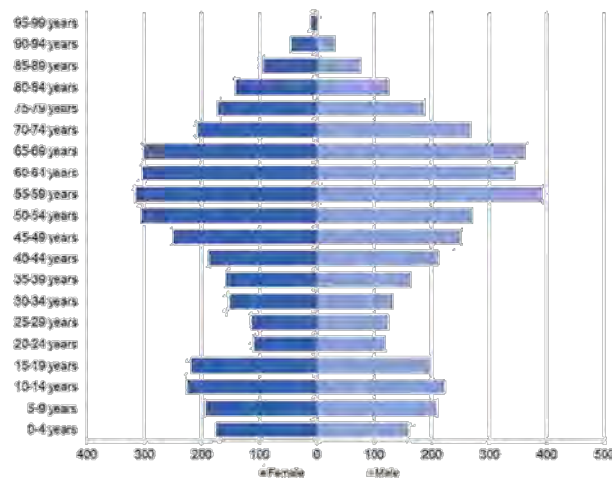


Figure 4 Age and gender structure Loddon Shire 2016

7.1.3 Migration

Loddon Shire experienced net outward migration of 108 people between 2011 and 2016, with 1,215 people leaving and 1,107 moving into Loddon Shire. Outward migration was most evident through migration to Bendigo, with some movement to Melbourne and to the surrounding regional local government areas including Campaspe, Swan Hill and Gannawarra. Inward migration was mostly from Bendigo and Melbourne. Overall, there was a net loss of people to Bendigo amongst younger age groups and net gain of people in older age groups from diverse locations, including metropolitan Melbourne and larger regional centres. Migration trends

suggest school leavers leaving to seek further education and employment and inward migration based on those seeking affordable housing options.

In 2016, nearly 14% of the Pyramid Hill population was born in Philippines (ABS Census). Opportunities of employment in intensive agriculture have attracted these residents, who have become valued members of the community. It is believed that this community has continued to grow and they now comprise a greater proportion of the local population.

The motivations for migration vary with age and life stage, with education, work-lifecycle and household formation/dissolution the main drivers. Notwithstanding the dominance of just a few economic factors in driving migration, surveys of those who have actually moved from Melbourne to regional Victoria have found a complex mix of factors. According to the 2009 RDV Relocated Residents survey, the main personal drivers for relocation are family (48%), employment (44%) and lifestyle (27%).

7.1.4 Employment

Nearly all employment sectors are declining as an employment feature, with growth notable in mining (from a very small base), finance and health services. While most of the local workforce lives locally, almost 30% live elsewhere, mostly in Greater Bendigo. Similar numbers of Loddon residents commute out of the Shire for work.

Agriculture, manufacturing, education and health care have some of the highest levels of employees commuting into Loddon Shire from elsewhere. Some of the key employment options within the Loddon Shire include healthcare (Boort and Inglewood hospitals and aged care facilities), education (nine schools, including four with secondary years), Local Government (Loddon Shire) and agribusiness including Laucke, Southern Stockfeeds, Hazeldenes, Kia Ora, Loddon Valley Eggs and Scato Plus.

7.1.5 Households

Patterns of household formation are central to considering land use and settlement. At the 2016 census, Loddon Shire had 2,957 households, fewer than the 3,133 households recorded in 2006. The average household size in 2016 was 2.2 persons, a decline from 2.3 persons in 2006.

The ageing of the population is reflected in the decline in family households with children and an increasing share of lone person households. These are trends apparent generally in Australia, but they are more evident in rural areas.

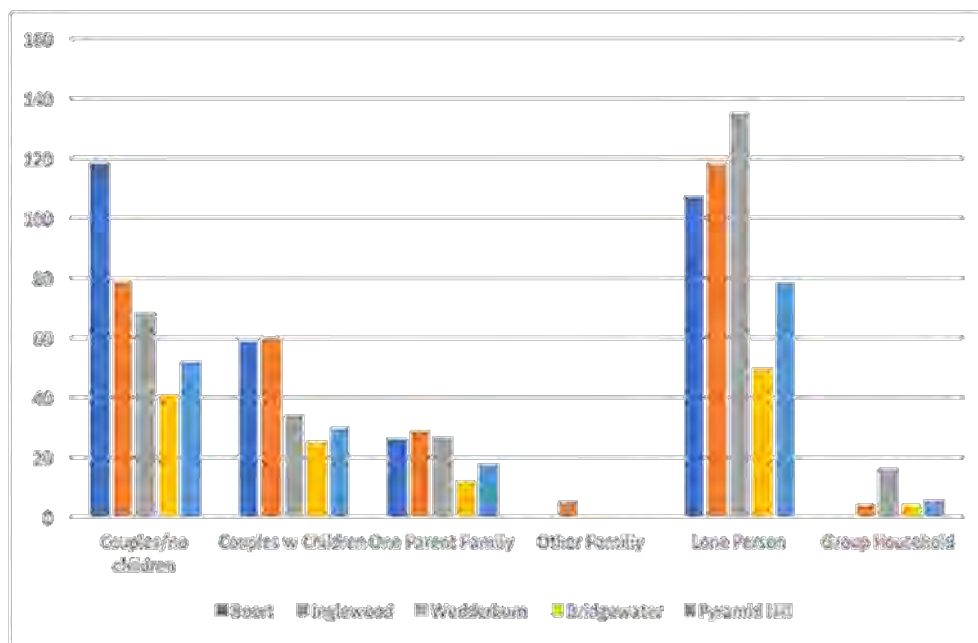


Figure 5 Household type Loddon Shire primary urban areas

7.2 Urban land and housing supply

7.2.1 Housing supply

The towns of Loddon Shire are dominated by single storey, stand-alone dwellings. While this pattern of dwelling structure is typical in small towns across Victoria, it is clear that the household structures and age cohorts increasingly dominant in Loddon Shire (and other communities) less typically comprise ‘family’ households. Consequently, scope for housing choice, particularly for older people appears limited and may affect decisions about remaining in Loddon Shire or moving to Loddon Shire.

Housing quality varies, and despite this being a relatively subjective measure, it is evident that there are large amounts of housing that have seen minimal investment over many years and, in some instances, have potential for renewal or removal. This has implications in terms of the suitability and sustainability of the existing supply, as well as the impacts on the amenity and presentation of the township areas. The opportunity for redevelopment of sites with low quality housing contributes to the land supply levels in the towns.

The ABS 2016 Census also suggests that there are high levels of vacant housing in Loddon Shire with 20% of all dwellings deemed unoccupied. While the figure is slightly lower in Boort and Inglewood, and slightly higher in Wedderburn, there appears to be a significant proportion of housing stock currently vacant.

7.2.2 Residential development opportunities

There are considerable residential development opportunities on existing vacant lots, both smaller and larger, within the urban and rural living areas of Loddon Shire as indicated in Table 1 below. The traditional low density of development in Loddon towns provides a significant opportunity for infill in the form of further subdivision of existing residential lots, as well as multi unit developments on larger vacant parcels where sewerage has been provided. Although not all lots are available or suitable for residential development, existing vacant lots are estimated to offer opportunities for urban infill of at least 500 new single dwellings in the five larger towns and

considerably more multi-unit developments or should the land be further subdivided to provide for additional stand alone dwellings. Smaller towns and rural living areas also offer opportunities for new housing.

Table 1 Vacant land parcels by zone

Town	Zone	Lots	Area (ha)
Boort	Township	143	32.4
Bridgewater	Township	123	31.4
	Low Density Residential	4	25
Dingee	Township	13	3.5
Eddington	Township	70	40
Inglewood	Township	158	54.3
	Low Density Residential	41	95.7
	Rural Living	82	844.5
Laanecoorie	Township	11	6
Mitiamo	Township	11	7
Newbridge	Township	40	12
Pyramid Hill	Township	71	9.1
Serpentine	Township	22	150
Tarnagulla	Township	49	4.5
Wedderburn	Township	110	27.5
	Low Density Residential	25	20.5
	Rural Living	265	1110

Accompanying maps are included in Appendix 4.

7.2.3 Development trends

Despite trends of population decline, there has been new housing development in the Loddon Shire. Overall, the data suggests strong clustering in and around Boort, Bridgewater, Inglewood, Pyramid Hill and Wedderburn, with a particular trend towards the towns in the southern part of Loddon Shire. This clustering has become more apparent in the later years – since about 2011. This is borne out by the data collected in the field study, where data collectors noted a number of new dwellings in each town, including relatively new multi-unit developments. Clustering of more recent developments in rural living areas of the south of the Loddon Shire is also evident.

Demand for residential development has also been demonstrated in the approval of a number of urban subdivisions within the towns of Boort, Bridgewater and Inglewood. Over the last two years, 17 new urban lots have been created.

Figure 6 Loddon Shire residential building approvals 2006-2017²

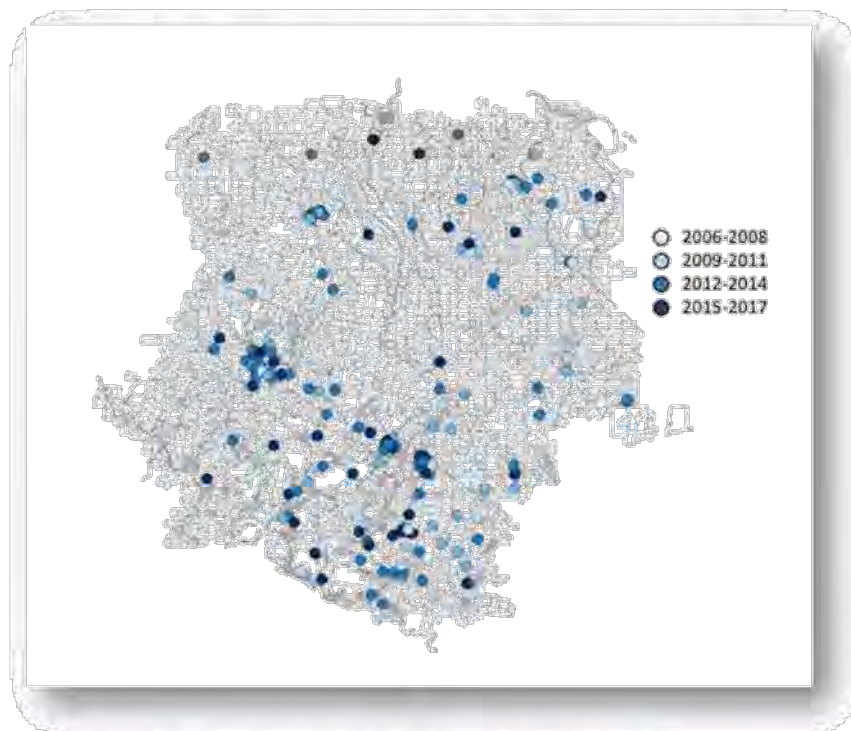


Table 2 Loddon Shire new housing development by zone³

Locality	2006-2008	2009-2011	2012-2014	2015-2017	Total
Boort TZ	2	9	5	3	19
Bridgewater TZ	1	6	3	4	14
Bridgewater LDRZ				1	1
Inglewood TZ	4	2	10	11	27
Inglewood LDRZ			2	1	3
Inglewood RLZ		2		1	3
Pyramid Hill TZ	2	3		3	8
Wedderburn TZ	3	7	10	5	25
Wedderburn LDRZ					0
Wedderburn RLZ	2	5	7	7	21
Other TZ	4	2	5	5	16
Other RLZ	1		2		3
Rural Balance	20	37	60	44	161
Total	39	73	104	85	301

7.3 Rural living

Loddon Shire has a strong tradition of rural living in the southern parts of the municipality. The opportunity to live on larger lots in a forested or agricultural landscape is an important part of the attraction and liveability of the area. However this form of land use comes at a cost in terms of

² New dwelling approvals and may include some additions and alterations due to classifications.

³ New dwelling approvals and may include some additions and alterations due to classifications.

servicing and the potential impact on agriculture and the environment. The location and extent of rural living needs to be carefully managed to ensure that while this form of land use is supported, it is done so in an economically and environmentally sustainable manner.

There is land zoned Rural Living around Inglewood, Wedderburn, Dunolly, Laanecoorie and Tarnagulla. There is also land at McIntyre that, although zoned Farming, was developed and functions as a rural living community. The supply of Rural Living zoned land in Loddon Shire was significantly enhanced in 2016 with the approval of amendment C36 to the Loddon Planning Scheme. This amendment recognised a number of the existing rural living developments in the municipality, and rezoned them from Farming Zone to Rural Living Zone.

Table 3 provides an estimate of the capacity for new development within existing rural living areas.

Table 3 Rural living estimated growth capacity

District	Approximate growth capacity	
	Dwellings ⁴	Years supply ⁵
Dunolly	50	20
Inglewood	90	20
Laanecoorie	10	5
McIntyre	50	20
Wedderburn	200+	30+

7.4 Agriculture

Agriculture is the economic foundation of the Loddon Shire. It provides over 1,000 jobs (almost half of local employment) and produces over \$300m worth of productivity. The opportunity to operate and expand relatively unhindered is fundamental to the ongoing viability of agriculture. The ability to accommodate intensive animal businesses and the required buffers because there is minimal housing development in the rural areas is a competitive advantage of Loddon Shire. Over the last five years approval has been granted for a number of large intensive poultry, egg and pig production facilities.

The north of the Loddon Shire has access to irrigation, and considerable investment has been made in this infrastructure in recent years. The large properties in the south of the Loddon Shire are well suited to wool, prime lamb and cereal production. The South West Loddon Pipeline will enhance agricultural viability and opportunities in the south of the municipality.

Settlement needs to be planned to protect agricultural activity, and opportunities for new intensive agriculture development proposals.

7.5 Natural values

The Loddon Shire includes some significant natural values including remnant grasslands, forest areas and water bodies. These natural values make an important contribution to the amenity of the municipality and are a tourist attraction. Settlement should avoid areas of high natural value. Figure 7, below, indicates the relatively high contribution of natural values in Loddon Shire compared to adjoining municipalities to the northwest.

⁴ Based on number of vacant lots

⁵ Based on average building approvals (new dwellings) per year 2006-2017

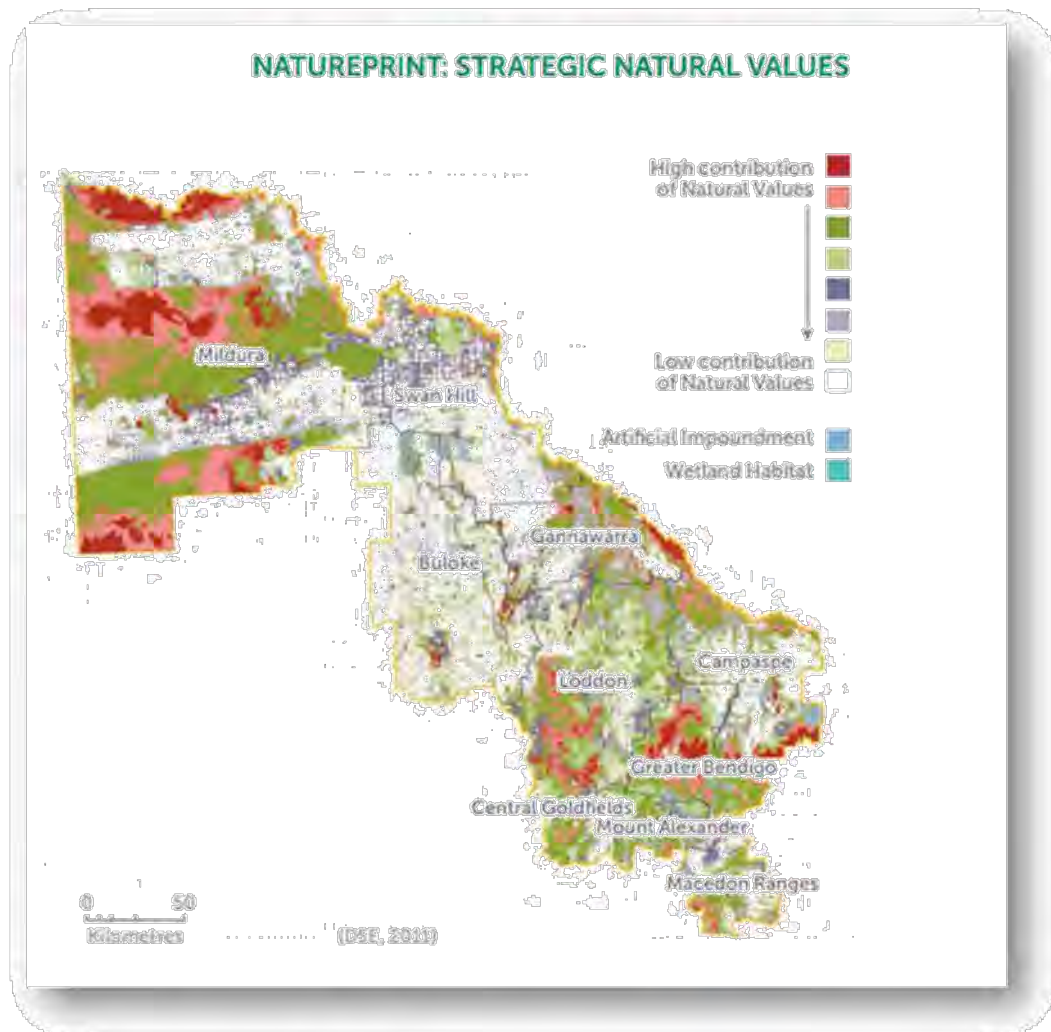


Figure 7 Regional natural values

7.6 Bendigo

The City of Greater Bendigo is the adjoining municipality to the southeast of Loddon Shire. This regional city is showing strong growth, with its residential strategy aiming to accommodate up to 200,000 people over the next 20 years. This is an almost doubling of its current population.

Loddon Shire could benefit from this strong growth through being able to offer more affordable housing, in smaller communities within reasonable proximity to Bendigo. This strong growth in the Bendigo region is expected to deliver residential, economic and employment growth within Loddon Shire for those areas within commuting distance of Bendigo.

7.7 Infrastructure

7.7.1 Water and sewerage system

Within the Loddon Shire, urban reticulated water and the sewerage system are provided by Coliban Water.

Table 4 below sets out those towns with access to reticulated treated water and, in some cases, sewerage system in the Loddon Shire.

Table 4 Water and sewerage system provision, Loddon Shire urban areas

Town	Water	Sewerage System
Boort	✓	✓
Bridgewater	✓	✓
Inglewood	✓	✓
Korong Vale	✓	x
Laanecoorie	✓	x
Pyramid Hill	✓	✓
Serpentine	✓	x
Tarnagulla	✓	x
Wedderburn	✓	✓

A number of other smaller towns, such as Dingee and Mitiamo, have untreated reticulated water, and no sewerage system.

The lack of a sewerage system is a significant limitation in terms of urban growth as lots must be able to treat and contain wastewater within the boundary of the property. Generally lots will need to be greater than 0.4ha to be able to adequately treat and retain waste water for a normal family dwelling, subject to soil conditions and other environmental considerations.

7.7.2 Road network

Council maintains nearly 5,000km of roads at an annual cost of around \$7 million, including capital renewal. Ongoing financial constraints on local government require that Council aim to minimise the extent of its road network to ensure financial sustainability.

Financial Costs of Settlement Patterns in Rural Victoria (Final Report June 2013) concluded that dispersed residential development (despite its more basic standard) generates considerable cost to local government and tends to be the most expensive form of development to councils in the long term. In contrast, infill development, that is development which takes place on vacant parcels of land within existing infrastructure networks, generates considerably less cost to local government. Greenfield development and its high level of infrastructure provisioning (typically paid for by developers) lumps councils with significant ongoing costs. The findings suggest that councils should consider financial implications in setting settlement policy as the effects of incremental dispersed development over time can be quite detrimental to council budgets, particularly in councils where there is limited growth otherwise.

Within Loddon Shire, not all rural roads are constructed to an all-weather standard, and as the planning scheme requires that the use and development of land for a dwelling is dependent on all-weather access, some proposals will require the applicant to upgrade their access at their cost. Although the developer pays to upgrade the road, it falls to Council to take on the maintenance. The cost of the provision of this infrastructure can discourage new development.

New settlement should be focussed in and around existing towns and the existing all-weather road network and any proposals that require the construction of new roads, even at the cost of the developer, should be minimised.

7.7.3 Other

Other significant infrastructure within Loddon Shire includes the Inglewood and Boort hospitals, and their associated aged care facilities and a number of primary and P-12 schools. Access to these services supports population growth and provides local employment.

7.8 **Flooding**

Significant parts of the Loddon Shire are subject to flooding.

The Bridgewater Township was extensively affected in the 2010 - 2011 floods, with many dwellings damaged. The opportunities for growth and development of certain parts of this town will be constrained by flood risk, however there remains opportunity for growth outside of these areas.

In seeking to avoid future flood risk, the North Central Catchment Management Authority (as the floodplain manager), will work with Council to manage both subdivision and development of land that has been identified as flood prone. Land that is not flood prone but relies on access that is subject to significant flood risk may also be subject to restrictions on development due to the risk to life and safety of residents trying to leave the property during a flood event. Flood prone land may be managed by imposing a minimum floor level on a proposed dwelling, preventing the further subdivision of land or by preventing development of a site all together.

Boort, Serpentine, Wedderburn, Inglewood and Pyramid Hill have some limitations due to the risk of flooding, however they are not as extensive or limiting as is the case at Bridgewater.

7.9 **Bushfire**

Bushfire risk will limit the growth of some fringe areas of Inglewood and Wedderburn due to their proximity to State forest. State Planning Policy requires that population growth be directed to low risk areas. Any development of existing urban zoned land for residential development will require a risk based design that seeks to minimise this threat to human life. This may involve buffers and lower development density, as well as building design and materials, to address fire risk.

7.10 **Climate change**

The predicted temperature increase as a result of climate change will have an impact on the amenity and liveability of Loddon towns in summer, in particular in aging and poor quality housing stock. New residential development must be well designed and energy efficient, with trees preserved where possible to ensure shade, to respond to this risk.

7.11 **Physical and social amenity**

High physical amenity is recognised as an influencing factor in the decision to relocate to a rural area. While all towns in the Loddon Shire have characteristics that contribute to a level of amenity, primarily their rural setting, access to water in an otherwise dry landscape is a particularly attractive attribute of Bridgewater, Boort, Laanecoorie, Newbridge and Eddington. The unique heritage character of the main street in Inglewood makes a significant contribution to the amenity of that town.

However, it has also been recognised that physical amenity can prove insufficient if other needs are not met. The opportunity to meet and connect through community groups, events and even

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the opportunity to walk within a community, contribute significantly to the social amenity of a town and provide a reason for residents to remain or return.

7.12 Community consultation

Community consultation was conducted through drop in sessions advertised in local papers and electronic platforms. Written submissions were also invited.

The key messages from the community consultation were:

- growth is supported
- township character must be preserved
- need to enhance amenity and services
- housing suited to older residents is required
- new industry and employment, including growth and diversification of agriculture, is required to attract population.

Details of the community consultation are included in Appendix 3.

7.13 Growth potential of Loddon Shire towns

Table 5 Loddon Shire Towns – opportunity for growth

	Land supply	Proximity to major regional centre	Infrastructure availability	Free from environmental constraints (e.g. Flooding, bushfires)	Amenity	Existing growth trends	Housing suitability (size, quality)
Inglewood	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	✓✓
Boort	✓✓	✓✓	✓✓✓	✓✓	✓✓✓	✓✓	✓✓
Bridgewater	✓✓✓	✓✓✓	✓✓	✓	✓✓✓	✓✓	✓✓
Wedderburn	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓	✓✓
Pyramid Hill	✓✓✓	✓✓	✓✓✓	✓✓	✓✓	✓✓	✓
Eddington	✓✓✓	✓✓✓	✓	✓	✓✓✓	✓	✓
Dingee	✓	✓✓✓	✓✓	✓✓✓	✓	✓	✓
Newbridge	✓✓	✓✓✓	✓	✓	✓✓✓	✓	✓
Serpentine	✓✓✓	✓✓✓	✓	✓	✓✓	✓	✓
Laanecoorie	✓	✓✓✓	✓	✓	✓✓✓	✓	✓
Mitiamo	✓✓	✓✓	✓	✓✓✓	✓	✓	✓
Tarnagulla	✓	✓✓✓	✓	✓	✓✓	✓	✓
Korong Vale	✓	✓✓	✓	✓✓	✓	✓	✓

Table 5 provides a relative comparison of the Loddon Shire towns in terms of their suitability and potential for growth based on existing conditions. These drivers or requirements for growth have been discussed in this section of the report and provide an understanding of, firstly, the capacity of the township for growth (infrastructure, land supply) and secondly, the likelihood of the town attracting growth (access to employment, amenity).

Inglewood ranks strongly due to its proximity to Bendigo, level of infrastructure (water, sewerage, hospital and aged care facility) and amenity associated with its heritage character.

Boort also has high levels of infrastructure (including a hospital and P-12 school), high amenity associated with the lake, but distance to Bendigo does have some effect on its ability to attract growth. Limited infrastructure and flooding issues affects Bridgewater's suitability for growth, despite its strong amenity associated with the Loddon River.

The proximity to Bendigo can be counteracted to some extent through the support and encouragement of local employment options. This can include further development of the tourism and agricultural industry with this being considered in the new Tourism and Economic Development Strategy that is currently being prepared. However provision of local employment needs to be partnered with appropriate housing options, in particular quality housing, and township amenity in terms of presentation and social connection, to best position Loddon Shire to attract new residents.

Some of the requirements of growth can be changed through government investment (e.g. Infrastructure); however the cost of this is likely to be significant. For example the provision of reticulated water and sewerage at Newbridge, which is currently the subject of an economic assessment.

8 STRATEGY

The Loddon Shire has considerable capacity for residential growth. The Loddon Shire Settlement Strategy recognises that there is an existing substantial supply of vacant residential land, and that generation of demand must accompany provision of land in the pursuit of growth. Demand can be encouraged through economic development and enhanced physical and social amenity. This strategy links a range of Council responsibilities and priorities, including land supply, infrastructure provision and economic development to support sustainable settlement planning.

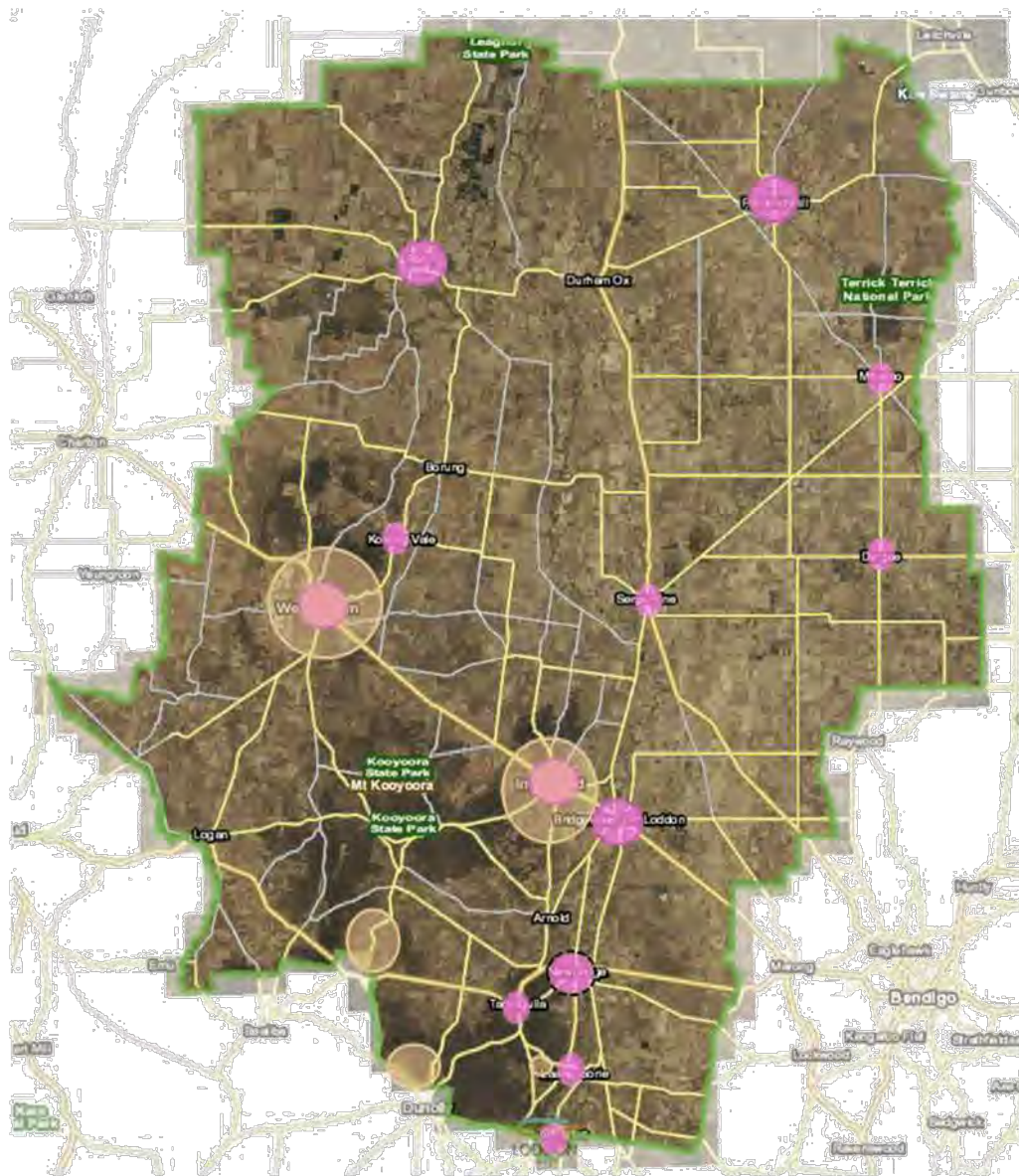
This strategy seeks to facilitate population growth and build on existing communities to support their viability and maximise infrastructure investment. This strategy provides for a range of residential forms across the Loddon Shire while also protecting the opportunity for the agricultural sector to readily operate and expand, managing Council's infrastructure liability and preserving the unique landscape and amenity of Loddon Shire.





This strategy aims to support *vibrant communities in a productive agricultural landscape*.

This strategy is framed by the following objectives:

- Provide for and encourage residential **growth** in the existing well serviced towns.
- Support a **diversity** of residential opportunities across the Loddon Shire including conventional residential, medium density and rural living.
- Protect the opportunity for the **agricultural sector** to operate and expand relatively unhindered as it is the driver of economic growth.
- Maximise the use of **existing infrastructure**, including roads, community and sporting facilities.
- Attract and retain residents through enhancing the physical and social **amenity** and encouraging **connection** and **attachment**.
- Encourage **sustainable** urban forms, including walkable towns and infill development.
- Protect the **environmental** assets of the Loddon Shire, including native vegetation and waterways for their contribution to amenity, tourism value and agriculture.

LODDON SHIRE SETTLEMENT STRUCTURE PLAN



	<p>Priority growth towns – support infill and urban consolidation, provide for urban expansion when required.</p>
	<p>Potential new growth opportunity – opportunity for new growth subject to the provision of sewer and water.</p>
	<p>Existing small townships – support ongoing residential development through infill of existing Township zoned land subject to satisfactory effluent disposal.</p>
	<p>Rural living communities – support consolidation and ongoing supply in accordance with State planning policy.</p>

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8.1 Priority growth towns

New residential development, at a range of densities, will be encouraged within the towns of Boort, Bridgewater, Inglewood, Pyramid Hill and Wedderburn. The relative low density of development in the towns, along with multiple vacant parcels, provides significant opportunities for infill development and increased densities in key locations and this opportunity will be promoted.

These towns have the greatest range of infrastructure and therefore provide the most sustainable and economically efficient option for growth. In particular, the availability of reticulated sewerage provides a significant advantage to these towns over others in the Loddon Shire.

Based on current development rates, these five towns currently offer significant capacity for new residential development through the use of existing vacant lots and redevelopment or restoration of older housing, with future opportunities for urban expansion should the rate of development increase. Infill development in the form of further subdivision of existing urban lots (smaller than 300m² may be possible) delivers a significant opportunity to local residents and Council. Residents are able to subdivide and sell underutilised land within the Township zone for residential development and a higher density of development will provide for a more efficient urban form and infrastructure use. This strategy will deliver the following growth opportunities.

Town	Approximate growth capacity - dwellings ⁶		
	Short term (currently zoned TZ) ⁷	Years supply ⁸	Long term (subject to rezoning)
Boort	70	30	500+
Bridgewater	TZ 200+ LDRZ ⁹ 70+	100+ 70+	500+
Inglewood	TZ 200+ LDRZ 200+	70 100+	400+
Pyramid Hill	80	80	300+
Wedderburn	TZ 300+ LDRZ 40	100 40+	200+

⁶ At 15 lots / hectare and based on structure plan

⁷ Township Zone

⁸ Based on average building approvals (new dwellings) per year 2006-2017

⁹ Low Density Residential Zone

8.1.1 Boort settlement structure plan



★	Existing residential infill growth opportunity – approximate yield of 50-60 lots from these three sites.
➔	Future residential growth opportunity (subject to flood management, environmental and heritage considerations).

The key strategic objectives for Boort are:

- Focus residential growth around the lake and town centre.
- Enhance visual and physical links to the lake.
- Support infill, medium density housing.
- Support residential development of key infill sites – opposite the caravan park and the former primary school site.
- Protect light industrial expansion opportunities.

To achieve these objectives, Council will:

- Consider investigating development opportunities and interest for former primary school site and McMillans Rd land, including discussions with land owners.
- Continue to investigate opportunities to upgrade the main street and lake environs.
- Construct a flood levee to protect residential areas and future growth area on the east side of town.
- Investigate alternative zoning opportunities for land to the west of the railway line.

8.1.2 Bridgewater settlement structure plan



★	Existing residential infill growth opportunity – approximate yield of 200+ lots from these sites.
➔	Future residential growth opportunity (subject to flood management, environmental and heritage considerations).

The key strategic objectives for Bridgewater are:

- Enhance the visual and physical links to the Loddon River.
- Support residential development of key infill sites.
- Maximise development opportunities on land south of Sugargum Drive.
- Protect existing industry.
- Minimise flood risk to residents and infrastructure.

To achieve these objectives Council will:

- Update flood controls based on recent mapping.
- Discuss the potential to increase development density of Sugargum Drive land with Department of Environment, Land, Water and Planning (DELWP).
- Continue to investigate opportunities to upgrade the main street and river environs.
- Complete the foreshore development project.
- Support community and tourism uses on the Loddon River.

8.1.3 Inglewood settlement structure plan



★	Existing residential infill growth opportunity – approximate yield of 200+ lots from these sites.
➡	Future residential growth opportunity.
➡	Rural living

The key strategic objectives for Inglewood are:

- Focus residential growth around town centre.
- Support infill residential development, including medium density.
- Protect the heritage character.
- Support the development of rural living areas surrounding the town.

To achieve these objectives Council will:

- Continue to encourage DELWP to dispose of Crown land parcels that are suitable for development within the existing Township Zone.
- Develop and implement the Heritage Framework to provide interest free loans to assist with the restoration of heritage properties.
- Investigate options to upgrade Wet Lane / Walker Lane to all weather standard to open up this area of Rural Living Zone land.

8.1.4 Pyramid Hill settlement structure plan



★	Existing residential infill growth opportunity – approximate yield of 80 lots from these sites and other infill.
➔	Future residential growth opportunity.

The key strategic objectives for Pyramid Hill are:

- Focus residential growth around town centre.
- Support infill residential development, including medium density.
- Protect and enhance physical and visual links to the hill.

To achieve these objectives Council will:

- Investigate opportunities to subdivide and/or dispose of Council owned, vacant land in Pyramid Hill, including 13 Gregory Street and 11-13 Gladfield Rd.
- Investigate the future use vacant land to the north of Council’s depot site.

8.1.5 Wedderburn settlement structure plan



★	Existing residential infill growth opportunity – approximate yield of 200+ lots from these sites and other infill.
➔	Future residential growth opportunity.
➡	Rural living

The key strategic objectives for Wedderburn are:

- Support infill residential development at a range of densities.
- Upgrade pedestrian linkages throughout the town.
- Support quality development of rural living land.

To achieve these objectives Council will:

- Investigate opportunities to enhance the amenity and presentation of Ridge St in the vicinity of the Council residential development and the Council Depot.
- Investigate development opportunities for the vacant land at the southern end of the depot site.
- Continue to build on walking and bike tracks in and around town. Utilise information from the Public Realm Audit (refer Appendix 1).
- Develop and implement a Heritage Framework to provide interest free loans to assist with the restoration of heritage properties.
- Investigate development of Stage 2 of Ridge Street residential development should it be determined that additional land supply is required in the short term.
- Continue to investigate opportunities to extend the High Street streetscape works.

8.2 Potential new growth opportunity




The town of Newbridge has been identified as having unique qualities that could stimulate new growth and development. The high amenity location of Newbridge on the Loddon River, along with proximity to Bendigo, is considered to be a growth opportunity. This opportunity cannot be realised without reticulated sewerage and water. The cost of this infrastructure is a significant constraint and a Water and Sewerage Economic Assessment is currently being prepared to explore the feasibility of installation.

Town	Approximate growth capacity - dwellings		
	Short term (currently zoned TZ) ¹⁰	Years supply ¹¹	Long term (subject to sewer/water) ¹²
Newbridge	20	10	80+ (existing TZ) 500+ (rezoning)

¹⁰ At 2.5 lots / hectare (to meet effluent disposal requirements)
¹¹ Based on average building approvals (new dwellings) per year 2006-2017
¹² At 15 lots / hectare

8.2.1 Newbridge settlement structure plan



	Existing residential growth opportunity – subject to effluent disposal requirements and management of flood risk.
	Future residential growth opportunity subject to the installation of reticulated sewer.
	Review zoning due to flood risk

The key strategic objectives for Newbridge are:

- Support the growth of the town subject to wastewater disposal requirements.
- Minimise flood risk to the community and infrastructure.
- Protect the river environs and enhance links between residential areas and the river;

To achieve these objectives Council will:



- Work with the community to lobby Coliban Water and government to provide reticulated sewer and water for Newbridge.
- Update flood mapping to accurately identify risk.

8.3 Existing small townships

New residential development will be supported in the existing township area of the smaller towns where it can be demonstrated that effluent can be managed in accordance with relevant legislation. In the absence of reticulated sewer, expansion of the urban area cannot be supported. The extent of the urban area in some towns (Serpentine, Laanecoorie and Newbridge) should be reviewed due to flood risk.

Town	Approximate growth capacity	
	Dwellings ¹³	Years supply ¹⁴
Dingee	5	5+
Eddington	70	50
Korong Vale	15	15 +
Laanecoorie	13	10+
Mitiamo	15	15+
Serpentine	40 (outside LSIO ¹⁵)	40
Tarnagulla	6	5

Key for small townships structure plans

	Existing residential growth opportunity – subject to effluent disposal requirements.
	Review zoning due to flood risk

¹³ At 2.5 lots / hectare

¹⁴ Based on average building approvals (new dwellings) per year 2006-2017

¹⁵ Land Subject to Inundation Overlay

8.3.1 Dingee settlement structure plan



8.3.2 Eddington settlement structure plan



8.3.3 Korong Vale settlement structure plan



8.3.4 Laanecoorie settlement structure plan



8.3.5 Mitiamo settlement structure plan



8.3.6 Serpentine settlement structure plan



8.3.7 Tarnagulla settlement structure plan



8.4 Rural living

Rural living will continue to be supported as a valuable part of the residential opportunities in the Loddon Shire. The opportunity to live on a hobby farm or in a bush setting attracts many new residents to Loddon Shire. Building on existing rural living communities will ensure that the cost associated with this form of land use, including infrastructure provision and loss of agricultural land, will not outweigh the benefits.

District	Approximate growth capacity	
	Dwellings ¹⁶	Years supply ¹⁷
Dunolly	50	20
Inglewood	90	20
Laanecoorie	10	5
McIntyre	50	20
Wedderburn	200+	30+

The key strategic objectives for the rural living areas are:

- Support the ongoing development of the existing rural living areas.
- Minimise rural living housing elsewhere.

To achieve these objectives Council will:

- Investigate an amendment of the Schedule to the Rural Living Zone to reduce the permit trigger size for dwellings and minimum subdivision size to facilitate development and enhance supply without expansion of the rural living footprint.
- Develop a local planning policy that recognises the role and function of the McIntyre rural living area.
- Investigate options to upgrade Wet Lane / Walker Lane, Inglewood to all weather standard to open up this area of Rural Living Zone land.

¹⁶ Based on number of vacant lots

¹⁷ Based on average building approvals (new dwellings) per year 2006-2017

9 COSTING AND FUNDING OF ACTIONS

Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
Overall					
Incorporate the settlement objectives into the planning scheme structure plans for the growth towns.	N/A	N/A	Within existing resources	N/A	June 2021
Promote the opportunity for further subdivision of Township zoned lots (including those already developed) within the key growth townships.	N/A	N/A	Within existing resources	N/A	March 2020
Undertake an Industrial Land Strategy to support job creation in the municipality.	\$30,000	\$30,000	Nil	TBC	Dec 2020
Develop and implement a Heritage Framework to provide interest free loans to assist with the restoration of heritage properties to enhance the character, amenity and presentation of heritage towns.	N/A	N/A	Within existing resources	N/A	August 2020
Key Growth Towns					
Boort					
In conjunction with Economic Development, investigate development opportunities and interest for former primary school site and McMillans Rd land, including discussions with land owners.	N/A	N/A	Within existing resources	N/A	Dec 2019
Bridgewater					
Update flood controls based on recent NCCMA mapping.	\$100,000	\$80,000	\$20,000	State Government	August 2020

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Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
Discuss the potential to increase development density of Sugargum Drive land with DELWP.	N/A	N/A	Within existing resources	N/A	Dec 2020
Inglewood					
Encourage DELWP to dispose of Crown land parcels that are suitable for development within the existing Township Zone.	N/A	N/A	Within existing resources	N/A	Dec 2019
Pyramid Hill					
Investigate opportunities to subdivide and/or dispose of Council owned, vacant land in Pyramid Hill, including 13 Gregory Street and 11-13 Gladfield Rd.	N/A	N/A	Within existing resources	N/A	Dec 2019
Investigate future use of the north of Council depot site.	N/A	N/A	Within existing resources	N/A	June 2020
Wedderburn					
Investigate development opportunities to enhance the amenity of Ridge St in the vicinity of the new residential development including development of the vacant land at the southern end of depot site.	N/A	N/A	Within existing resources	N/A	March 2020
Investigate development of Stage 2 of Ridge Street residential development should this land be required.	N/A	N/A	Within existing resources	N/A	December 2020
New Growth Opportunities					
Newbridge					
Continue to work with Coliban Water and the community to investigate options, cost and funding sources for	N/A	N/A	Within existing resources	N/A	Ongoing

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Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
reticulated sewerage and water for Newbridge.					
Update flood mapping to accurately identify risk.	Currently in discussion with NCCMA. Likely to be predominantly funded by State Government.				2021-2025
Existing Small Townships					
Investigate restructure of small lots outside the Township Zone at Korong Vale.	N/A	N/A	Within existing resources	N/A	June 2021
Review zoning of flood prone land in Laanecoorie, Newbridge and Serpentine.	N/A	N/A	Within existing resources	N/A	Dec 2021
Rural Living					
Investigate an amendment to the Schedule to the Rural Living Zone to reduce the permit trigger for dwellings and the minimum lot size for subdivision to facilitate development and enhance the rural living land supply.	N/A	N/A	Within existing resources	N/A	June 2020
Develop a local planning policy that recognises the role and function of the McIntyre rural living area.	N/A	N/A	Within existing resources	N/A	June 2021
Investigate options to upgrade Wet Lane / Walker Lane to all weather standard to open up this area of Rural Living Zone land.	N/A	N/A	Within existing resources	Assets and Infrastructure Department	June 2020

N/A – Not applicable.

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**APPENDIX 1: Streamlining for Growth
Loddon Shire Towns Housing and Population
Summary – 2016 Census**

**APPENDIX 2: Streamlining for Growth
Loddon Shire Towns Housing and Public Realm Audit**

APPENDIX 3: Community Consultation Summary

APPENDIX 4: Township maps

Streamlining for Growth

Loddon Shire Towns Housing and Population Summary – 2016 Census



**Prepared by Loddon Shire and La Trobe University
Funded by the Victorian Planning Authority**



Loddon Population Profile

This Population Profile is specifically intended to support the 'Streamlining for Growth' Project, funded by the VPA. This project is part of a strategic exercise exploring housing needs in Loddon Shire, particularly in the five largest urban centres; Boort, Bridgewater, Inglewood, Pyramid Hill and Wedderburn.

Loddon Shire is an area dominated by agricultural land use and includes a number of small towns and rural districts. It sits within a large area of north-western Victoria that has experienced population stability, as well as population loss, over several decades. The patterns of change have been uneven, and these reflect issues of agricultural systems, proximity to larger regional centres and specific local conditions.

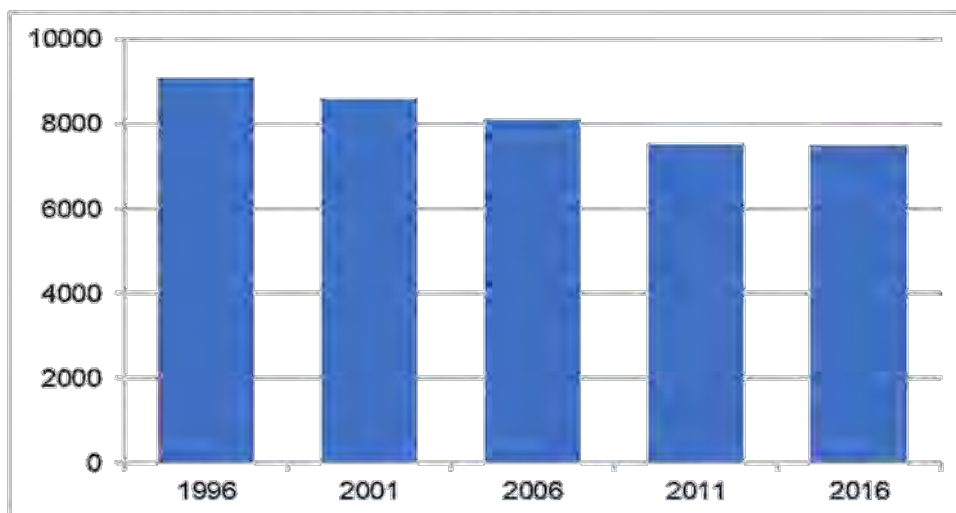
Characteristic demographic patterns include population ageing, rural population loss coupled with agricultural restructure and a reduction in farm numbers, and the centralisation of population into larger centres within the region - all outside of Loddon Shire. However there also evidence of growth, especially in the south of Loddon, where the expanding urban imprint of Bendigo is increasingly evident. Within these broader patterns some distinct features of change apply demographically and geographically, and these suggest implications for housing, land use and community planning. In conjunction with the town housing audit work accompanying this report, it is evident that housing diversity and housing need are mismatched in a number of locations, even within a context of slow or low population change. Consequently, the characteristics of change and of extant populations should be considered within the content of housing supply and its characteristics, especially where population mobility may be driven by local housing options and affordability.

This profile provides a review and analysis of population characteristics and change with a focus on the recently released results of the 2016 census. The profile is in two parts: firstly general population characteristics are profiled, secondly an analysis of these factors at a localised level are offered.

Population Change and Features

Population decline is the critical defining feature of the demography of Loddon Shire. Figure 1 shows a slow, population decline since 1996 which has slowed between 2011 and 2016 with only a slight recent population decrease. The most recent Victorian Government population projects suggest a continued slow decline in population, and while Loddon Shire has actively sought to address the impacts of this through community and economic planning, the structural basis for this trend is likely to remain. However, it is also apparent that in some localities within the Shire, these longer-term trends are less influential than exurban growth emanating from Bendigo.

Figure 1: Loddon Shire Population 1996-2016

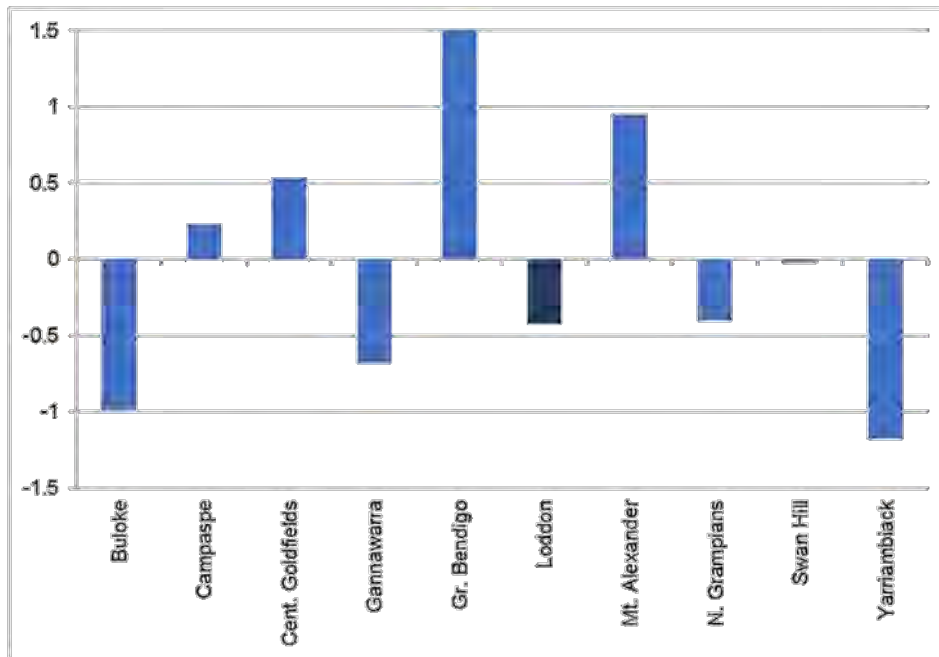


Source: ABS Counting Persons, Place of Usual Residence

This is broadly consistent with regional trends. Figure 2 provides comparative population change data for a number of regional Local Government Areas. Those areas with larger urban centres (Bendigo, Castlemaine, Echuca and Maryborough) are experiencing growth, while those areas characterised by agricultural production and smaller towns are experiencing decline.

Within these examples, trends include the centralisation of population into urban Echuca and Swan Hill, and growth focussed on locations near large urban centres – and increasing focus on Melbourne commuting even as far north as Castlemaine. Some areas of Loddon Shire offer good levels of access to urban Bendigo, but as discussed below, commuting flows go both ways.

Figure 2: Average Annual Change (Regional LGAs) 2006-2016 -%



The age structure of Loddon is striking, and consistent with recent census results (over several decades). It is also consistent with age structures in many communities in NW Victoria. As Figure 3 indicates, the population retains school-aged children, but young adults remain a very small part of the population structure.

The bulge in over 55 year olds is interesting as, at least in the 55-70 year age groups, has a gender mis-match, skewed to men. In older age groups this is (as is typical in most communities) skewed to women.

The broader implications of this structure for housing are discussed below in the description of household structures.

Figure 3: Age and Sex Structure, Loddon LGA, 2016

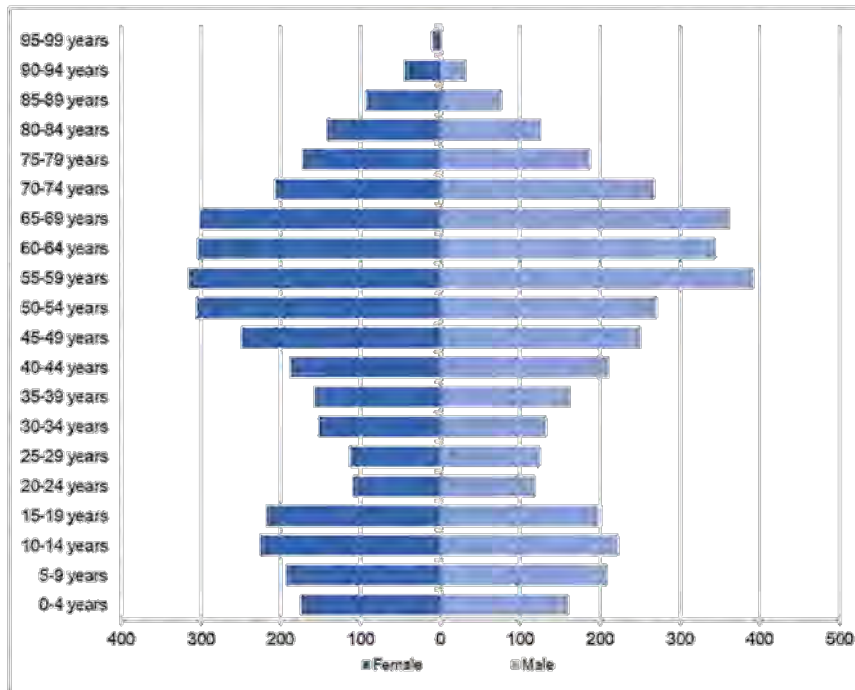
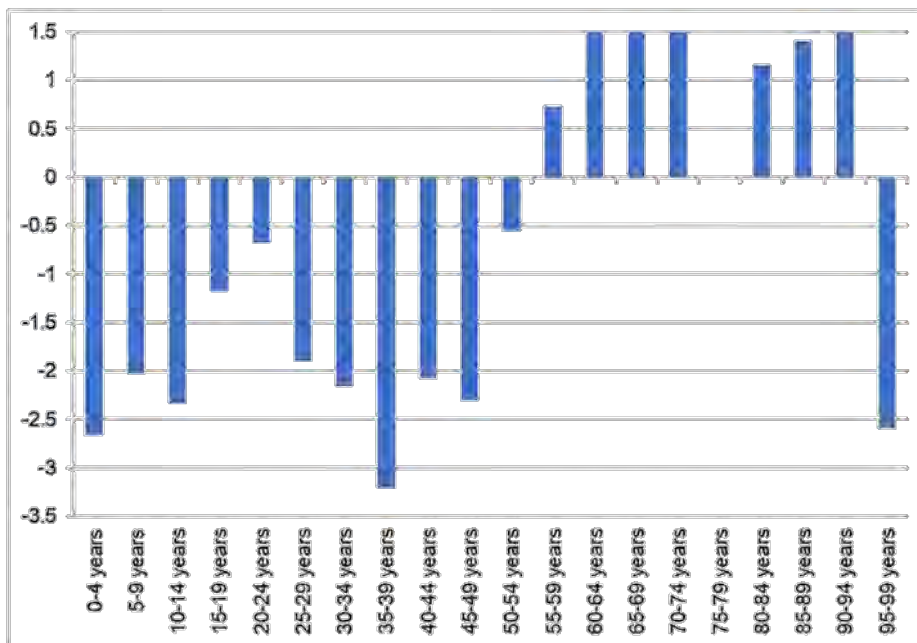


Figure 4 below indicates this pattern since 2001. There has been a decline in all age groups below 50 years and high rates of increase of the population aged 55-64 years, as well as amongst those aged on 80 years. Interestingly, the large decline in those aged 30-34 suggests a pattern beyond the traditional loss of those at school leaving age.

The growth in pre and post retirement age groups is significant. It is not simply an artefact of ageing, but also of active migration in these age groups.

The large proportional decline in those aged over 95 years should not be regarded as significant as the population numbers in this age group are small.

Figure 4: Average Annual Change (Age Groups) 2006-2016 -%

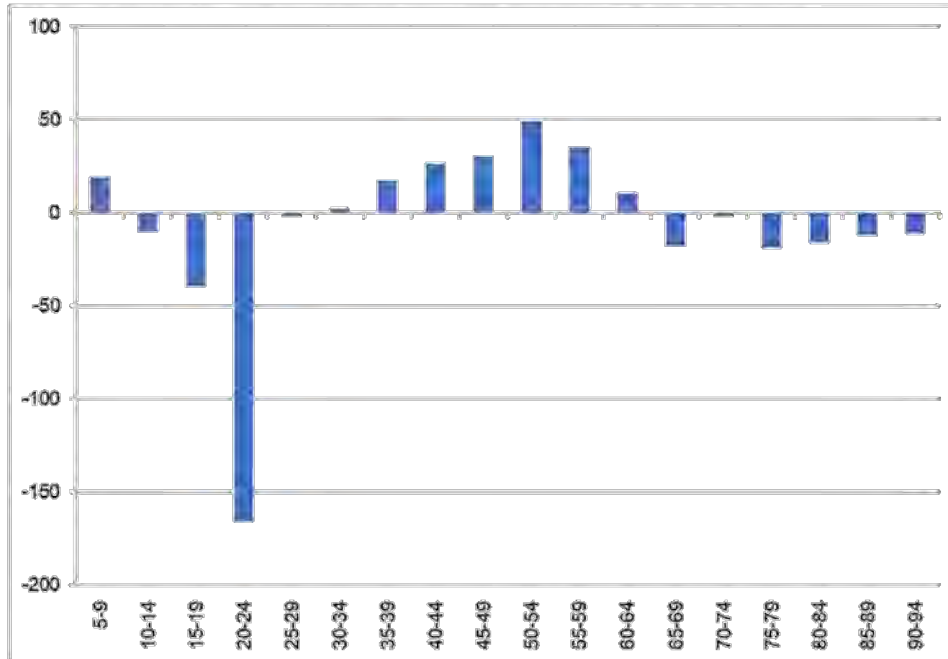


Loddon experienced net outward migration of 108 between the 2011 and 2016, with 1,215 people leaving and 1107 moving into Loddon. Outward migration was most evident through migration to Bendigo, with then some movement to Melbourne and to the surrounding regional LGAs including Campaspe, Swan Hill and Gannawarra.

Inward migration was mostly from Bendigo and Melbourne. Overall there was a net loss of people to Bendigo amongst younger age groups and net gain of people from in older age groups from diverse locations, including metropolitan Melbourne and larger regional centres.

The internal migration data reveals some specific characteristics. Most evident is the age profile of migration. Figure 5 shows migration by age groups. Net outward movement is most evident amongst young adults and those at and around school leaving age. Much lower rates of net inward migration is evident among those aged 35-65 years.

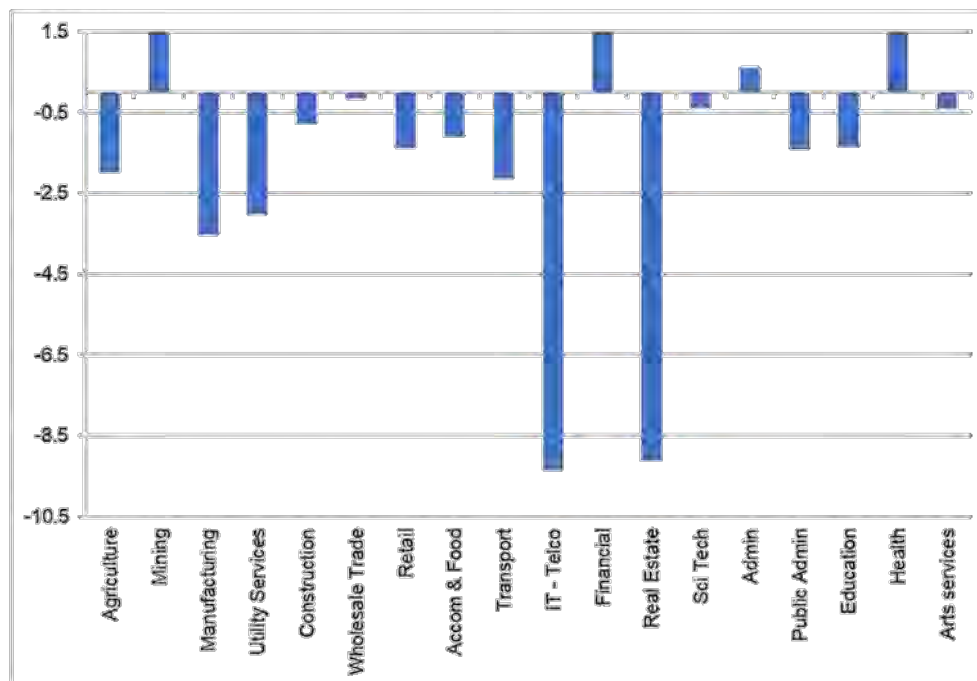
Figure 5: Net Migration 2006-2011 (to/from Loddon) – by Age Groups



The trends in population ageing are also reflected in workforce data for residents in the Shire. Labour force participation rates of those over 15 years have declined since 2006. At the 2016 census 56% of the population over 15 years was in the full-time labour force, down from 60% in 2006. In this period the unemployment rate had declined, and part-time employment had increased as a share of total employment.

Nearly all employment sectors are declining as an employment feature, with growth notable in mining (from a very small base), finance and health services. This pattern is described in Figure 6. And should be considered alongside discussions below on where Loddon Residents are working, and where those employed in Loddon are living – recognise commuting and labour mobility.

Figure 6: Average Annual Change (Industry of Employment) Loddon Residents 2006-2016 (%)



While most of the local workforce lives locally, almost 30% live elsewhere, mostly in Greater Bendigo – see Table 1 and Figure 7. It is unclear if, for example, those usually resident in metropolitan Melbourne commute daily or live part time in Loddon or surrounds.

Table 1: Top Residential Locations for Employees Working in Loddon

LGA of Usual Residence	Number	%
Loddon (S)	1918	72.9
Greater Bendigo (C)	437	16.6
Gannawarra (S)	59	2.2
Metro, Melbourne	56	2.1
Central Goldfields (S)	39	1.5
Buloke (S)	26	1.0
Campaspe (S)	22	0.8
Mount Alexander (S)	20	0.8
Other	23	0.9
Total	2632	100.0

Figure 7: Industry of Employment for Non-Resident Employees Working in Loddon

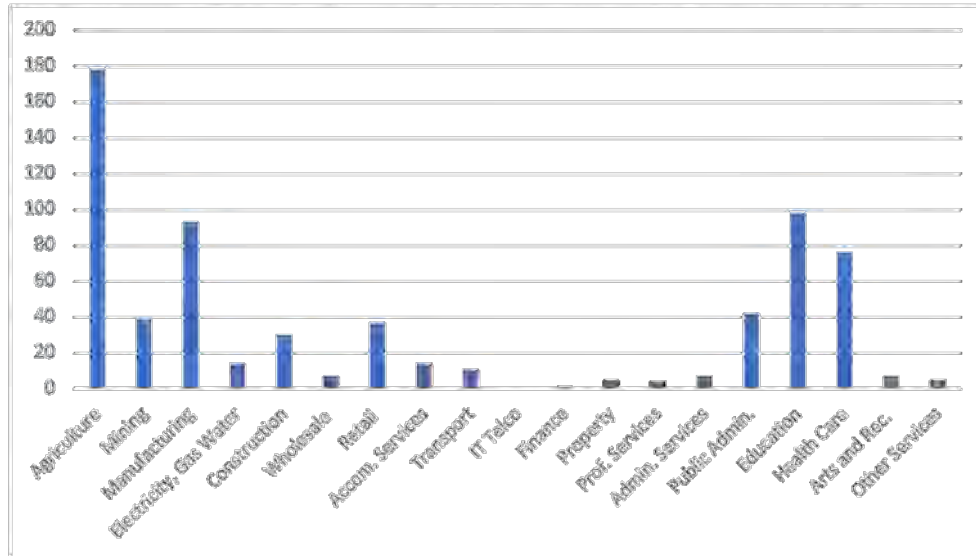
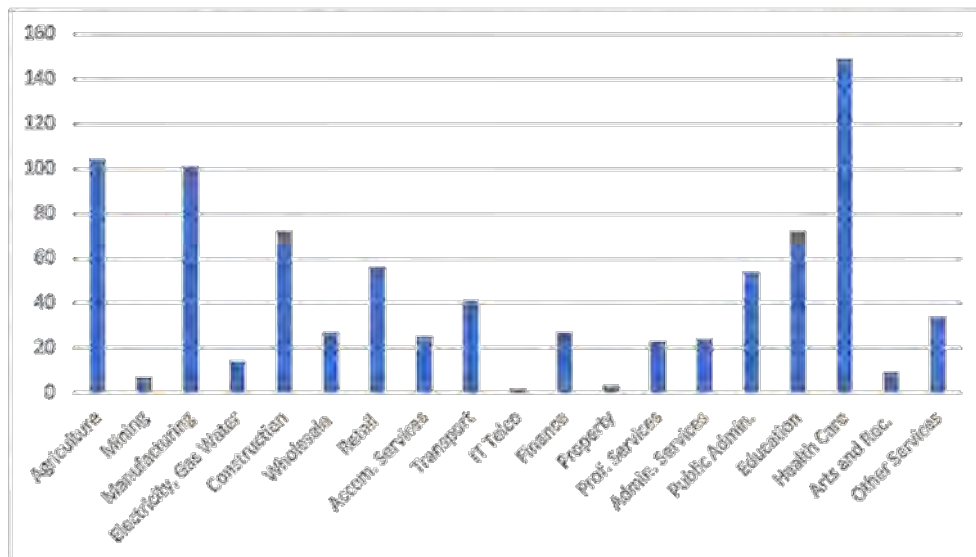


Figure 7 indicates that industries including agriculture, manufacturing, education and health care have some of the highest levels of employees commuting into Loddon from elsewhere, most prominently Bendigo. These data should be considered directly in the context of local housing markets.

Figure 8 shows that many of these industries are also prominent for Loddon residents working outside of the Shire – especially healthcare and manufacturing.

Figure 8: Industry of Employment for Loddon Residents Working Elsewhere

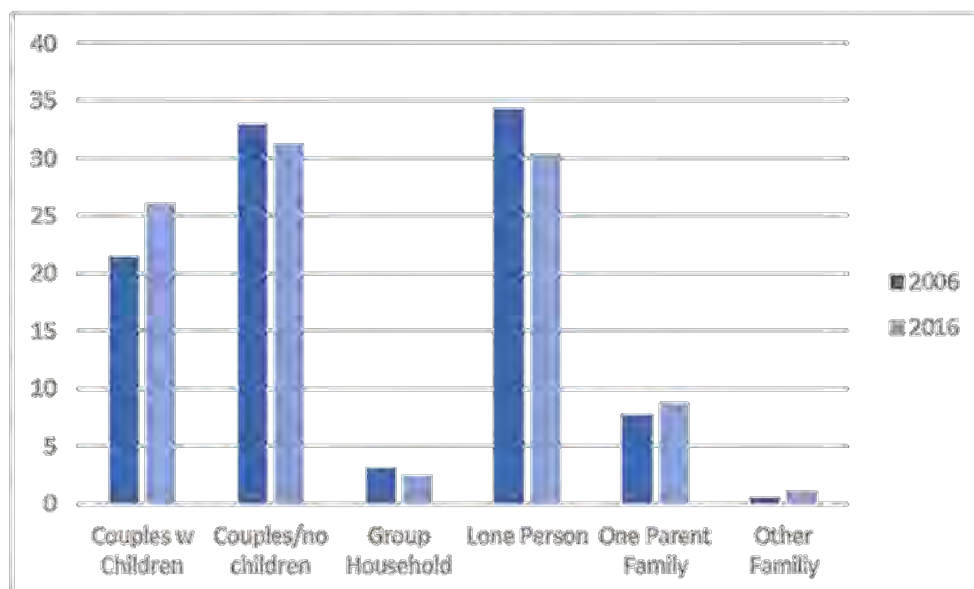


Household Patterns

While population trends offer a useful indication of change and need in the community, patterns of household formation and the features of housing are central to considering land use and settlement implications of population change. At the 2016 census, Loddon had 2957 households, fewer than the 3133 households recorded in 2006. The average household size in 2016 was 2.2 persons, a decline from 2.3 persons in 2006.

The ageing of the population is reflected in the decline in family households with children and an increasing share of lone person households. These are trends apparent generally in Australia, but they are more evident in rural areas. Figure 9 shows a considerable decline in family households with children, the share of single parent households has been stable in the decade to 2016, although they only represent about 7% of all households in Loddon. Lone person households (often comprising older single people) have decreased and are no longer the largest category of households.

Figure 9: Household Type 2006-2017 -% of total household



Despite the increasing numbers of smaller households, 94% of all dwellings in Loddon are still detached houses. The overall occupied housing stock has increased from 2006, and the share of units/flats and other dwellings has also increased slightly. This potentially suggests a preference for single houses, despite changing household sizes, and the likely consequence of availability of single dwellings.

Private ownership of housing remains dominant, with 78% of all occupied dwellings owned outright or mortgaged (although the share of mortgaged dwellings increased).

There are high levels of vacant housing in Loddon – at the 2016 census 20% of all dwellings were deemed unoccupied.

Local Population Summaries

The following summaries of population and household characteristics in the main urban centres offer reflection on the variegated nature of population change in Loddon. These are presented as a summary of key datasets

Boort Urban Area

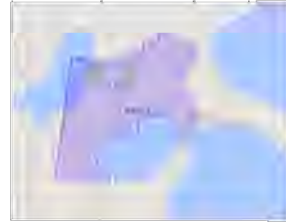


Figure 10: Population 1996-2016 Boort

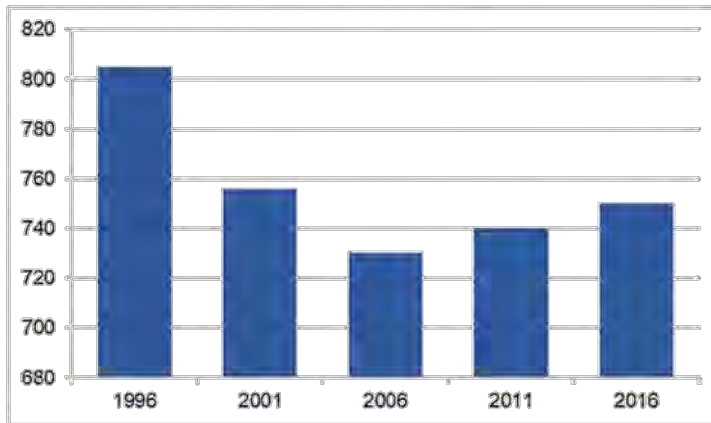


Figure 11: Average Annual Change (Age Groups) 2006-2016 -% Boort

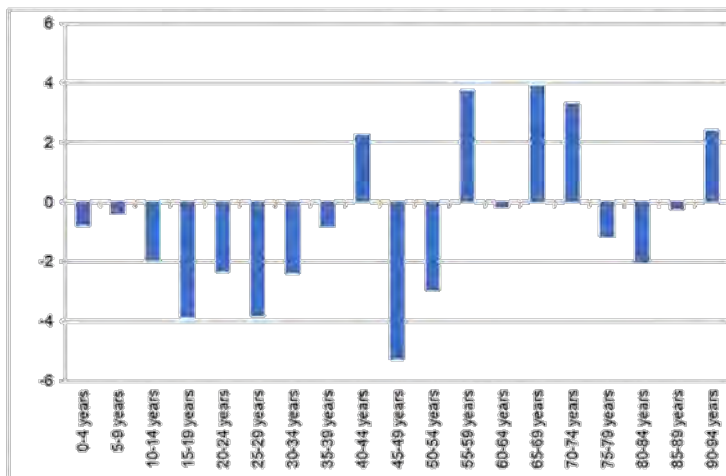


Figure 12: Household Type 2006-2017 -% of total household Bort

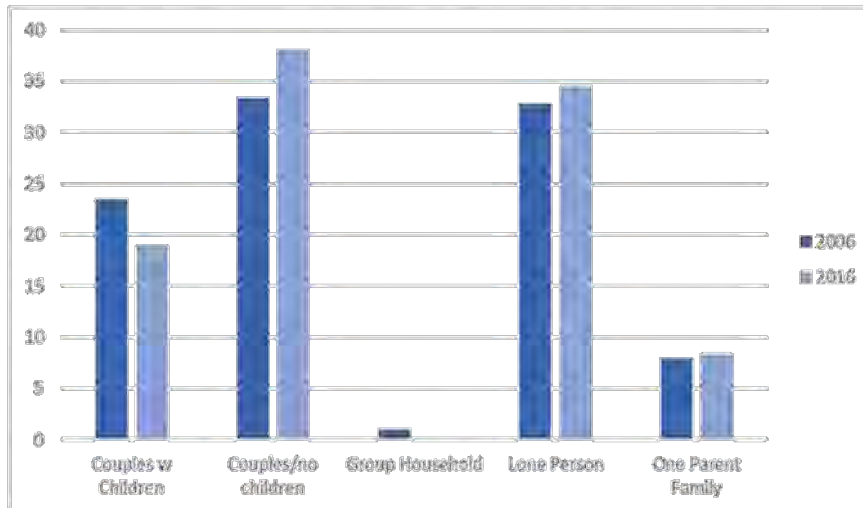
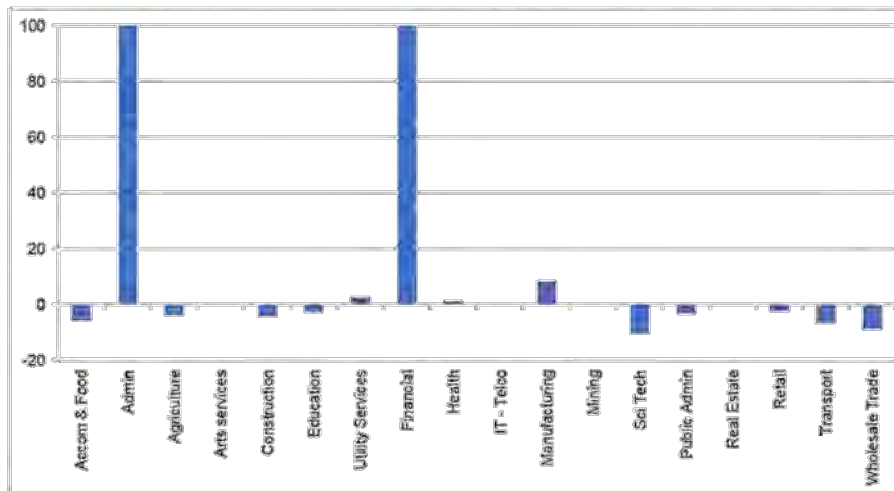


Figure 10: Average Annual Change (Industry of Employment) 2006-2016 -% Bort



2 4 6 8 10 12 14 16 18 20

Bridgewater Urban Area



Figure 11: Population 1996-2016 Bridgewater

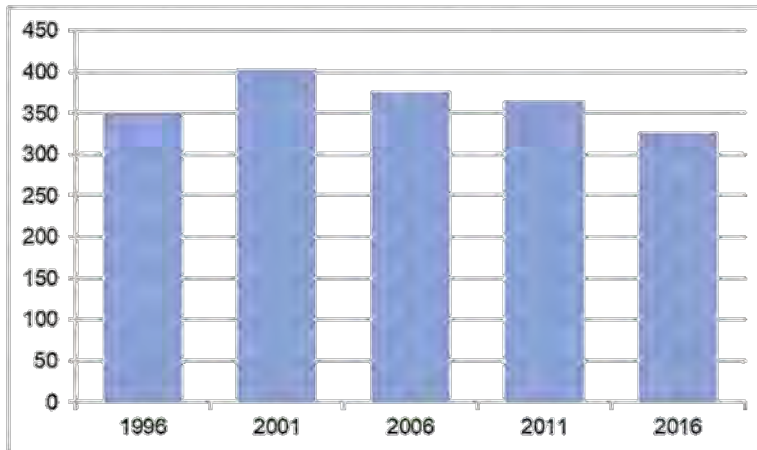


Figure 12: Average Annual Change (Age Groups) 2006-2016 -% 2016 Bridgewater

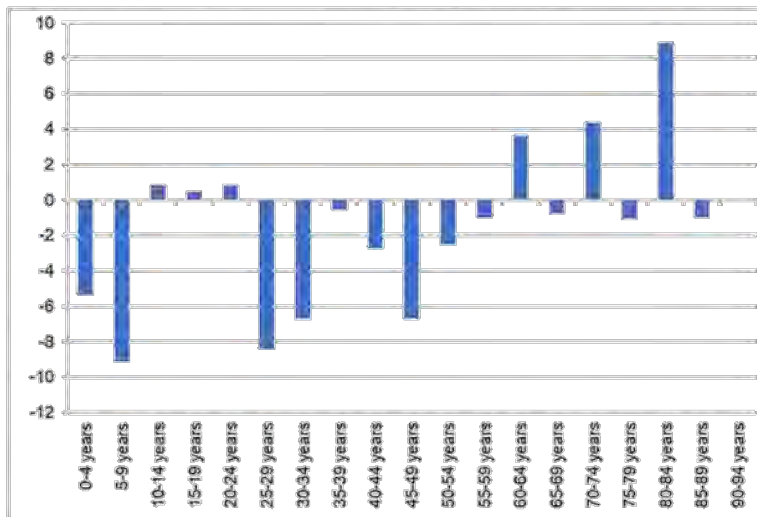


Figure 13: Household Type 2006-2017 -% of total household 2016 Bridgewater

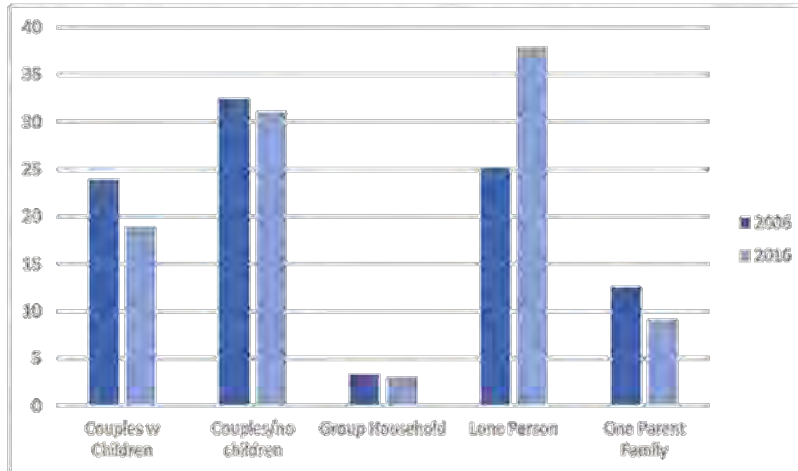
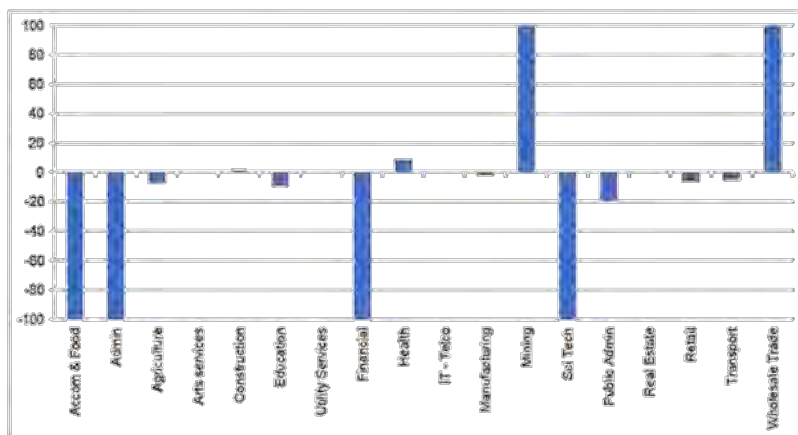


Figure 14: Average Annual Change (Industry of Employment) 2006-2016 (%) Bridgewater



Inglewood Urban Area



Figure 15: Population 1996-2016 Inglewood

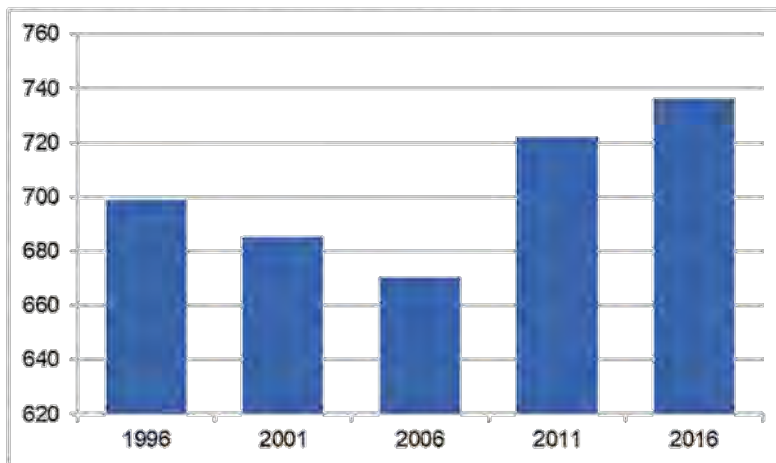


Figure 16: Average Annual Change (Age Groups) 2006-2016 -% 2016 Inglewood

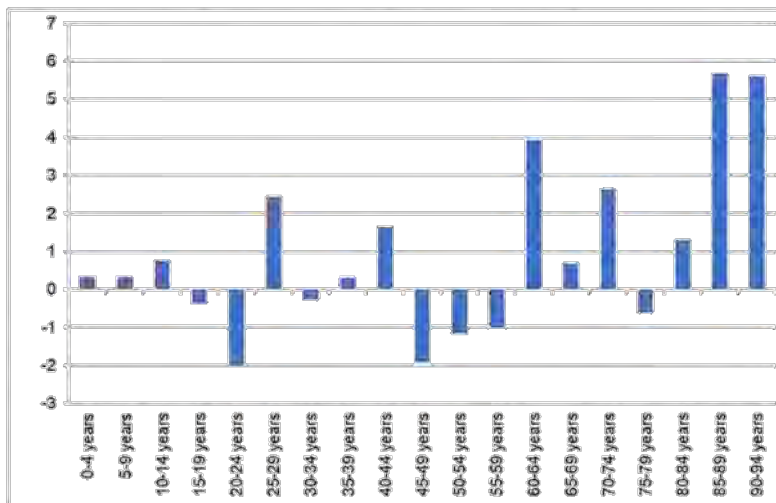


Figure 17: Household Type 2006-2017 -% of total household 2016 Inglewood

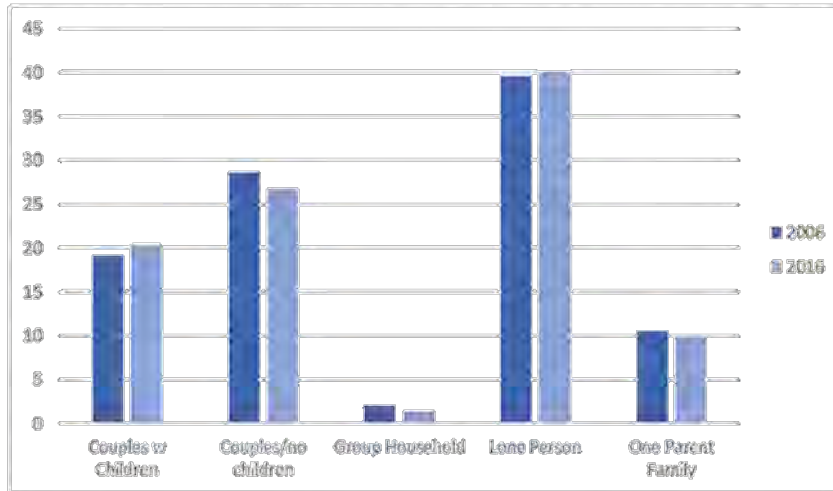
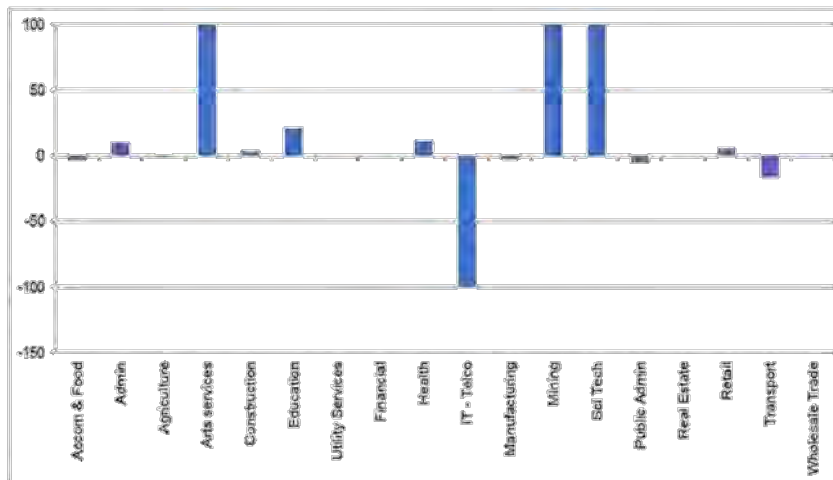


Figure 18: Average Annual Change (Industry of Employment) 2006-2016 (%) Inglewood



Pyramid Hill Urban Area



Figure 19: Population 1996-2016 Pyramid Hill

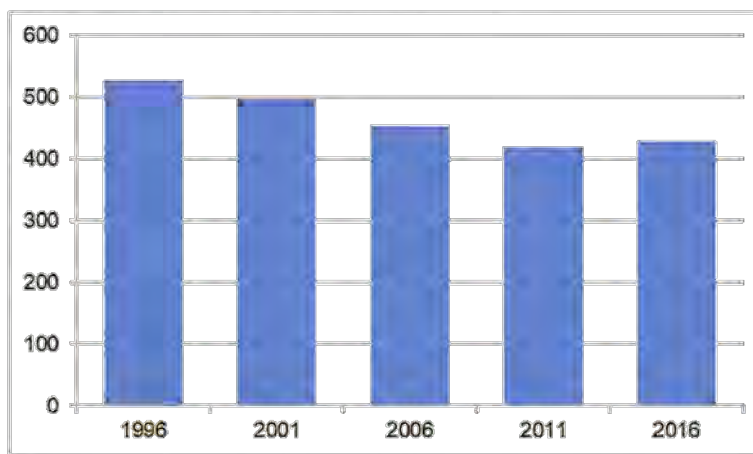


Figure 20: Average Annual Change (Age Groups) 2006-2016 -% 2016 Pyramid Hill

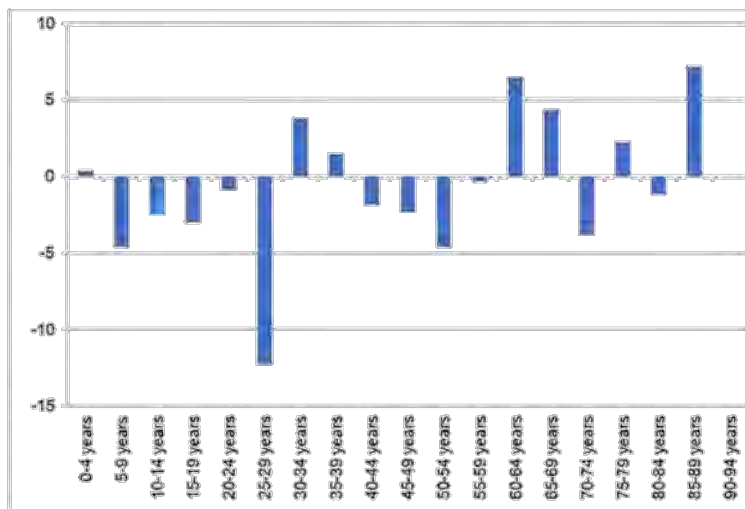


Figure 21: Household Type 2006-2017 -% of total household 2016 Pyramid Hill

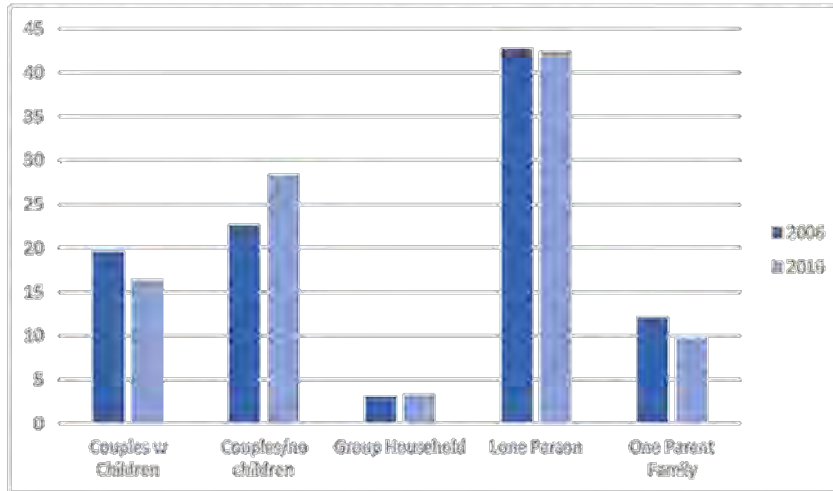
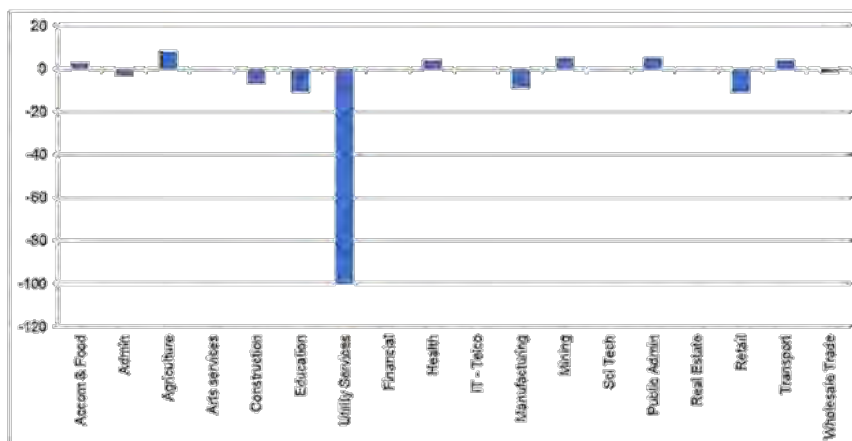


Figure 22: Average Annual Change (Industry of Employment) 2006-2016 (%) Pyramid Hill



Wedderburn Urban Area



Figure 23: Population 1996-2016 Wedderburn

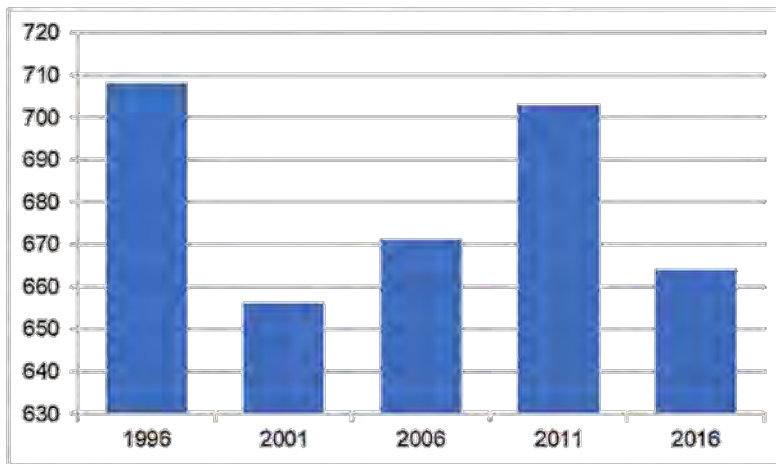


Figure 24: Average Annual Change (Age Groups) 2006-2016 -% 2016 Wedderburn

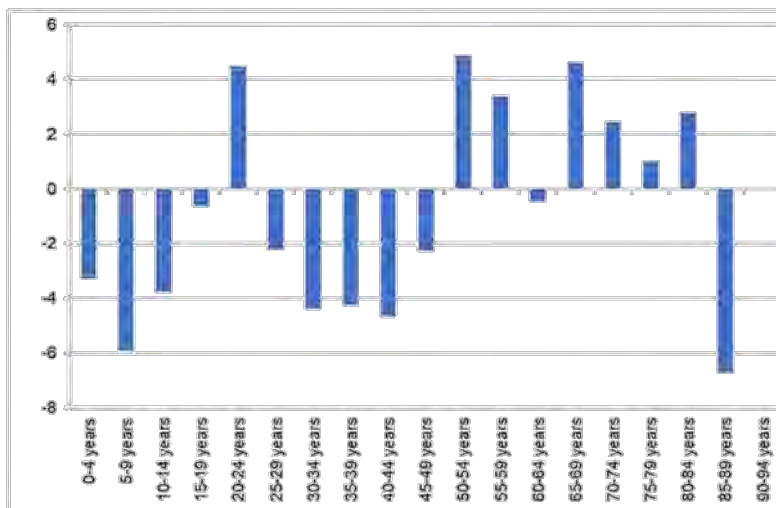


Figure 25: Household Type 2006-2017 -% of total household 2016 Wedderburn

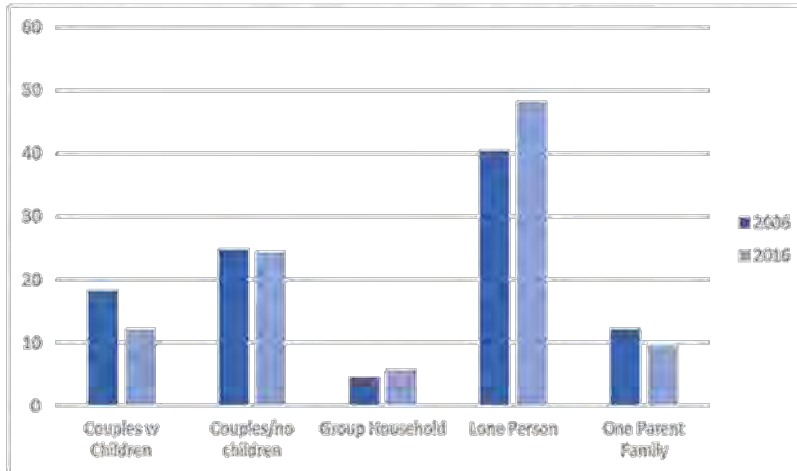
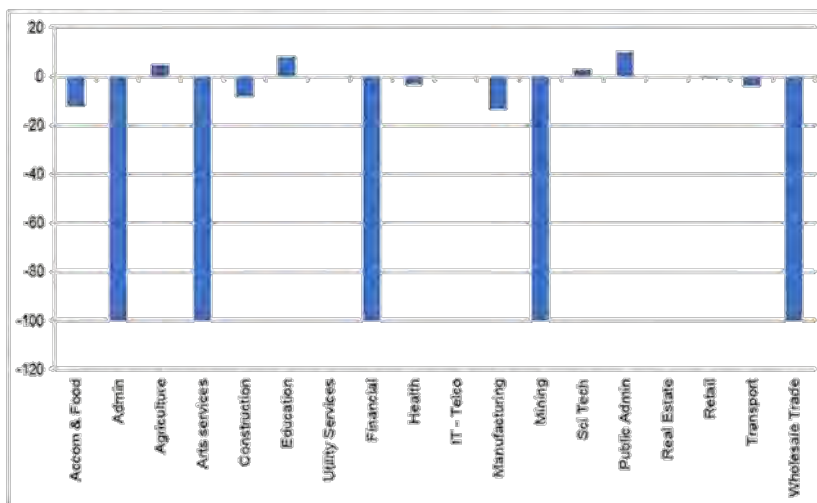


Figure 22: Average Annual Change (Industry of Employment) 2006-2016 (%) Wedderburn



Streamlining for Growth

Loddon Shire Towns Housing and Public Realm Audit



Prepared by Loddon Shire and La Trobe University

Funded by the Victorian Planning Authority



Loddon Shire – Streamlining for Growth 2017

Loddon Shire – Streamlining for Growth Project

This report provides details of the results of a housing audit undertaken in Loddon Shire's 5 largest towns in 2017. It details the report objectives, the research approach and findings, including data tables and mapping.

Project Summary

The Loddon Streamlining for growth project was funded by the Victorian Planning Authority and involved an audit of housing and public realm in the five large urban centres in Loddon Shire. The project has been co-ordinated by Loddon Shire and undertaken by planning program staff and students at La Trobe University, Bendigo.

The project objectives were to provide an understanding of the housing mix, indicators of housing quality and scope for housing development and renewal in these towns, as well as mapping elements of the broader public realm to complement existing databases held by Loddon Shire on footpaths and similar public realm infrastructure. These objectives have arisen in response to a range of demographic and socio-economic trends apparent in Loddon's towns and the surrounding region, including:

- Long-term trends in population decline in most rural areas and urban centres in the Shire, although recent trends indicate a reversal in some areas
- Trends in household formation (typically the number of people in each residence) that result in continued, but often limited, demand for new housing
- Long-term trends in population ageing, driven both by a loss of younger populations, and inward migration of pre/post retiree cohorts
- Evidence of a limited breadth in the housing market in terms of tenure and type, with limited access to rental housing in some market segments and limited access to smaller housing forms in many areas
- A recognition of the tensions between new housing options within the existing urban centres and that in rural and semi-rural areas.

Consequently, in addition to existing data on population (including the recent release of detailed Census 2016 data) and information contained within planning and building registers, this research provides a basis for understanding both qualitative and quantitative features of the urban housing market in Loddon Shire.

Research Approach

Preliminary discussion with Loddon Shire and VPA staff allowed a deeper understanding of the knowledge gaps and housing issues in Loddon's towns. The research then involved three stages:

1. The development of a quantitative and qualitative data collection system to be used in field collection utilising licenced GISCloud software on portable devices (<http://www.giscloud.com>)
2. Field work conducted on 18-21 April 2017 with the recording of housing and public realm information in each of Boort, Bridgewater, Inglewood, Pyramid Hill and Wedderburn. The field work was conducted by small teams of La Trobe Planning students.
3. Desktop data consolidation, interrogation, mapping and analysis

Data was collected on-site for housing types and structure. Additional assessments of housing quality/maintenance materials and details of elements of the public realm, including footpaths were also undertaken. After mobile collection, these data were then collated and analysed using desktop GIS to provide summary data and a basis for analysis. Collectors were provided with a framework and existing categories for assessing vacant land (based on property and parcel mapping), housing type (specifically categorising free-standing single dwellings from others, the dominant external materials, and number of storeys) and issues of housing quality/maintenance. The field workers undertook a pilot collection in sample areas in Bendigo and Loddon prior to the final exercise to allow comparative assessment amongst the data collectors, and these were discussed with Council staff.

The final categorisation mentioned (quality) is clearly the most difficult to reconcile between collectors and the most value-based indicator collected. Overall, assessments related to issues of evident maintenance and investment (for example in renovations) as these offer some indication of housing

Loddon Shire – Streamlining for Growth 2017

markets and preferences. It was not intended, nor particularly useful, that these data are to be used as an exploration of clusters of quality, or indeed to imply anything about the probity of householders, but rather to gauge, at a town level, levels of investment and reinvestment in housing, the age of housing stock age and the nature of housing markets. The data has not been presented in a detailed mapped form for these reasons.

Key Findings

- As anticipated, the vast majority of housing in Loddon Shire comprises single dwellings. Housing quality varies, and despite this being a relatively subjective measure, it is evident that there are large amounts of housing that have seen minimal investment over many years and, in some instances, have potential for renewal or removal.
- Vacant lots are evident in each town, but as in many smaller communities more distant from larger cities, development pressure is relatively low. Despite this each town showed some evidence of new housing investment in recent years. Existing vacant lots are estimated to offer opportunities for urban infill in the range of 200 to 300 new single dwellings and considerably more multi-unit developments.
- There is considerable supply of existing urban development opportunities on existing vacant lots, both smaller and larger, many located very centrally in Loddon's main towns
- A key interest of this research was to consider (and pre-empt) the demographic information emerging from the 2016 census (which was released progressively from June 2017), and specifically whether this housing mix is well matched to the age and household structure of the communities in Loddon Shire. Scope for increased diversity of housing forms, and issues of housing quality are both factors that are important in ageing communities, as are issues of the quality of the public realm.
- As anticipated, and reported in the accompanying population profile, the population is ageing, although population stability, and pockets of growth, rather than a generalised story of population decline, is evident. Providing a mix of urban housing opportunities is consistent with these population data.

Housing Type

Overall the predominance of single storey, stand-alone dwellings is evident. While this pattern of dwelling structure is typical in small towns across Victoria, it is clear that the household structures and age cohorts increasing dominant in Loddon (and other communities) less typically comprise 'family' households. Consequently, scope for housing choice, particularly for older people appears limited.

Dwelling Structure (%) and Total Assessed Dwellings

	Boort	Bridgewater	Inglewood	Pyramid Hill	Wedderburn	Total
Single Storey Dwelling	88.4	88.5	89.3	88.8	89.2	88.9
Double Storey Dwelling	2.3	1.6	0.9	6.7	0.8	2.0
Multi Units	1.0	0.0	0.0	0.0	0.8	0.5
Units	0.8	0.5	1.2	3.4	0.5	1.1
Vacant Block	5.1	7.8	5.8	1.1	2.6	4.5
Vacant Block with OutBuilding	2.3	1.6	2.7	0.0	6.2	3.1
Total (Number)	389	192	328	178	388	1475

Source: Direct Field Data Collection April-May 2017

The limited number of multi-unit dwellings were generally higher quality and newer than the general housing stock.

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Vacant Urban Land

Vacant land was assessed in the field collection and reconciled with parcel and property data in VicMap (April 2017 release). **There are considerable areas of vacant land within each town.** Fully vacant land, and those with outbuildings only, comprise just under 10% in total. The distribution of vacant blocks is most evident (in scale and spatially) in Bridgewater and Wedderburn, although the scope for future urban development differs between these towns.

Vacant Parcels by Area (square metres)*

	Boort	Bridgewater	Inglewood	Pyramid Hill	Wedderburn	All Towns
<500 sq m	-	-	7	1	2	10
500-1000	10	3	5	4	13	35
1000-1500	7	7	3	10	4	31
1500-2000	2	2	3	6	2	15
2000+	3	5	12	9	19	48
Total (Number)	22	17	30	30	40	139

*note: these do not fully match field-collected Vacant (Block and Outbuilding) figures as some sit on multiple parcels (lots) without clear evidence on-ground. This is particularly the case on very small urban blocks which are fenced and managed as a single property.

Potential urban infill development has been given a general desktop assessment based on field observations and matching cadastral data. While no attempt was undertaken to design future development sites, yields have been estimated based on 500 sq. metre increments (as displayed in the table). In all at least 45 sites have potential for single dwelling developments, or more as multi-unit sites, another 94 sites have potential for subdivision (at existing standards) with a yield of up to 300 urban development sites within the urban areas of these towns. The greatest potential yields are in Wedderburn, Pyramid Hill and Inglewood, with over 100 potential building lots in Wedderburn, and close to 75 in each of Pyramid Hill and Inglewood.

Housing Quality and Maintenance

As discussed, the evaluation of housing quality was undertaken with a specific view to recent investment and re-investment in housing stock. For example, new or recent builds, along with older housing newly and substantially renovated were highly classified. Overall assessed housing quality¹ differed between towns, with an overall assessment of 20% of the total housing described as 'Fair' or 'Poor'. Both of these classifications suggest an under-investment in housing, in many cases over several years. In many cases they also indicated potential vacancy of an existing house, although the data collection method did not allow for verification of this.

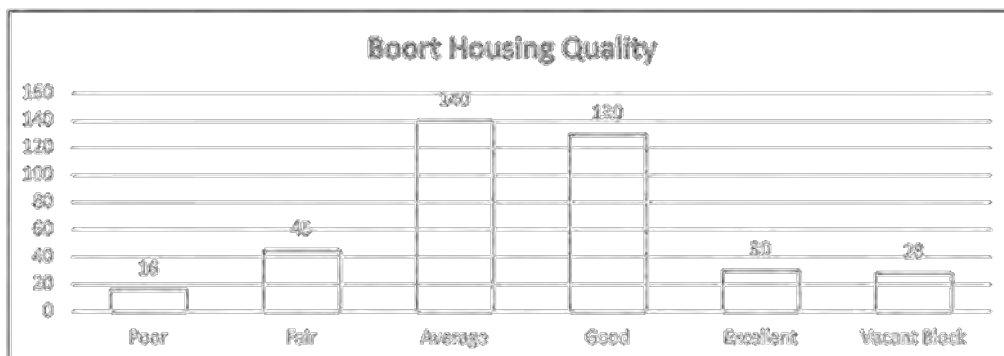
Assessed Housing Quality (%) and Total Dwellings Assessed (Field Collection)

	Boort	Bridgewater	Inglewood	Pyramid Hill	Wedderburn	Total
Poor	4.1	8.3	9.8	1.1	10.1	7.1
Fair	11.6	16.1	12.8	14.6	12.4	13.0
Average	36.0	31.8	33.8	28.1	26.5	31.5
Good	33.4	26.6	28.0	39.3	31.7	31.6
Excellent	7.7	8.3	7.0	10.1	10.6	8.7
Vacant Block	7.2	8.9	8.5	6.7	8.8	8.1
Total (Number)	389	192	328	178	388	1475

¹ This is an evidently subjective assessment. The core aim was to consider the levels of required activity and maintenance to address issues of housing quality and management – specific regard was given to structural issues (albeit those observed from the street frontage) not simply those of a cosmetic nature. Over several decades, the nature of local property markets has actively mitigated against many of the re-investment drivers evident in larger, more buoyant, property markets and this assessment sought to collate this local feature.

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There was variation in this indicator between the towns. Boort for example showed higher levels of 'average' to 'good' quality.



This differs somewhat to Wedderburn, shown below, where a similar mix of housing types (a predominance of single dwellings) revealed a larger proportion of housing assessed as lower quality including a larger number that appeared to be uninhabited (and uninhabitable?) dwellings.



Construction Material

While not a determining factor, the external construction materials were collated. The majority of housing was clad with timber weatherboards, followed by brick and a range of external materials on few dwellings.

Construction Materials (Observed External)

	Boort	Bridgewater	Inglewood	Pyramid Hill	Wedderburn	Total
Brick (Solid & Veneer)	147	45	95	56	131	474
Rendered	9	3	10	0	17	39
Weatherboard/Timber Clad	173	106	178	100	174	731
WeatherTex/Fibre-Board	14	4	10	0	9	37
Metal Clad	19	10	4	0	7	40
Other	4	7	7	2	16	36

There was a limited relationship between weatherboard dwellings and poorer assessed dwelling quality, which may reflect issues of age and maintenance requirements of these houses.

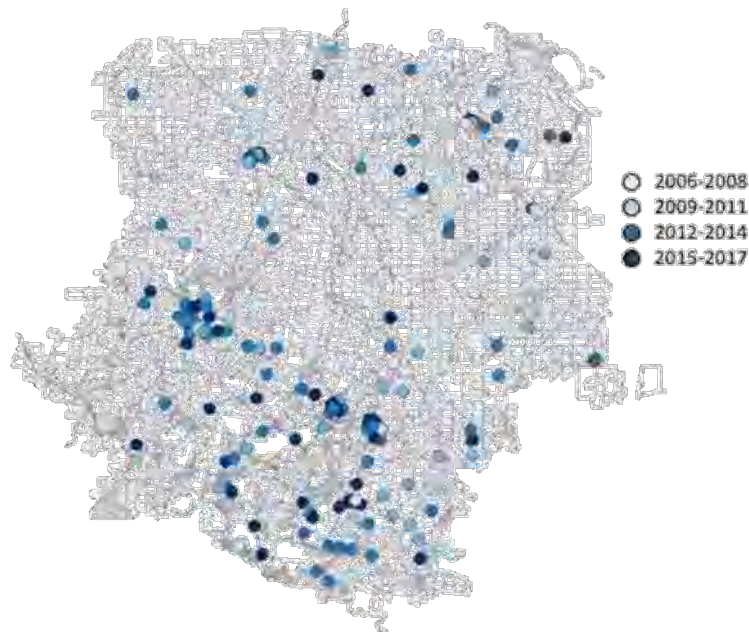
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Recent Building Activity

Supporting this research, a spatial analysis of building permits was undertaken. This was based on the building register as at November 2017. Only dwellings were included, and all efforts made to ensure that additions and renovations were not included inadvertently, although some earlier descriptions of works were ambiguous.

Overall, the data suggests strong clustering in the urban area, and that this clustering has become more apparent in the later years – since about 2011. This is borne out by the data collected in the field study, where data collectors noted a number of new dwellings in each town, including relatively new multi-unit developments. Clustering of more recent developments in the south of the shire is also evident.

Building Approvals (2006-2017)*



Building Approvals (Dwellings) 2006-2017*

	2006-2008	2009-2011	2012-2014	2015-2017	Total
Boort TZ	2	9	5	3	19
Bridgewater TZ	1	6	3	4	14
Bridgewater LDRZ				1	1
Inglewood TZ	4	2	10	11	27
Inglewood LDRZ			2	1	3
Inglewood RLZ		2		1	3
Pyramid Hill TZ	2	3		3	8
Wedderburn TZ	3	7	10	5	25
W'burn LDRZ					0
W'burn RLZ	2	5	7	7	21
Other TZ	4	2	5	5	16
Other RLZ	1		2		3
Rural Balance	20	37	60	44	57
Total	39	73	104	85	197

Note: these data are based on the Loddon Building Register. The reliability of the data should be understood with reference to issues of categorisation (for example occasional mis-categorisation of substantial renovations as 'new' builds, the use of property identification numbers that have changed due to re-subdivision). It is likely that the data presented represents a small over-count compared with actual new dwellings. Permits issued do not always result in completed dwellings.

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Identified Access Issues in the Public Realm

A final component of the in-field spatial data collection exercise was the identification of evident accessibility issues in the public realm. While the data collection recognised the limited provision of infrastructure, such as paved footpaths, in Loddon's towns the collectors sought to identify specific pressure points and gaps. These were considered as addressing significant issues that may include low investment solutions. These include:

- Completion of kerb-crossings on existing paved footpath intersections
- Management of wide turning areas to allow safe crossing points on unpaved or ill-defined urban streets
- Tight and conflicting crossing 'choke-points' near culverts and open swale drains.

Examples of these are indicated in the maps included in Appendix 3 attached. In conjunction with existing LSC GIS these data can identify gaps in accessibility, particularly for local residents with lower mobility.

Conclusions: Implications for Housing and Planning Policy

The outcomes of this research indicate three key issues:

- There is a **lack of housing diversity** in Loddon's towns. The housing mix is almost entirely focussed on single unit dwellings. This mix does not reflect the mix of household composition in these towns, and does not provide potential for housing diversity and transition, particularly for an ageing population
- Housing quality is varied. In some towns there are considerable numbers, and clusters, of poorer quality housing. This reflects age (a strong relationship, although age was not specifically estimated), investment and maintenance in these towns. Anecdotal evidence suggests a **lack of housing options** to meet the range of potential residents, with a focus on affordability, rather than a clear spectrum of options, particularly in the rental market. The observed mix suggests confirmation of this. The assessed 'poor' standard dwellings should be considered (with due heritage and design consideration) as sites with potential for reinvestment in housing, including higher density development in central locations. This in turn creates amenity issues in the towns more broadly.
- There is a **significant supply of vacant land within the urban areas** of Loddon's towns. This also has implications for local urban amenity, and opportunities to direct urban development to focus on vacant urban sites within existing urban residential zones. This fieldwork exercise confirms previous assessments that used rates/property databases to determine vacancy and development trends. In all of the towns, scope exists for infill housing and, in many instances, this infill is in proximity to urban services. Additionally, scope for increased urban density is offered by both existing vacant sites and further development of sites with dwellings.

Appendices: Data Maps

The following set of maps show examples of each the collection datasets. These have been replicated for each town and are being compiled for presentation. The following maps include Vacant Land and highlighted Public Realm Issues.

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Appendix I: Property Type (Including Vacant Sites)

November 2017

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Appendix II: Vacant Parcels and Township Zone

Map A2.1: Boort (Township Zone - Red; Vacant Parcels - Green)



Note: Audit Project Boundary (Orange) focussed on existing urbanised areas, these do not fully match zoning, and in some instances large areas of vacant Township Zoned land fall outside the boundary, offering considerable potential for additional ready supply of future residential development

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Map A2.2: Bridgewater (Township Zone - Red; Vacant Parcels - Green)



Note: Audit Project Boundary (Orange) focussed on existing urbanised areas, these do not fully match zoning, and in some instances large areas of vacant Township Zoned land fall outside the boundary, offering considerable potential for additional ready supply of future residential development

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Map A2.3: Inglewood (Township Zone - Red; Vacant Parcels - Green)



Note: Audit Project Boundary (Orange) focussed on existing urbanised areas, these do not fully match zoning, and in some instances large areas of vacant Township Zoned land fall outside the boundary, offering considerable potential for additional ready supply of future residential development

Map A2.4: Pyramid Hill (Township Zone - Red; Vacant Parcels - Green)

Loddon Shire – Streamlining for Growth 2017



Note: Audit Project Boundary (Orange) focussed on existing urbanised areas, these do not fully match zoning, and in some instances large areas of vacant Township Zoned land fall outside the boundary, offering considerable potential for additional ready supply of future residential development

Map A2.5: Wedderburn (Township Zone - Red; Vacant Parcels - Green)

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Note: *Audit Project Boundary (Orange) focussed on existing urbanised areas, these do not fully match zoning, and in some instances large areas of vacant Township Zoned land fall outside the boundary, offering considerable potential for additional ready supply of future residential development*

Appendix III: Identified Public Realm Accessibility Issues

November 2017

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Loddon Shire – Streamlining for Growth 2017

Map A3.1: Boort (Red Star – Point Issues, Yellow Star – General Precinct Issue)

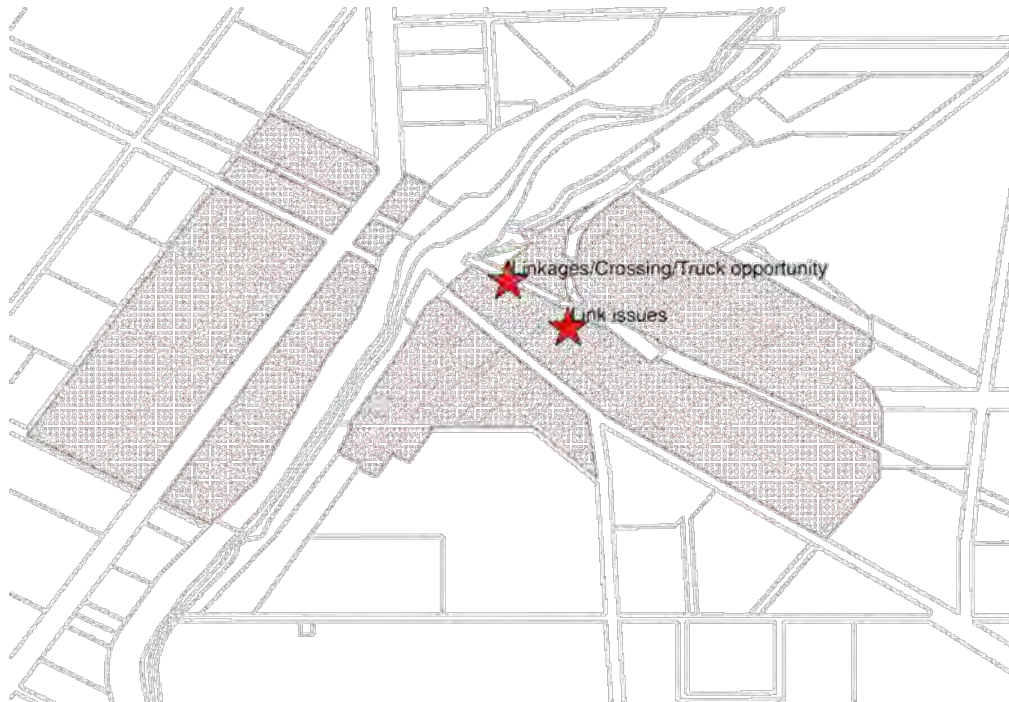


Map A3.2: Bridgewater (Red Star – Point Issues, Yellow Star – General Precinct Issue)

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Map A3.3: Inglewood (Red Star – Point Issues, Yellow Star – General Precinct Issue)



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Map A3.4: Pyramid Hill (Red Star – Point Issues, Yellow Star – General Precinct Issue)

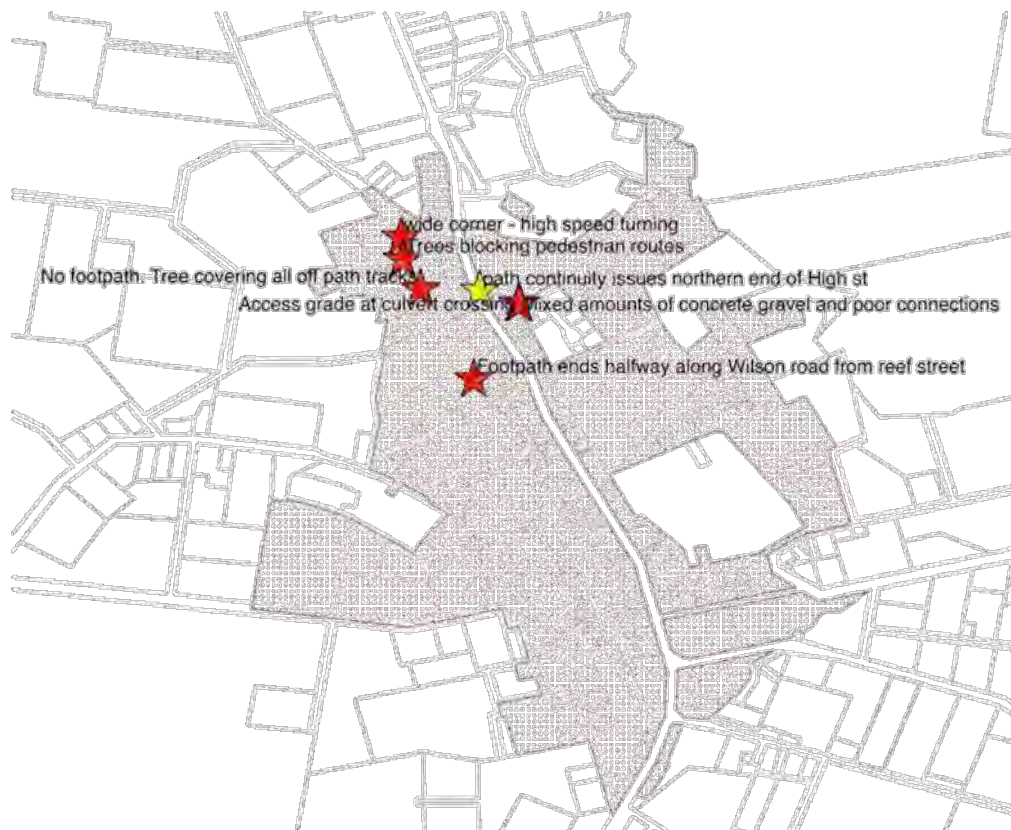


Map A3.5: Wedderburn (Red Star – Point Issues, Yellow Star – General Precinct Issue)

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Settlement Strategy Community Consultation

Wedderburn (6)

Yes want sustainable growth

Amenity and presentation of town

Need employment to attract growth – significant industry eg. Prison

Restrictive covenants on Council land in Ridge St is discouraging growth

Need diversity of housing – in particular suited to the elderly and rural living

Need quality housing

Lack of rental

Nine Mile Rd – rezone to LDRZ

Lack of services limiting growth

Need more vibrancy (open shops) on High Street

Dingee – opportunity for growth (tiny houses)

Inglewood (3)

Yes support growth but retain heritage character

Use vacant Crown land in the urban area

Support infill

Smaller lots in the centre of town

Retain heritage feel/character of Kingower

Newbridge (6)

Newbridge – support growth but growth is limited by lack of infrastructure (water, sewer, telecommunications) and flooding.

Need to provide for town expansion to the west.

Need to open unused road reserves

Eddington – some residents support growth, some don't support growth, need to open up river access, majority of TZ land is held in one ownership – could the way its rated encourage this land to be made available.

Pyramid Hill (8)

Council should do more to support economic development, including employ Economic Development Officer with agricultural expertise, to encourage population growth.

Provide a tool kit for new residents

Growth experienced at the caravan park, need to upgrade bathroom facilities

Review flood mapping north of town

Clean out drains to minimise flood risk

Subdivision proposed south of town – never progressed

Growth opportunity to the west of town

Provide for industrial development

Assess ability of sewer and water supply to expand (Coliban Water)

Preserve amenity and views from the hill

Mop Tops opposite school are dying and still water in drains around school are mosquito risk

Boort (4)

Need to support economic development for growth. Protect and promote agricultural opportunities

Former primary school site is ideal for medium density / units

Need to expand caravan park

Growth opportunities north of town (move tip), and south of lake

Number of infill opportunities in town (including Crown land) and land opposite caravan park

New housing lots at Boort Park

Don't compromise expansion of McMillans Rd industrial estate with residential development

Serpentine (4)

Presentation of Industrial Estate on town entrance

Review flood controls

Support for growth to east of highway

Dingee – growth opportunity between town and recreation reserve

Bridgewater (3)-

Support growth

Maintain character – not high density like Marong

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Boort

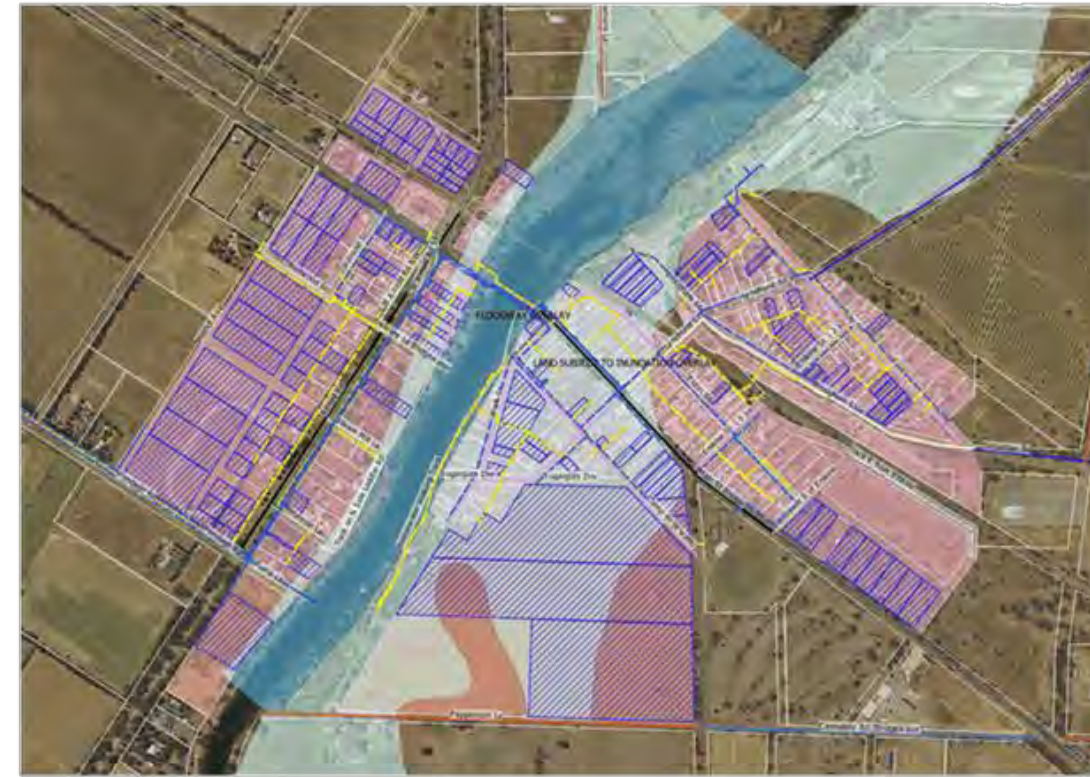
Town	Boort
2016 Population (ABS Census)	749
Families	202
Dwellings	381
Average household size	2.1
Median age	56
Infrastructure	Water, sewer, power, supermarket, hall, hotel, sporting ground, pool, P12 School, kindergarten, hospital and aged care facility
Development activity	Building approval dwellings (2006-17) - 19
Vacant land supply	Township Zone 32.4ha 143lots
Potential dwelling yield (existing TZ zone)	200 + lots
Issues and constraints	Outward expansion limited by industrial uses on fringe of town, vacant land west of town unsuited to residential growth
Development opportunities	Former school site and "backpacker" site are growth opportunities, focus on Lake



 Vacant lot

Bridgewater on Loddon

Town	Bridgewater
2016 Population (ABS Census)	326
Families	91
Dwellings	192
Average household size	2
Median age	53
Infrastructure	Water, sewer, power, hall, hotel, sporting ground, primary school
Development activity	Building approval dwellings (2006-17) - 14
Vacant land supply	Township Zone 31.4ha 123lots Low Density Residential Zone 25ha 4 lots
Potential dwelling yield (existing TZ zone)	200 + lots
Issues and constraints	Flooding, industrial activity



 Vacant lot

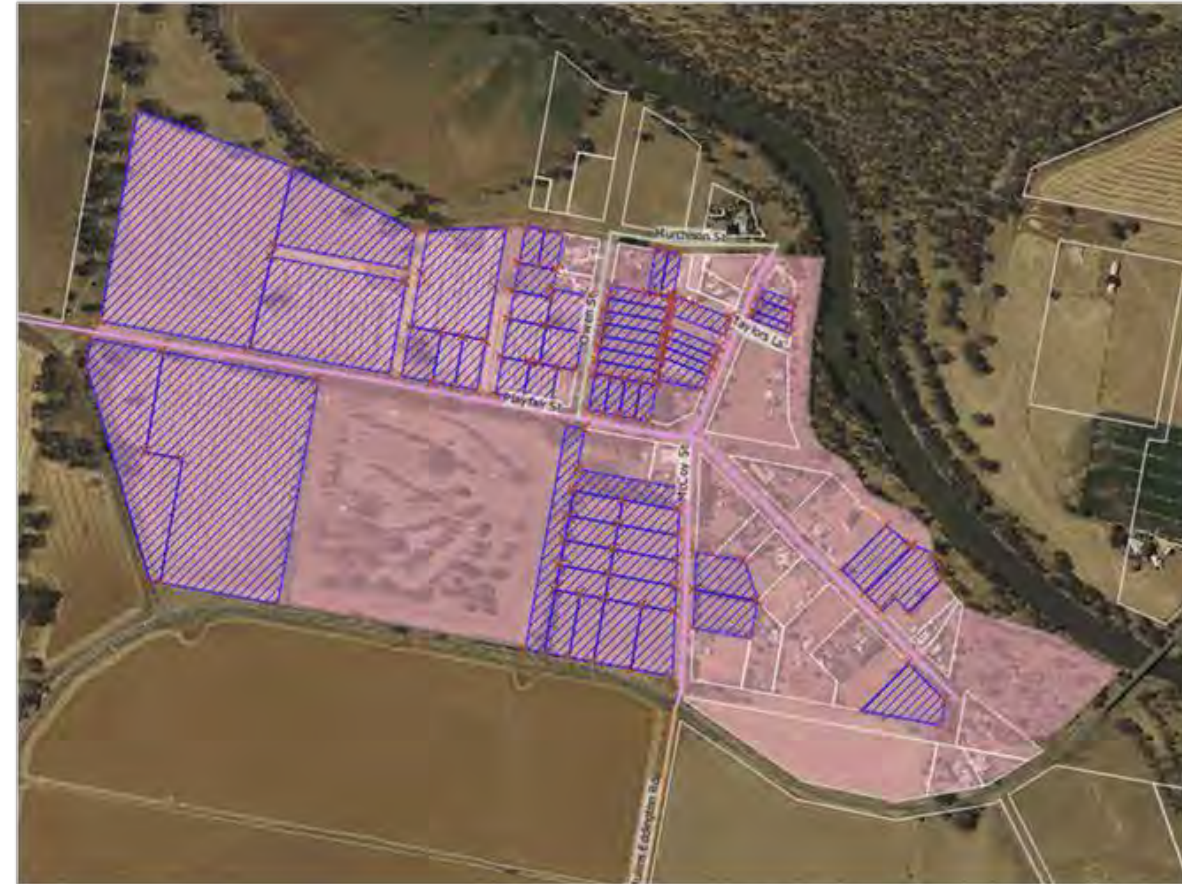
Dingee

Town	Dingee
2016 Population (ABS Census)	206 (includes surrounding district)
Families	57
Dwellings	105
Average household size	2.4
Median age	45
Infrastructure	Hall, power, water, railway station, library, hotel, sporting grounds
Development activity	Nil
Vacant land supply	3.5ha
Potential new dwelling yield (existing TZ)	5
Issues and constraints	No sewer, land ownership
Development opportunities	Growth opportunities east of existing urban area (between town and sporting facilities)



Eddington

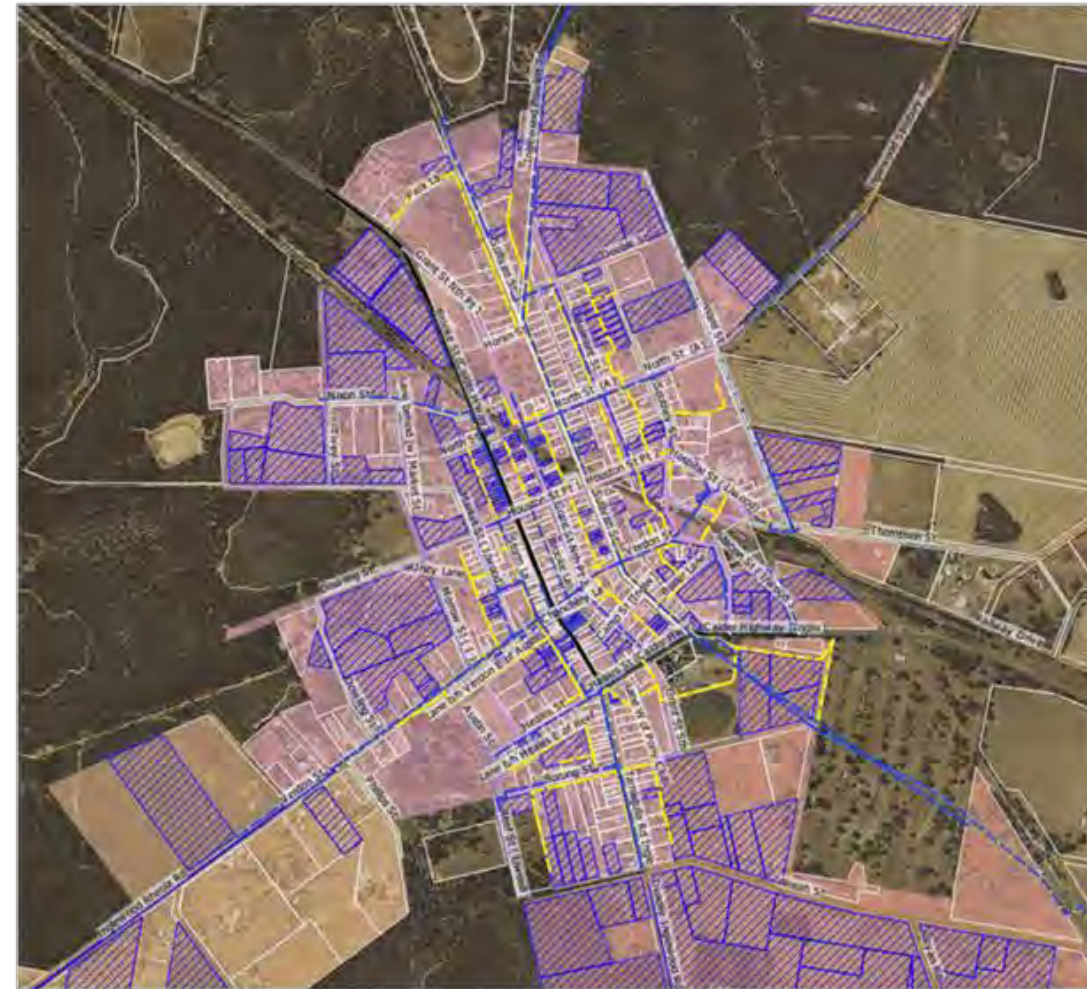
Town	Eddington
2016 Population (ABS Census)	96 (includes surrounding district)
Families	25
Dwellings	57
Average household size	2.4
Median age	48
Infrastructure	Hall, power
Development activity	Building approval dwelling (2011-17) - 1
Vacant land supply	40ha +
Potential new dwelling yield (existing TZ)	Existing lots – 20 + Further subdivision – 50 +
Issues and constraints	Lack of sewer, Laanecoorie catchment



 Vacant lot

Inglewood

Town	Inglewood
2016 Population (ABS Census)	730 (immediate township area) 855 (town and surrounding area)
Families	170 (immediate township area) 201 (town and surrounding area)
Dwellings	371 (immediate township area) 440 (town and surrounding area)
Average household size	2
Median age	53
Infrastructure	Water, sewer, power, supermarket, hall, hotel, sporting ground, pool, 2 primary schools, kindergarten, Neighbourhood House, Medical Centre, hospital and aged care facility
Development activity	Building approval dwellings (2006-17) - 27
Vacant land supply	Township Zone 54.3ha 158 lots Low Density Residential Zone 95.7ha 41lots Rural Living Zone 844.5ha 82lots
Potential dwelling yield (existing TZ zone)	200 + lots
Issues and constraints	Some lots too small to be developed, lack of all weather road in rural living area south of town, vacant crown land in towns,
Development opportunities	



 Vacant lot

Korong Vale

Town	Korong Vale
2016 Population (ABS Census)	168 (includes surrounding district)
Families	32
Dwellings	102
Average household size	1.9
Median age	58
Infrastructure	Hall, power, water
Development activity	Building approval dwelling (2011-17) - 1
Vacant land supply	5ha
Potential new dwelling yield (existing TZ)	Using existing lots – 10 Further subdivision - 15
Issues and constraints	No sewer



Laanecoorie

Town	Laanecoorie
2016 Population (ABS Census)	177 (includes surrounding district)
Families	41
Dwellings	102
Average household size	1.9
Median age	53
Infrastructure	Hall, power, water
Development activity	Building approval dwelling (2011-17) - 1
Vacant land supply	6ha
Potential new dwelling yield (existing TZ)	13
Issues and constraints	Flooding, no sewer
Development opportunities	Further subdivision of existing lots



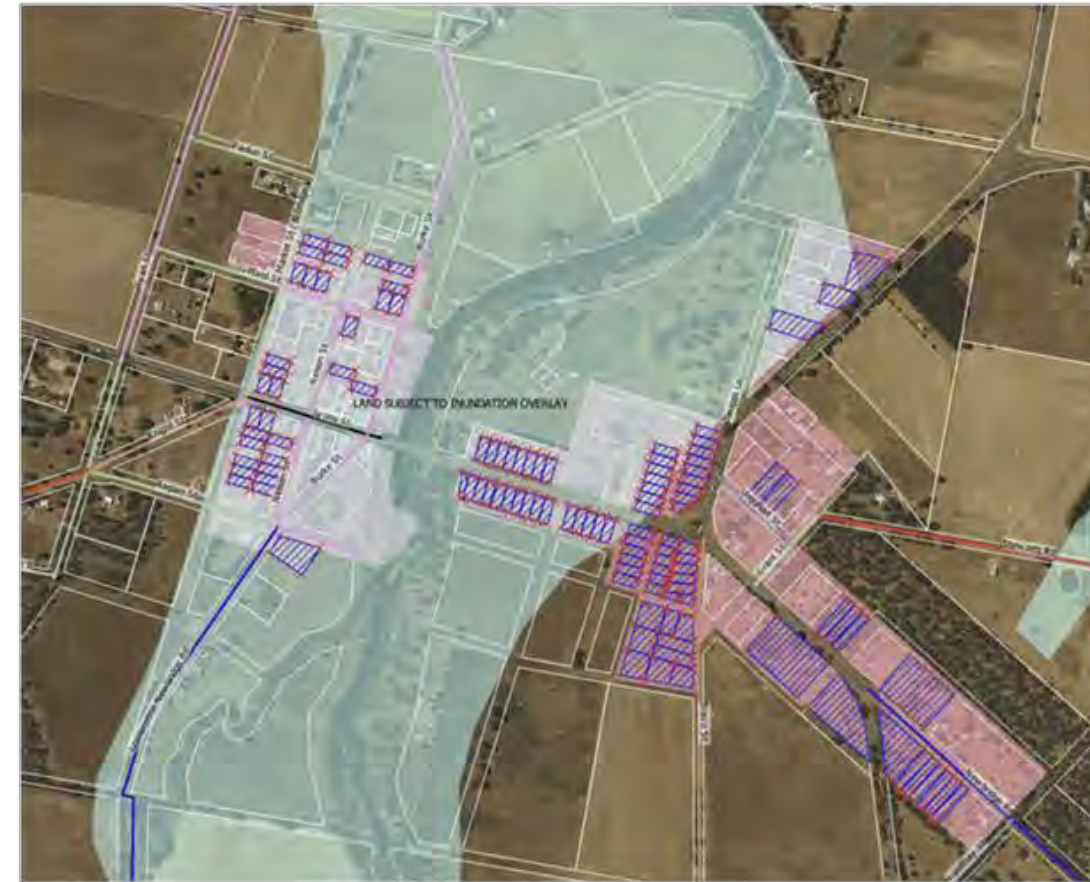
Mitiamo

Town	Mitiamo
2016 Population (ABS Census)	117 (includes surrounding district)
Families	32
Dwellings	51
Average household size	2.1
Median age	48
Infrastructure	Hall, power, water, pool, sporting facilities
Development activity	Building approval dwelling (2011-17) - 1
Vacant land supply	7ha
Issues and constraints	No sewer
Potential dwelling yield (existing TZ)	Existing lots – 2 Further subdivision – 15
Development opportunities	Large parcel available for subdivision adjacent to recreation reserve



Newbridge

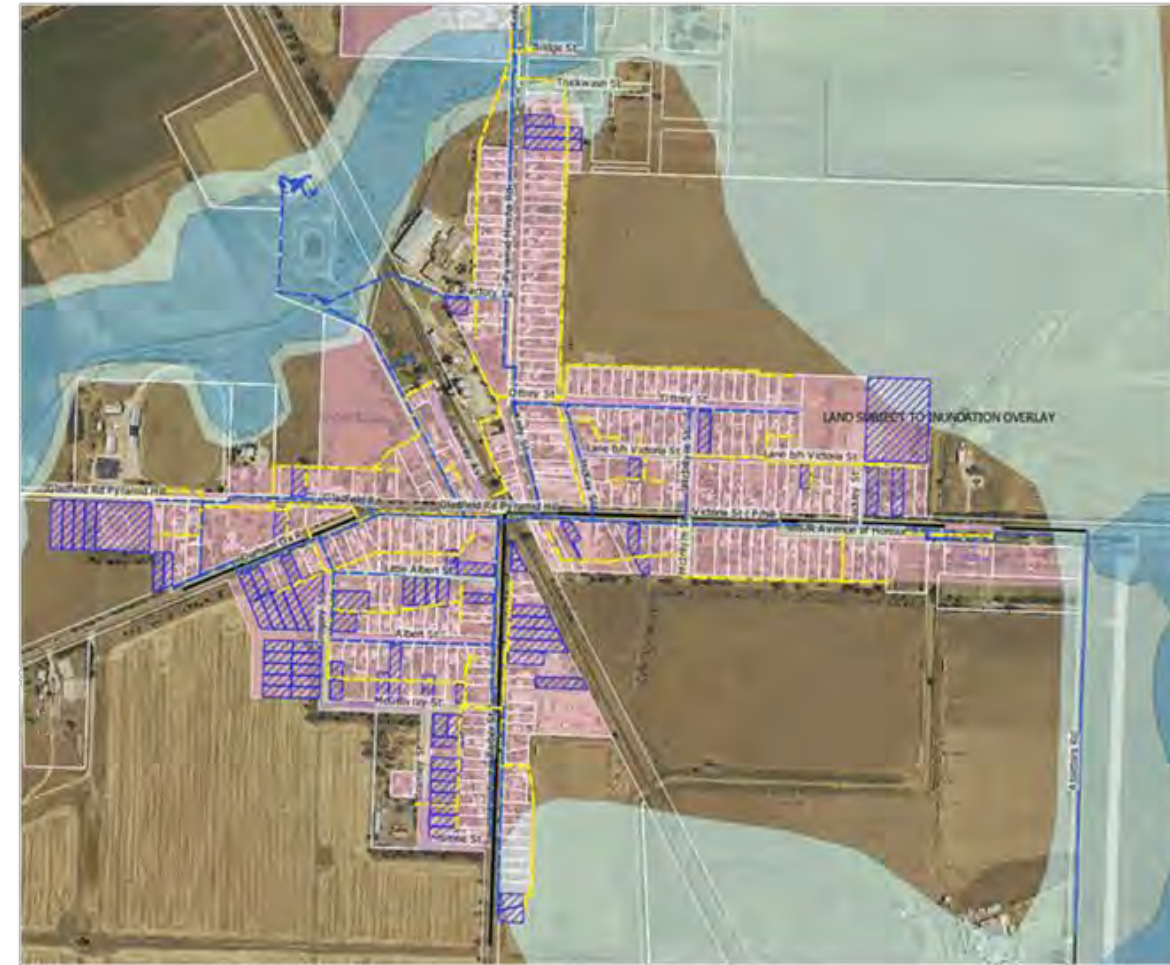
Town	Newbridge
2016 Population (ABS Census)	192 (includes surrounding district)
Families	48
Dwellings	106
Average household size	2.2
Median age	55
Infrastructure	Hall, power, hotel, sporting ground
Development activity	Building approval dwelling (2011-17) - 6
Vacant land supply	12ha (approx. 40 lots)
Potential dwelling yield (existing TZ zone)	20 (without sewer) 80 + (with sewer depending on further subdivision and proposed lot size)
Issues and constraints	No sewer or water, flooding
Development opportunities	Proximity to Bendigo, Loddon River Expansion of township to the west would provide for growth outside the flood zone if sewer/water could be provided



 Vacant lot

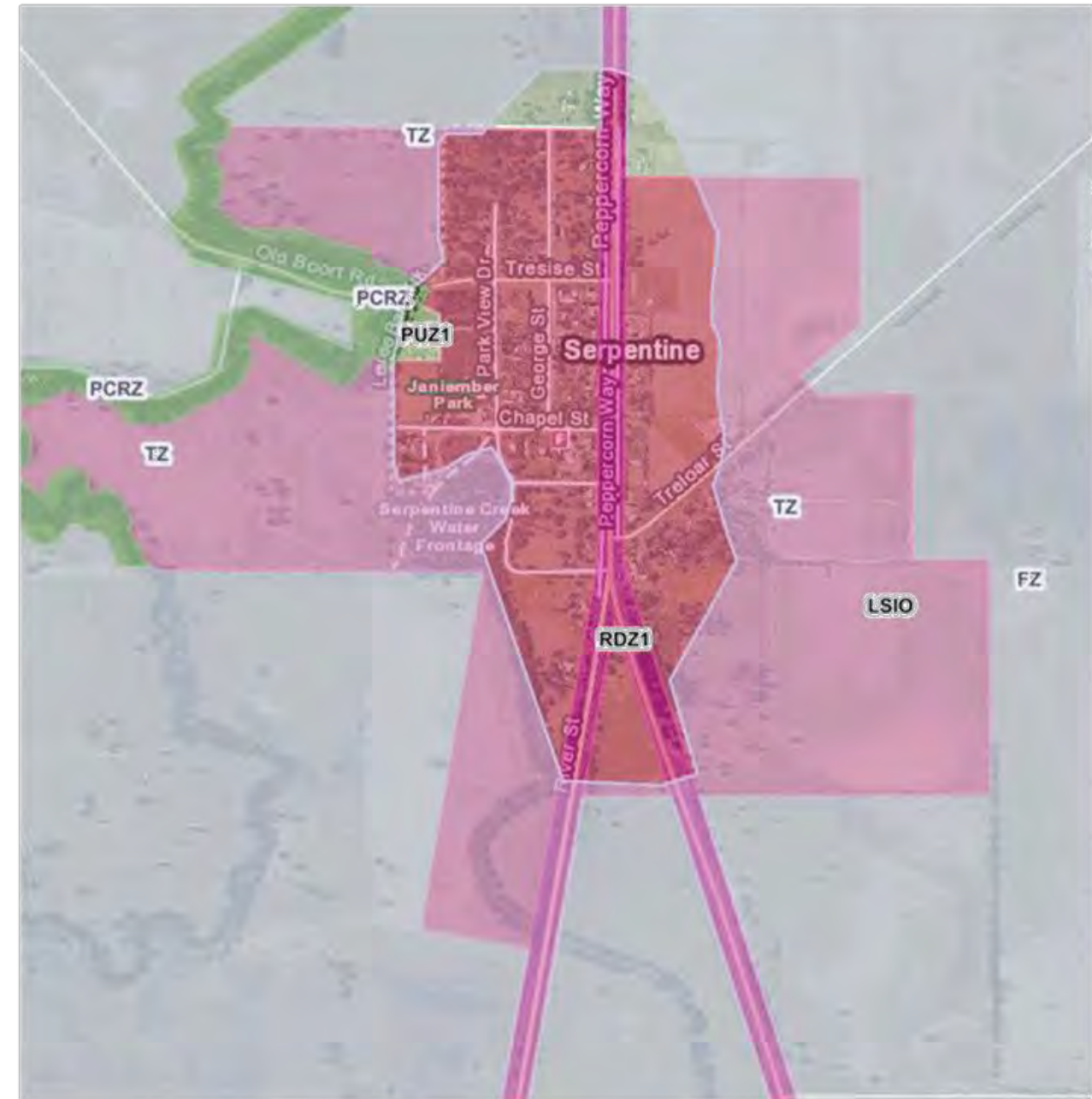
Pyramid Hill

Town	Pyramid Hill
2016 Population (ABS Census)	430
Families	104
Dwellings	240
Average household size	2.1
Median age	48
Infrastructure	Water, sewer, power, hall, hotel, sporting ground, pool, P-10 school and Catholic primary school, kindergarten
Development activity	Building approval dwellings (2006-17) – 8
Vacant land supply	Township Zone 9.1ha 71lots
Potential dwelling yield (existing TZ zone)	80 (depending on lot size)
Issues and constraints	Maintain buffers to wastewater treatment plant, flooding



Serpentine

Town	Serpentine
2016 Population (ABS Census)	192 (includes surrounding district)
Families	47
Dwellings	95
Average household size	2.1
Median age	42
Infrastructure	Hall, power, water, Shire office, hotel, sporting grounds
Development activity	Building approval dwelling (2011-17) - 1
Vacant land supply	150ha
Issues and constraints	No sewer, flooding
Potential dwelling yield (existing TZ)	Existing lots – 7 Further subdivision – 30 (outside LSIO)
Development opportunities	Large parcels available for further subdivision



Tarnagulla

Town	Tarnagulla
2016 Population (ABS Census)	133 (includes surrounding district)
Families	37
Dwellings	112
Average household size	1.7
Median age	61
Infrastructure	Hall, power, water
Development activity	2 new dwellings approved 2011-17
Vacant land supply	4.5ha
Potential new dwelling yield (existing TZ)	6
Issues and constraints	No sewer, small lots, vegetation, Crown land, bushfire, heritage
Development opportunities	Limited to existing township lots where a number can be consolidated to achieve approximately .4 ha.
Growth capacity	Growth is severely limited by surrounding State Forest and lack of sewer; Town character is defined by village feel



 Vacant lot

Wedderburn

Town	Wedderburn
2016 Population (ABS Census)	663 (immediate township area) 941 (town and surrounding area)
Families	139 (immediate township area) 215 (town and surrounding area)
Dwellings	434 (immediate township area) 634 (town and surrounding area)
Average household size	1.8
Median age	56
Infrastructure	Water, sewer, power, supermarket, hall, hotel, sporting ground, pool, P12 School, kindergarten, Neighbourhood House, Medical Centre
Development activity	Building approval dwellings (2006-17) - 25
Vacant land supply	27.5ha (110 lots) – Township Zone 20.5ha (25 lots) - Low Density Residential Zone 1110ha (265 lots) – Rural Living Zone
Potential dwelling yield (existing TZ zone)	200 + lots



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9.9 COMMUNITY PLAN ALLOCATIONS 2019/20

File Number: 13/09/005
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: 1. Community Plan 2019/20 allocation recommendations

RECOMMENDATION

That Council approves the 2019-20 Community Plan project allocations of \$151,441 in accordance with the attached report.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council was provided with information on the community plan applications at the Council Forum on 10 September 2019.

BACKGROUND

Community planning is a long-term strategy for developing sustainable communities. Council commits funds from its annual budget to ensure a number of community planning projects are completed.

Annual Community Plan funding is based on a \$50,000 allocation per ward (five wards totalling \$250,000) and a \$500,000 Community Planning Strategic Fund allocation. This report will make recommendations related to the \$250,000 ward based allocation.

Community planning is a direct allocation to projects identified in the local community plan, facility master plans, through strategic initiatives, project development or partnerships across communities within the Shire. Community plan funds often contribute to projects that go toward fulfilling the community's vision and improved liveability, or assist in planning of a strategic or structural nature.

ISSUES/DISCUSSION

In total eighteen projects were assessed under the 2019-20 Community Planning Program.

The projects submitted are assessed based on total funding available, project readiness, alignment with Council's strategic direction and community involvement and support for each project. Of the eighteen submissions assessed:

- nine have been recommended for full funding to undertake projects as identified
- two have been recommended for an allocation less than the amount requested
- one has been recommended for an allocation less than the amount requested with a modified scope
- three applications were transferred to the Community Grants program
- three have been not recommended for funding.

The funding available for each ward, based on the previous year's unallocated funds and the \$50,000 2019-20 allocation, is detailed in Table 1. The attached report (Attachment 1) provides the project assessment summary and recommended funding allocations totalling \$151,441.

Table 1:

Ward	CP Reserve	2019-20 budget allocation	Total funds available	2019-20 requests	2019-20 allocation recommendations
Boort	\$ 46,588	\$ 50,000	\$ 96,588	\$ 16,390	\$ 0
Inglewood	\$ 8,670	\$ 50,000	\$ 58,670	\$ 42,299	\$ 42,299
Tarnagulla	\$ 10,158	\$ 50,000	\$ 60,158	\$ 59,142	\$ 59,142
Terrick	\$ 0	\$ 50,000	\$ 50,000	\$ 141,670	\$ 50,000
Wedderburn	\$ 50,233	\$ 50,000	\$ 100,233	\$ 0	\$ 0
Totals	\$ 115,649	\$ 250,000	\$ 365,649	\$ 259,501	\$ 151,441

COST/BENEFITS

Council's Community Planning Program has been a success story since its inception sixteen years ago. Council and Loddon communities continue to attract significant external funding through the community planning process, and have delivered numerous projects in Loddon's small towns and rural districts under this banner.

Community Planning has been a catalyst for attracting significant funding to projects such as the Wedderburn Streetscape Improvements, Serpentine Janiember Park Upgrade, Pyramid Hill Memorial Hall Precinct, Boort Park Upgrade, Tarnagulla Community Centre and Inglewood Town Hall Hub Development.

RISK ANALYSIS

A strong focus for community planning is to ensure communities have the opportunity to participate in the planning and development of their projects. This helps engender collaboration and ultimately ownership, and encourages local community members to take a leadership role in improving their town or district, and communicating this with others.

When considering initiatives put forward through community planning, risk is assessed across some key areas; appropriate planning, capacity of volunteers, external funding and duration from inception to delivery. When allocating 'seed-funding' the initial risk review considers whether the project is likely to achieve external funding.

CONSULTATION AND ENGAGEMENT

Prior to proceeding to Council, the Community Planning Program project summary and recommendation has been assessed at both departmental and executive levels.

The Community Support team works with specific groups to determine project scope and cost, and assists them in the delivery of their projects.

Attachment 1: Community Plan 2019/20 allocation recommendations

Assessment panel report and recommendations

Boort Ward

Boort

Boort submitted one project, to install a disabled toilet in the Boort Bowls Club facility. This is a good project, has been fully designed and planned and is ready to proceed, but it is for a specific club operation and therefore it has not been recommended for funding. There have been no other applications received in the Boort ward.

Assessment Panel Recommendations

- As this is a project for a specific club operation it has not been recommended for funding.

Project	Summary	Request	Allocation
BOORT			
Boort Bowling Club Inc	Install disabled toilet in club room facility	\$ 16,390	\$ 0

Inglewood Ward

Bridgewater

The Bridgewater on Loddon Development Committee have submitted one project, to obtain funding to assist in drawing up the detailed plans for the main hall, indoor toilets and foyer area that constitutes the Stage 3 of the Bridgewater Memorial Hall restoration. It is recommended that this project be funded. Any funds remaining from this allocation will be used as seed funding for the capital works identified in the plan.

Campbells Forest/Yarraberb,

Campbell's Forest has submitted one application to cover the costs associated with producing and distributing the bi-monthly Campbell's Forest and District Community Newsletter. It is recommended that the full amount requested is funded this year as an establishment grant, and discussions held with the applicant in relation to options moving forward.

Inglewood

The Inglewood Eucalyptus Distillery Museum Committee of Management (CoM) has submitted one application to provide additional funds towards the Tractor Engine Annex's construction. The project has been in the planning and funding accumulation stage for a number of years. We recommend funding the requested \$20,000 amount.

Assessment Panel Recommendations

- That \$2,299 is allocated to fund the Campbell's Forest and District Community Newsletter.
- That \$20,000 is allocated to fund the drafting of detailed plans for Stage 3 of the Bridgewater Memorial Hall restoration project.
- That \$20,000 is allocated to the funds held in reserve for the Tractor Engine Annex project.

Project	Summary	Request	Allocation
INGLEWOOD			
Bridgewater on Loddon Development Committee	Fund the detailed designs for Stage 3 of the Bridgewater Memorial Hall Redevelopment	\$ 20,000	\$ 20,000
Campbell's Forest and District Community Action Planning Group	Fund the production and distribution of the Campbell's Forest and District Community Newsletter	\$ 2,299	\$ 2,299
Inglewood Eucalyptus Distillery Museum Committee of Management	Tractor Engine Annex Construction	\$ 20,000	\$ 20,000

Tarnagulla Ward

Tarnagulla

The Tarnagulla Public Hall has submitted one application, to install a 5.2kwh system comprising solar panels and a battery system on Tarnagulla's Public Hall. A letter of support from the Tarnagulla Public Hall Committee of Management provided a current electricity cost of \$185 per month.

The project meets the Community Planning Guidelines and, as such, it is recommended that this project be funded. However, it is suggested that Council make a provisional funding allocation to allow officers to undertake further investigation into the project deliverables, particularly around the size and type of system e.g: battery or no battery and location of panels.

Rheola

The Rheola community has submitted two applications:

- To install heating and cooling in the hall and supper room.
- To purchase and plumb water tanks into the South West Loddon Pipeline and install dripper lines to water 30 donated trees at the Rheola Pioneers Memorial Park Reserve.

It is recommended to fund the hall heating and cooling and the water tank/dripper project.

Newbridge

Two applications have been received by the Newbridge community:

- a BBQ and shelter in Progress Park Newbridge. The amount requested is \$10,509 and the total project costs \$15,074. This project meets the Community Planning Guidelines and as such is recommended for funding. Council officers recognise that a BBQ and shelter for Newbridge was funded last year and as per the community's direction, has been located at the recreation reserve.*
- Replacement of the public noticeboard located adjacent to the Newbridge Store. The project meets the Community Planning Guidelines and is recommended for funding.*

Laanecoorie

One application has been submitted by the Laanecoorie community, to replace the public noticeboard located adjacent to the Laanecoorie Post Office Box facility.*

Assessment Panel Recommendations

- That \$21,174 is allocated on a provisional basis to the installation of solar power and battery as it meets the Community Planning Guidelines. Council officers recommend further investigation into the project deliverables, particularly around the size and type of system and location of panels.

- That \$13,200 is allocated to support the installation of heating and cooling in the Rheola Public Hall and supper room.
- That \$10,259 is allocated to Rheola Pioneers Memorial Park Reserve Committee to support the installation of water tanks and dripper lines.
- That \$10,509 is allocated to support the installation of a BBQ and shelter in Progress Park.*
- That \$2,000 is allocated towards each of the two noticeboard replacement projects located at Newbridge and Laanecoorie for a total project cost of \$4,000.*

Project	Summary	Request	Allocation
TARNAGULLA			
Tarnagulla Public Hall	Installation of a solar Power and Battery system at the Tarnagulla Public Hall	\$ 21,174	\$ 21,174
Rheola Public Hall	Installation of heating and cooling at the Rheola Public Hall	\$ 13,200	\$ 13,200
Rheola Pioneers Memorial Park Reserve Committee	Installation of water tanks connected to the South West Loddon Pipeline and dripper lines for 30 donated trees	\$ 10,259	\$ 10,259
Newbridge Social Club	BBQ and Shelter - Progress Park Newbridge*	\$ 10,509	\$ 10,509
Newbridge Community (Geoff Curnow)	The replacement of the Newbridge public noticeboard*	\$ 2,000	\$ 2,000
Laanecoorie Community (Geoff Curnow)	The replacement of the Laanecoorie public noticeboard*	\$ 2,000	\$ 2,000

Terrick Ward

Pyramid Hill

The completion of the Lions Park redevelopment has been identified by Pyramid Hill Progress Association as the key project for the 2019-20 community planning cycle. Stage 2 of the project will include a shelter and a new BBQ and will complete the landscaping. Council contributed \$32,000 to complete Stage 1. The community has requested \$48,670 to complete the project (Stage 2).

Council is managing the redevelopment project and have indicated that the first allocation will cover more of the project than expected, this allocation will be put toward the BBQ and shelter and any minor landscaping works needing to be finished.*

Dingee

Three applications for community plan funding were received from the Dingee community:

- commissioning of a sculpture of Ernie Old with his bike, to be located at Progress Park, Dingee
- Installation of a disabled toilet in the Dingee Memorial Hall
- Recladding of the west end of the bowling clubhouse.

With the CP fund being oversubscribed, priority has been given to projects that are ready and that will deliver wider community benefits.

Plans have been drawn up for the installation of a disabled toilet in the Dingee Memorial Hall with an estimated cost of development at approximately \$55,000 - \$65,000. The Committee have requested \$50,000 to significantly progress the toilets, however with an oversubscription in the Terrick Ward, it

is recommended that we fund \$20,000 and seek other funding. If no other funding found, additional funding could be considered in subsequent Community planning funding rounds.

The Ernie Old sculpture was put up by the Dingee Progress Association last financial year. It is believed that additional work is required to advance the concept/design for this project. This project is not recommended for funding.

Dingee Bowling Club has submitted an application to re-clad the east end of the bowling clubhouse due to weather damaging the existing cladding. This is a project better suited to a community grant application. This project is not recommended for funding.

Mitiamo

Mitiamo have submitted one application to install new floor surfaces for the Mitiamo Football, Netball and umpires' rooms at the Recreation Reserve. Council officers recommend an allocation of \$10,000 to use as seed funding to attract external funding.

Calivil, Serpentine and Yarrowalla

No projects were submitted for consideration by the Calivil, Serpentine or Yarrowalla communities.

Assessment Panel Recommendations

- That \$20,000 is allocated to support the second stage of the redevelopment of the Lions Park in Pyramid Hill.*
- That \$20,000 is allocated towards the disabled toilet in the Dingee Memorial Hall.
- That \$10,000 is allocated towards seed funding for a Minor Facilities grant at the Mitiamo Recreation Reserve

Project	Summary	Request	Allocation
TERRICK			
Pyramid Hill Progress Association	Stage 2 of the redevelopment of the playground at the Lions Park adjacent to the Pyramid Hill swimming pool, including new BBQ and shelter and landscaping*	\$ 48,670	\$ 20,000
Dingee Progress Association Inc	Commission a sculpture of Ernie Old with his bike, to be located at Progress Park, Dingee.	\$ 20,000	Nil
Dingee Memorial Hall Committee	Installation of a disabled toilet in the Memorial Hall	\$ 50,000	\$ 20,000
Dingee Bowling Club	Reclad the east end of the bowling clubhouse	\$ 5,000	Nil
Mitiamo Recreation Reserve Committee	Install new high end rubber flooring in the netball, football and umpires changerooms.	\$ 18,000	\$ 10,000

Wedderburn Ward

Wedderburn

No Community Plan applications were submitted from the Wedderburn Ward.

** indicates that this project will result in increased ongoing maintenance by internal council departments.*

Ward	CP Reserve	2019-20 budget allocation	Total funds available	2019-20 Requests	2019-20 Allocation recommendations
Boort	\$ 46,588	\$ 50,000	\$ 96,588	\$ 16,390	\$ 0
Inglewood	\$ 8,670	\$ 50,000	\$ 58,670	\$ 42,299	\$ 42,299
Tarnagulla	\$ 10,158	\$ 50,000	\$ 60,158	\$ 59,142	\$ 59,142
Terrick	\$ 0	\$ 50,000	\$ 50,000	\$ 141,670	\$ 50,000
Wedderburn	\$ 50,233	\$ 50,000	\$ 100,233	\$ 0	\$ 0
Totals	\$ 115,649	\$ 250,000	\$ 365,649	\$ 259,501	\$ 151,441

9.10 TARNAGULLA WARD STRATEGIC FUND ALLOCATIONS

File Number: 13/09/005
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council

1. allocate a provisional budget of \$20,000 to support the painting of the Laanecoorie Hall from the Tarnagulla Ward strategic fund
2. allocate a provisional budget of \$40,000 to support the Newbridge Recreation Reserve Committee of Management to purchase a tractor for use at the reserve from the Tarnagulla Ward strategic fund
3. provide in-principle support for a project to asphalt the entrance to the Tarnagulla Community Centre and associated drainage works, with a future report to be prepared detailing the costs, with funding to be provided through the Tarnagulla Ward strategic fund, to deliver the project.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

There has been no previous Council discussion related to the items within this report. Council has previously considered an application for a project specific allocation from the Tarnagulla Ward strategic fund and resolved at the March 2019 Ordinary Council meeting to, by exception, allow the Tarnagulla Ward strategic fund to be used to deliver a number of smaller projects.

BACKGROUND

Council has previously resolved to, by exception, allow the Tarnagulla Ward strategic fund to be used to deliver a number of smaller projects, with an initial \$40,000 allocation to support the re-pointing of brickwork in the Newbridge Hall.

ISSUES/DISCUSSION

Additional projects have been identified in the Tarnagulla Ward which are being proposed for Council consideration in relation to the allocation of provisional funding for two projects, and in-principle support for a third project with detailed design and costs to be returned to Council for an allocation of funds.

Project 1: Painting of hall at Laanecoorie.

This hall is used as a community meeting place and houses community historic memorabilia, particularly photos of district people who served during the wars. It is envisaged that this project will be delivered in a community/Council partnership. It is recommended that Council allocate a provisional budget of \$20,000 to this project. Council officers will return to Council if further planning indicates additional funds are required to complete the project. Conversely, any unspent funds, if the project is delivered within this provisional amount, will be returned to the reserved Tarnagulla Ward strategic funds.

Project 2: Funds to support purchase of tractor by Newbridge Recreation Reserve

The Newbridge Recreation Reserve Committee of Management (CoM) have identified that the tractor used within the recreation reserve to operate the slasher needs replacing. The CoM is unable to access funds through the oval mower replacement program as the purchase of a tractor is outside of the eligibility criteria. Quotes received previously by the CoM indicated that a provisional budget of \$40,000 would be sufficient to support this recommendation. Council officers will return to Council if further planning indicates additional funds are required to complete the project. Conversely, any unspent funds, if the project is delivered within this provisional amount, will be returned to the reserved Tarnagulla Ward strategic funds.

Project 3:

Asphalting of the entrance to the Tarnagulla Community Centre, from the Main Street between the Hall and the garden area. The asphalting of this area will improve accessibility to both the Hall and the Community Centre. This will also need to include some drainage design to manage water from rainfall events. Council officers are currently scoping this work, and it is recommended that Council provide in-principle support for this project from the Tarnagulla Ward strategic fund, with final design and costs returned to Council for a specific funding allocation.

COST/BENEFITS

With a number of smaller towns within the Tarnagulla Ward, the ability to use the Tarnagulla Ward strategic fund to deliver a number of smaller projects provides a direct benefit to these communities through the delivery of important local projects that may otherwise not be undertaken.

With \$460,000 of the initial strategic funding available, there are sufficient funds to provide the provisional amounts recommended for allocation to projects one and two. A further report with identified costs will be returned to Council in regards to project three.

RISK ANALYSIS

There is little risk associated with the deliverable components of this report. The associated risk is that without the support of the Tarnagulla Ward strategic fund these projects, which have been identified as important to the local communities, may not be undertaken.

CONSULTATION AND ENGAGEMENT

The information to support the development of this report has been provided by Cr Curnow. Council staff have been involved in the preliminary work undertaken.

9.11 APPLICATION FOR FUNDING FROM THE 2019-20 BOORT WARD COMMUNITY PLANNING PROGRAM

File Number: 13/09/005
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council allocate \$20,000 from the 2019/20 Boort Ward community planning funds to the Boort Park Committee of Management in support of their application for the Boort Park Kitchen upgrade.

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 2019/20 Community planning allocation recommendations were presented to the September 2019 Council forum.

The funding to support the Boort Park kitchen upgrade was discussed with Councillors at the September 2019 Council forum.

BACKGROUND

The 2019/20 Community Planning allocation recommendations have been provided to the September Ordinary Council meeting for approval. The application from the Boort Park Committee of Management for funds to support the Boort Park kitchen upgrade was not received in time to include in the bulk application assessment process.

ISSUES/DISCUSSION

The clubrooms at Boort Park have recently undergone an upgrade. This upgrade was completed in 2017 and included an extension to the clubroom, an upgrade to the cool room and bar area and a refurbishment of the existing internal toilet area. These funds will support the refurbishment the Boort Park Kitchen including enclosing existing serveries and exits, creating additional serveries, suitably lining the existing brick walls and redeveloping the working areas of the kitchen such as sinks, food preparation and cooking areas.

COST/BENEFITS

The Boort Ward community planning budget currently has \$96,588, providing sufficient funds to support this request for funds as detailed in Table 1.

The refurbishment of the Boort Park Kitchen will complement the recently completed clubroom extension, will ensure that it complies with the Food Act 1984 and will provide a more appropriate catering space for users of the facility.

Table 1:

Ward	CP Reserve	2019-20 budget allocation	Total funds available	2019-20 individual application	2019-20 allocation recommendation
Boort	\$ 46,588	\$ 50,000	\$ 96,588	\$ 20,000	\$ 20,000

These funds will form part of the total \$150K estimated as required to complete the project, along with a user group contribution of \$20K and a request in an additional report to Council to access funds from the Major Projects Reserve.

RISK ANALYSIS

There is little risk associated with the outcome of this report and forms part of a wider funding strategy to support the implementation of the project. These funds will support a project that has progressed through a number of design stages by the community and Council officers.

CONSULTATION AND ENGAGEMENT

Council officers have worked closely with Boort Park Committee of Management throughout the design phase of this project.

9.12 ALLOCATION OF FUNDS FROM THE MAJOR PROJECTS RESERVE

File Number: 16/04/027
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council:

1. allocate \$100,000 from the Major Projects Reserve to the Boort Park kitchen upgrade project budget
2. approve access of up to a further \$9,000 from the Major Projects Reserve to support variations that arise during the final design and construction phases of the project.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council discussed an allocation from the Major Projects reserve in support of the Boort Park Kitchen upgrade at its September 2018 Council forum.

The funding to support the Boort Park kitchen upgrade was discussed with Councillors at the September 2019 Council forum.

BACKGROUND

Council operates a Major Project Reserve, detailed in the Financial Reserves Policy, which is used to assist with the funding of major projects identified by Council. At the September 2018 Councillors discussed funds from this reserve supporting the Boort Park kitchen upgrade; this report formalises that discussion.

ISSUES/DISCUSSION

The clubrooms at Boort Park have recently undergone an upgrade. This upgrade was completed in 2017 and included an extension to the clubroom, an upgrade to the cool room and bar area and a refurbishment of the existing internal toilet area. These funds will support the refurbishment the Boort Park Kitchen including enclosing existing serveries and exits, creating additional serveries, suitably lining the existing brick walls and redeveloping the working areas of the kitchen such as sinks, food preparation and cooking areas.

COST/BENEFITS

It is estimated that the project will require in the vicinity of \$150K for completion. Along with these requested funds, other contributions to the project include a Community Planning application \$20K and a user group contribution of \$20K. The Major Projects Reserve currently has \$109,796 available for allocation. The refurbishment of the Boort Park Kitchen will complement the recently completed clubroom extension, will ensure that it complies with the Food Act 1984 and will provide a more appropriate catering space for users of the facility.

RISK ANALYSIS

There is little risk associated with the outcome of this report and forms part of a wider funding strategy to support the implementation of the project. These funds will support a project that has progressed through a number of design stages by the community and Council officers.

CONSULTATION AND ENGAGEMENT

Council officers have worked closely with Boort Park Committee of Management throughout the design phase of this project.

9.13 LODDON ABORIGINAL COMMUNITY PARTNERSHIP PLAN 2019-2021 FOR ADOPTION

File Number: 16/05/001

Author: Wendy Gladman, Director Community Wellbeing

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments:

1. **Copy of submissions received from public exhibition of the Loddon Aboriginal Community Partnership Plan 2019-2021**
2. **Loddon Aboriginal Community Partnership Plan 2019-2021 - with post feedback amendments included**

RECOMMENDATION

That Council adopt the Loddon Aboriginal Community Partnership Plan 2019-2021, as attached, including the amendments made following feedback received during the public exhibition period.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

A draft of the Loddon Aboriginal Community Partnership Plan 2019-2021 (the Plan) was provided to Councillors at the May 2019 Council Forum.

The final draft Plan was presented to Council at the July 2019 Ordinary Council Meeting for resolution to advertise for public comment.

BACKGROUND

As a part of the Loddon Shire Council Plan 2017-2021, Council demonstrated its commitment to reconciliation by committing to develop a Reconciliation Action Plan (RAP) at Reflect Level.

It was subsequently determined that given Council's limited resources, the successful implementation of a RAP would be constrained at this time. Following discussion with Councillors and the Dja Dja Wurrung Clans Aboriginal Corporation, it was concluded that in lieu of a RAP, Council would implement policies with achievable preliminary actions aimed at recognising and promoting reconciliation, including the development of this Plan.

Reconciliation aims for all Australians to work together to address the underlying causes of division and inequality between Aboriginal and Torres Strait Islander people and non-indigenous people. Reconciliation takes a holistic approach that encompasses rights, as well as so-called symbolic and practical actions. Through actions, it seeks to drive beneficial outcomes for everyone through a focus on the relationship between Aboriginal and Torres Strait Islander people and non-indigenous Australia. Reconciliation aims to reduce prejudice, discrimination and racism. In this context, it also seeks to recognise the rich history, cultures and rights of Aboriginal people in Australia.

The Plan has been developed after public consultation and is intended to respond to the spirit and intent of the Local Government Engagement Strategy contained in Schedule 6 of the Recognition and Settlement Agreement. This Agreement made in 2013 under the Traditional Owner Settlement Act 2010 between the State of Victoria and the Dja Dja Wurrung Clans Corporation involves significant funding from the State, specific land transfers and reconciliation actions to be pursued by the State Government and local governments in the Dja Dja Wurrung area.

The Local Government Engagement Strategy component of the Agreement recognises the significant on-ground and practical role local government can play to improve the economic and social standing of Aboriginal people and communities within their municipal boundaries.

The Loddon Aboriginal Community Partnership Plan demonstrates Council's support for activities that will assist in bringing about positive change in the lives of our Aboriginal and Torres Strait Islander residents. The Plan contains 22 activities to be undertaken over the life of the plan, categorised in three themes:

- Respect
Respect for Aboriginal and Torres Strait Islander people, their culture, history, and experience, is fundamental to gaining a deeper cross-cultural understanding and developing equal and healthy relationships.
- Relationships
Meaningful relationship enable the Shire and its community to understand the experience, interests and aspirations of the Aboriginal and Torres Strait Islander people and work together for the wellbeing of our community.
- Opportunities
Providing opportunities that foster wellbeing through social inclusion, employment, civic participation, and cultural expression.

ISSUES/DISCUSSION

Council resolved at the July 2019 Ordinary Council Meeting to place the draft Loddon Aboriginal Community Partnership Plan 2019-2021 on public exhibition inviting comment from the community. The draft Plan was placed on public exhibition from Saturday 3 August to Friday 30 August and was available on Council's website, Council's municipal offices in Wedderburn and Serpentine, and Loddon library agencies in Boort, Pyramid Hill, Dingee, Inglewood, Tarnagulla and Wedderburn.

At the closing period of 30 August 2019, submissions making comment on the plan were received from Mr Jim Brooks, on behalf of the Dja Dja Wurrung Clans Aboriginal Corporation and from Mr Rod Poxon (see attachment 1).

A review of each of the suggested amendments has been undertaken, informing the following suggested responses:

Suggested amendment to draft plan	Suggested response
The Acknowledgement of Country to specifically name the traditional owners (including Dja Dja Wurrung)	That an additional action be added to the plan to include a review of the current Welcome to and Acknowledgement of Country Policy to include reference to the traditional custodians by name. (action 9)
Limited budget allocations, and concern that the available budget will allow sufficient opportunity for closer engagement and positive outcomes	The dedicated budget amounts identified in the plan are supplemented with works undertaken within staff members existing operational budgets, and activities supported through securing of external funding. It is recommended that this combination of funding and support will be sufficient to allow delivery of the actions identified in this initial plan.
Plan to map out pathway and timetable for Loddon to develop a Reconciliation Plan	Council has previously acknowledged that it is not currently in the position to enter into the formal Reconciliation Action Plan process, and that in lieu of this it would implement policies which achievable preliminary actions aimed at recognising and promoting reconciliation,

	including the development of this plan. It is recommended that the time to determine if Council is in a position to develop a formal Reconciliation Action Plan is on the completion of this plan and as identified in action 22 of this Plan: <i>To review the partnership plan following the initial two year implementation. Based on this review, update and proceed to the next plan.</i>
The training component to be expanded and strengthened, with particular emphasis on cross cultural awareness training for Council staff and the Community, starting with training for leaders, such as Councillors, Council Directors and community leaders	There is a current action in the Plan to provide training for Council staff in order to raise awareness and understanding of reconciliation This action to be amended to include the training to be offered to Councillors. (action 14) That an action be added to include opportunities for cultural awareness training for community leaders to be offered, subject to funding being secured to support the delivery of the action. (action 15)
Council to work with local schools to best develop programs and activities for children that promote reconciliation	That the current action in the Plan relating to Loddon Youth Council be extended to include promotion of reconciliation as a discussion topic. (action 18) That an action be added to the plan specifying that Council staff work with local kindergartens to include the integration of programs and activities for children that promote reconciliation into the offered curriculum. (action 19) Further partnership work with other agencies will be reviewed and likely included in the next version of this plan.

Where the suggested responses indicate amendment to the draft plan, these have been incorporated into the final version of the Plan now presented to Council (see attachment 2) and highlighted in red.

COST/BENEFITS

To support delivery of this initial Loddon Aboriginal Community Partnership Plan a budget provision of \$7,500 is required over two years.

RISK ANALYSIS

In acknowledging the sensitivity and complexities surrounding reconciliation and the historical treatment of Aboriginal and Torres Strait Islander people by government agencies, Council will commit to reconciliation through implementation of the Loddon Aboriginal Community Partnership Plan.

The Plan identifies that should Council not fulfil the Loddon Aboriginal Community Partnership Plan, the following risks are present:

- non-adherence to Schedule 6 of the Recognition and Settlement Agreement with the Dja Dja Wurrung
- the local and wider Aboriginal and Torres Strait Islander community may lose confidence in Council's commitment towards reconciliation
- compromise existing and future relationships with the traditional owners and our stakeholders

- reluctance by the Aboriginal and Torres Strait Islander community to support Council in service delivery, local initiatives and future strategies
- community perception – questioning Council's commitment to reconciliation.

CONSULTATION AND ENGAGEMENT

This plan was developed after a thorough community engagement process, consultation with traditional owners of Dja Dja Wurrung and Barapa Barapa, local Aboriginal and Torres Strait Islander residents, community members, community services organisations and Loddon Shire Councillors and staff.

The process included:

- meetings with Dja Dja Wurrung and Barapa Barapa
- surveying the community
- hosting of three community workshops
- roundtable discussion with Loddon community service providers
- forum with Loddon Shire Councillors
- workshop with Loddon Shire staff
- informal meetings with community members and organisations.

The draft Plan was provided to the Dja Dja Wurrung following the May Council forum and was subsequently placed on public exhibition from Saturday 3 August to Friday 30 August 2019. During the exhibition period the Plan was available on Council's website, Council's municipal offices in Wedderburn and Serpentine, and Loddon library agencies in Boort, Pyramid Hill, Dingee, Inglewood, Tarnagulla and Wedderburn and was promoted via advertisements in local newspapers and community newsletters and Councils facebook page.

Attachment 1: Copy of submissions received from public exhibition of the Loddon Aboriginal Community Partnership Plan 2019-2021

Submission 1: Mr Jim Brooks, on behalf of the Dja Dja Wurrung Clans Aboriginal Corporation

Thanks for the opportunity to comment on Council's draft Aboriginal Community Partnership Plan.

The Plan appears to be a positive step towards enhancing relationships and recognising the Aboriginal people within Council's area and honouring the traditional owners of the area.

DDWCAC has just a few comments:

- The acknowledgement (p2) could specifically name the traditional owners (including Dja Dja Wurrung)*
- The budget is limited. Although DDWCAC notes that Council has limited resources there is some concern whether the budget will allow sufficient opportunity for much closer engagement and positive outcomes*
- The actions, including provision of place names and meanings of particular locations, are a positive initiative but DDWCAC must warn that its capacity to engage in that process (at least, promptly) will be limited from time to time by its own resource constraints, as will the Corporation's ability to contribute to the development of guidelines.*

In any case, DDWCAC sees the draft plan as a positive step and looks forward to closer relationships between DDWCAC, Djaara and Council.

Over time DDWCAC would be pleased if the special status and circumstances and role of traditional owners can be better recognised (above and beside the Council's aim to promote reconciliation with Aboriginal and Torres Strait Islander people generally in the Shire and to address their needs and socio-economic disadvantage).

Submission 2: Mr Rod Poxon

Well done on developing the draft Loddon Aboriginal Community Partnership Plan. This is a subject that I think is really important for Loddon, and once it progresses and gains traction, then the opportunities for Loddon Shire are substantial indeed.

You may recall that I'm a member of the Hepburn Council RAP advisory committee. We've held a number of reconciliation events during NRW and NAIDOC week since the RAP was initiated, including indigenous history walking tours - these have all been very well attended and they have all received great feedback from participants. The Boort district has an outstanding aboriginal heritage landscape, much of it on crown land, so the opportunity for visitation and tours is far superior to what is possible here at Hepburn.

I note that feedback on the draft Loddon Aboriginal Community Partnership Plan is to be provided to yourself. I have three suggestions as follows:

- 1. Can the plan map out a pathway and timetable for Loddon to develop it's first RAP? In my mind it would be ideal if one of the key goals of the plan is to generate broad support for a Loddon RAP.*
- 2. Can the training component within the plan be expanded and strengthened, with particular emphasis on cross cultural awareness training for Council staff and the Community? And starting with training for the leaders, so Councillors, Directors, Community leaders and the like.*
- 3. Can Council work with the local schools to best develop programs and activities for kids that promote reconciliation. The kids can then education their parents!*

LODDON SHIRE COUNCIL

LODDON ABORIGINAL COMMUNITY PARTNERSHIP PLAN 2019-2021



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
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RELATED LEGISLATION:	Traditional Owner Settlement Act 2010 (Vic) Recognition and Settlement Agreement between Dja Dja Wurrung Clans Aboriginal Corporation and the State of Victoria (Schedule 6: Local Government Engagement Strategy)
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\Policy and Strategy\Loddon Aboriginal Community Partnership Plan\Loddon Aboriginal Community Partnership Plan - Draft and Final versions

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

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

ACKNOWLEDGEMENT OF COUNTRY

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

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1 PURPOSE

The purpose of this plan is to provide a framework for Council to advance reconciliation activities across three themes: Opportunities, Relationships and Respect. It will provide opportunities to:

- raise awareness of reconciliation
- develop knowledge and understanding of Aboriginal and Torres Strait Islander peoples
- build relationships with Aboriginal and Torres Strait Islander people living in the Loddon municipality.

It aims to be achievable and to provide a platform for ongoing reconciliation efforts.

2 BUDGET IMPLICATIONS

To support delivery of this initial Loddon Aboriginal Community Partnership Plan a budget provision of \$7,500 is required over two years.

3 RISK ANALYSIS

In acknowledging the sensitivity and complexities surrounding reconciliation and the historical treatment of Aboriginal and Torres Strait Islander people by government agencies, Council will commit to reconciliation through implementation of the Loddon Aboriginal Community Partnership Plan.

Should Council not fulfil the Loddon Aboriginal Community Partnership Plan, the following risks are present:

- breach of Schedule 6 of the Recognition and Settlement Agreement with the Dja Dja Wurrung, of which Council is a party to
- the local and wider Aboriginal and Torres Strait Islander community may lose confidence in Council's commitment towards reconciliation
- compromise existing and future relationships with the traditional owners and our stakeholders
- reluctance by the Aboriginal and Torres Strait Islander community to support Council in service delivery, local initiatives and future strategies
- community perception – questioning Council's commitment to reconciliation.

4 RECONCILIATION CONTEXT

4.1 What is reconciliation?

Reconciliation aims for all Australians to work together to address the underlying causes of division and inequality between Aboriginal and Torres Strait Islander people and non-indigenous people. Reconciliation takes a holistic approach that encompasses rights, as well as so-called symbolic and practical actions. Through actions, it seeks to drive beneficial outcomes for everyone through a focus on the relationship between Aboriginal and Torres Strait Islander people and non-indigenous Australia. Reconciliation aims to reduce prejudice, discrimination and racism. In this context, it also seeks to recognise the rich history, cultures and rights of Aboriginal people in Australia.

4.2 Context of reconciliation and the Loddon Aboriginal Community Partnership Plan

Council has demonstrated its commitment to reconciliation in its Council Plan 2017-2021 with its intention "to develop a Reconciliation Action Plan at the Reflect level". While it is still Council's

intention to develop a Reconciliation Action Plan, after consultation with the Aboriginal community it was agreed that Council should develop a Community Partnership Plan, to focus on a plan that is achievable within the limited resources available.

In November 2017, Council adopted a "Welcome to and Acknowledgement of Country Policy". The purpose of this was to set out the guiding principles in observing appropriate protocols when acknowledging the Traditional Custodians of the land at Council civic functions and business activities, and in Council publications.

Further to this, Council has been working to achieve beneficial outcomes for our local Aboriginal community, through the following:

- promotion of indigenous eco tours in Boort
- commitment to and undertaking Cultural Heritage Management Plans
- working with Dja Dja Wurrung to develop the canoe trail and promotional materials on the Loddon River and Serpentine Creek
- work on the Boort scar tree project as part of the Lake Boort Management Plan in conjunction with Parks Victoria
- flying the Aboriginal and Torres Strait Islander flag during NAIDOC and reconciliation weeks
- accessing Dja Dja Wurrung Enterprises, trading as Djandak.

Council acknowledges it cannot achieve many reconciliation actions on its own, and accordingly has worked with the community and community service organisations to identify mutual joint projects.

4.3 The Aboriginal and Torres Strait Islander community in Loddon Shire

The traditional owners of the land on which the Shire of Loddon spans are the Dja Dja Wurrung and the Barapa Barapa people.

Dja Dja Wurrung territory traverses Central Victoria. Within Loddon Shire it extends from Boort in the north of the Shire, through to the east beyond Dingee, in the south at Bridgewater, Newbridge and Tamagulla, and to the west of Wedderburn.

Barapa Barapa people have resided over extensive country, particularly in the southern parts of New South Wales and northern Victoria. Within Loddon Shire, the Barapa Barapa area includes part of the Boort area and all of Pyramid Hill in the north east of the Shire.

The 2016 Census data indicates that the Loddon Shire is home to 118 Aboriginal and Torres Strait Islander people. This is an increase of 14 people from the 2011 census. This equates to 1.6% of our overall population, which is double the Victorian average of 0.8%.

The medium age of Aboriginal people in Loddon Shire at the 2016 Census was 30 years as opposed to medium age of non-aboriginal people of 51 years¹.

According to the Office of Aboriginal Affairs Victoria and the Department of Premier and Cabinet the Loddon municipality "has 1067 registered cultural heritage places including an Aboriginal cultural place, Aboriginal historical places, burials, artefact scatters, earth features, low density artefact distributions, object collections, quarries, rock art, scarred tree, a shell midden and stone features."²

¹ https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA23940

² <http://www.maqclee.org.au/wp-content/uploads/2015/09/LGA-Profile-Final-Loddon.pdf>

4.4 Council's position

As a local government authority, Council is ideally placed to provide leadership on reconciliation as it builds relationships and delivers services at a local community level. Council's role and responsibility is across two implementation approaches, firstly by a whole Council approach and secondly as a whole community approach.

A whole community approach is needed to work together in partnership with traditional custodians, Aboriginal and Torres Strait Islander residents, non-indigenous residents of the shire and community partner organisations.

The Loddon Aboriginal Community Partnership Plan demonstrates Council's support for activities that will assist in bringing about positive change in the lives of our Aboriginal and Torres Strait Islander residents.

5 METHODOLOGY

This plan was developed after a thorough community engagement process, consultation with traditional owners of Dja Dja Wurrung and Barapa Barapa, local Aboriginal and Torres Strait Islander residents, community members, community services organisations and Loddon Shire Councillors and staff.

The process included:

- meetings with Dja Dja Wurrung and Barapa Barapa
- surveying the community
- hosting of three community workshops
- roundtable discussion with Loddon community service providers
- forum with Loddon Shire Councillors
- workshop with Loddon Shire staff
- informal meetings with community members and organisations.

The plan was subsequently drafted and provided to the traditional custodians Dja Dja Wurrung and Barapa Barapa Clans, local Aboriginal and Torres Strait Islanders residents, interested non-Aboriginal residents, community service organisations and Council for comment and feedback.

6 LODDON ABORIGINAL COMMUNITY PARTNERSHIP PLAN

Loddon Shire Council is committed to promoting reconciliation through respect, relationship building and promotion of opportunities with and for Aboriginal and Torres Strait Islander peoples and encouraging our partners and the community to do the same.

This plan includes three themes:

- Respect
- Relationships
- Opportunities

The following tables detail activities over the two years of the action plan.

6.1 Respect

Respect for Aboriginal and Torres Strait Islander people, their culture, history, and experience, is fundamental to gaining a deeper cross-cultural understanding and developing equal and healthy relationships.

Action		Responsible Council Officer	Partners
1	Council to develop and adopt a statement of commitment with our partner organisations and Aboriginal and Torres Strait Islander people of the Shire	Director Community Wellbeing	Northern District Community Health (NDCH) Inglewood and Districts Health Service (IDHS) Boort District Health (BDH)
2	Conduct an audit on Aboriginal cultural inclusive practices	Director Community Wellbeing	Bendigo District Aboriginal Corporation (BDAC)
3	That the Aboriginal flag be flown at the Wedderburn and Serpentine Offices for the duration of National Reconciliation Week and NAIDOC Week	Manager Information and Business Transformation	Customer Service Team
4	Seek funding to undertake a project with traditional custodians and people with indigenous history to document local histories and the importance of country to Aboriginal people	Director Community Wellbeing	Marketing and Tourism Officer Dja Dja Wurrung Corporation Barapa Barapa Local people with knowledge of indigenous history
5	Develop guidelines and understanding of Aboriginal protocols to share with the community	Policy and Strategy Officer	Dja Dja Wurrung Barapa Barapa
6	Allocate \$1000 through Council's Event Sponsorship program for community groups or event organisers to apply for up to \$500 to engage a Dja Dja Wurrung or Barapa Barapa representative to perform a Welcome to Country at public events	Manager Community Support	
7	In line with the Naming Rules for Place Names in Victoria consider traditional Dja Dja Wurrung and Barapa Barapa names for new local roads, bridges and public spaces in relevant council areas in consultation with the Corporation	Director Operations	Dja Dja Wurrung Barapa Barapa
8	Include the traditional Dja Dja Wurrung and Barapa Barapa names of towns and places with non-Aboriginal names, or Aboriginal meaning of place names with Aboriginal names on new township	Director Operations	Dja Dja Wurrung Barapa Barapa

Action	Responsible Council Officer	Partners
entry signage when renewed from time to time (subject to approval by VicRoads)		
9 A review of the current Welcome to and Acknowledgment of Country Policy to be undertaken to include reference to the traditional custodians by name	Director Community Wellbeing	Dja Dja Wurrung Barapa Barapa

6.2 Relationships

Meaningful relationship enable the Shire and its community to understand the experience, interests and aspirations of the Aboriginal and Torres Strait Islander people and work together for the wellbeing of our community.

Action	Responsible Council Officer	Partners
10 Facilitate relationships between Aboriginal and Torres Strait Island residents, groups and organisations for Council and the community	Council's executive and leadership team	BDAC NDCH IDHS BDH
11 Assist community to establish a community reconciliation action group led by residents	Director Community Wellbeing	Interested community members
12 Participate in and celebrate both National Reconciliation Week and NAIDOC Week	Director Community Wellbeing	
13 Raise awareness of this Loddon Aboriginal Partnership Plan within and externally to Council	Director Community Wellbeing	Council's Communications Officer
14 Training for Council staff (and offered to Councillors) in order to raise awareness and understanding for reconciliation and education of the issues faced by Aboriginal and Torres Strait Islander people	Director Corporate Services	Manager of Organisational Development
15 Seek funding to offer cultural awareness training sessions to local community leaders to raise awareness and understanding for reconciliation and education of the issues faced by Aboriginal and Torres Strait Islander people	Director Community Wellbeing	Interested community leaders

6.3 Opportunities

Providing opportunities that foster wellbeing through social inclusion, employment, civic participation, and cultural expression.

Action		Responsible Council Officer	Partners
16	Develop a joint procurement strategy with other councils to engage Aboriginal companies for contracts	Director Corporate Services	Manager Financial Services City of Greater Bendigo Mt Alexander Shire Council
17	Work closely with and engage Djandak (Dja Dja Wurrung Enterprises) to provide services to Council in line with Councils Procurement practices and strategies and where possible partner organisations	Director Operations	
18	Through the Loddon Youth Council implement a focus on Aboriginal and Torres Islander youth leadership and to routinely discuss and advocate for promotion of reconciliation	Manager Community Support	
19	Council staff to work with local kindergartens to include the integration of programs and activities for children that promote reconciliation into the offered curriculum.	Manager Community Wellbeing	Children and Youth Coordinator Loddon Shire cluster kindergartens

6.4 Progress tracking and reporting

Council will continually evaluate progress and record initiatives of this partnership plan.

Activity		Responsible Council Officer	Partners
20	Monitor the partnership plan annually	Director Community Wellbeing	Council staff
21	Engage the Community Reconciliation Action Group through discussions to ensure actions and activities are recorded and have achieved intended outcomes	Director Community Wellbeing	Community Reconciliation Action Group
22	Review the partnership plan following the initial two year implementation. Based on this review, update and proceed to next plan	Director Community Wellbeing	All community partners including Dja Dja Wurrung and Barapa Barapa Interested community members Councillors and Council staff

7 COSTING AND FUNDING OF ACTIONS

Where an action has not been identified below, it is considered that it can be completed within existing Council resources.

Action	Cost of project	Total expected funding	Net cost to Council	Proposed funding source	Completion timeframe
Conduct an audit on Aboriginal cultural inclusive practices	\$2,000	\$0	\$2,000	Council	June 2020
That the Aboriginal flag be flown at the Wedderburn and Serpentine Offices for the duration of National Reconciliation Week and NAIDOC Week	\$2,000	\$0	\$2,000	Council	December 2019
Work with traditional custodians and people with indigenous history to document local histories and the importance of country to Aboriginal people	\$10,000	\$10,000	\$0	External	December 2020
Allocate \$1,000 through Council's Event Sponsorship program for community groups and event organisers to apply for up to \$500 to engage an Dja Dja Wurrung or Barapa Barapa representative to perform a Welcome to Country at public events	\$1,000	\$0	\$1,000 (annually)	Council	March 2020 (annually)
Participate in and celebrate both National Reconciliation week and NAIDOC week	\$5,000	\$5,000	\$0	National Reconciliation Funding	May 2020 and July 2020 (annually)
Staff training program	\$1,500	\$0	\$1,500	Council	June 2020

9.14 DRAFT ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

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

RECOMMENDATION

That Council resolve to advertise the draft Economic Development and Tourism Strategy for public comment.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council considered the draft strategy at the September 2019 Council Forum. Prior to that, Council was involved in workshops with the consultant to provide direction in the development of the strategy.

BACKGROUND

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

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

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

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

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

ISSUES/DISCUSSION

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

- deliver infrastructure, housing and jobs to support and drive potential population growth in the Shire
- attract new investment and reinvestment in innovative and sustainable businesses
- collaborate at a regional level to efficiently implement relevant economic and tourism initiatives

- position Loddon towns to maximise the economic impact from visitors to the Shire, while also meeting the needs of residents
- cost-effectively resource Council's involvement in local economic development and tourism with a small team of multi-skilled staff, and selective outsourcing for key projects.

The ten enabling strategies proposed in the draft are:

1. Promote Loddon's investment ready opportunities
2. Facilitate land and housing development in line with, or ahead of, demand
3. Remove health care and skills and training barriers to growth
4. Develop attractive and vibrant town centres
5. Collaborate with regional economic and tourism development organisations to capitalise on broader opportunities
6. Provide supportive ("investment concierge") services for new, expanding and sustainable existing businesses
7. Enhance Loddon's visitor accommodation through well-managed, well-appointed and competitive caravan parks and camping grounds
8. Support Loddon communities in their efforts to facilitate economic development and tourism in their areas
9. Employ a multi-disciplinary and organisation-wide approach to resourcing economic development and tourism functions
10. Facilitate emerging niche food and beverage businesses into an integrated artisan food network

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

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

It is proposed that the draft strategy will be advertised for a period of four weeks, and after consideration of any feedback received, the final strategy will be submitted to the November Council meeting to seek adoption.

COST/BENEFITS

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

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

RISK ANALYSIS

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

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

CONSULTATION AND ENGAGEMENT

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



ECONOMIC DEVELOPMENT AND TOURISM STRATEGY



DOCUMENT INFORMATION

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Signed by Chief Executive Officer

FILE LOCATION: K:\PROJECT REGISTER AND FILES\COMMERCIAL SERVICES PROJECTS\Economic Development and tourism Strategy review\Development of strategy\STR Economic Development and Tourism strategy public comment draft 20190916.docx

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ACKNOWLEDGEMENT OF COUNTRY

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

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EXECUTIVE SUMMARY

Direction for Council

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

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

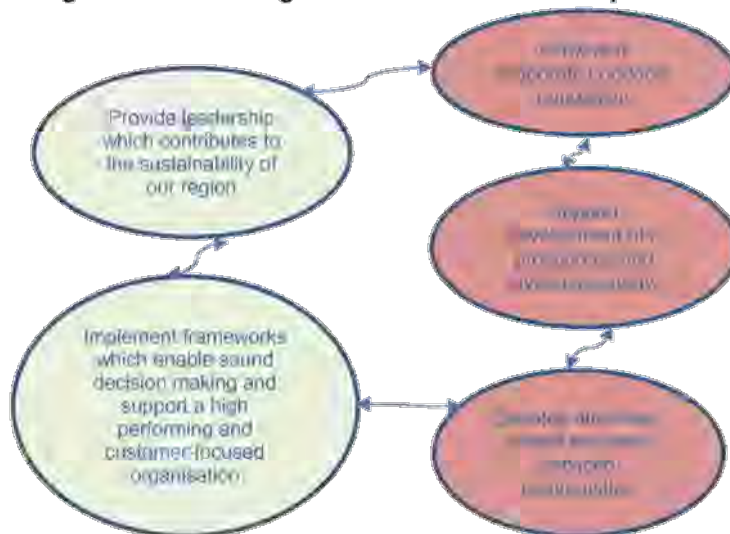
Aligned with the Loddon Shire Council Plan

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

COUNCIL PLAN STRATEGIES

Organisational strategies

Economic development strategies



What we have achieved

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

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

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

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

Local advice and consultation

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

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

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

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

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

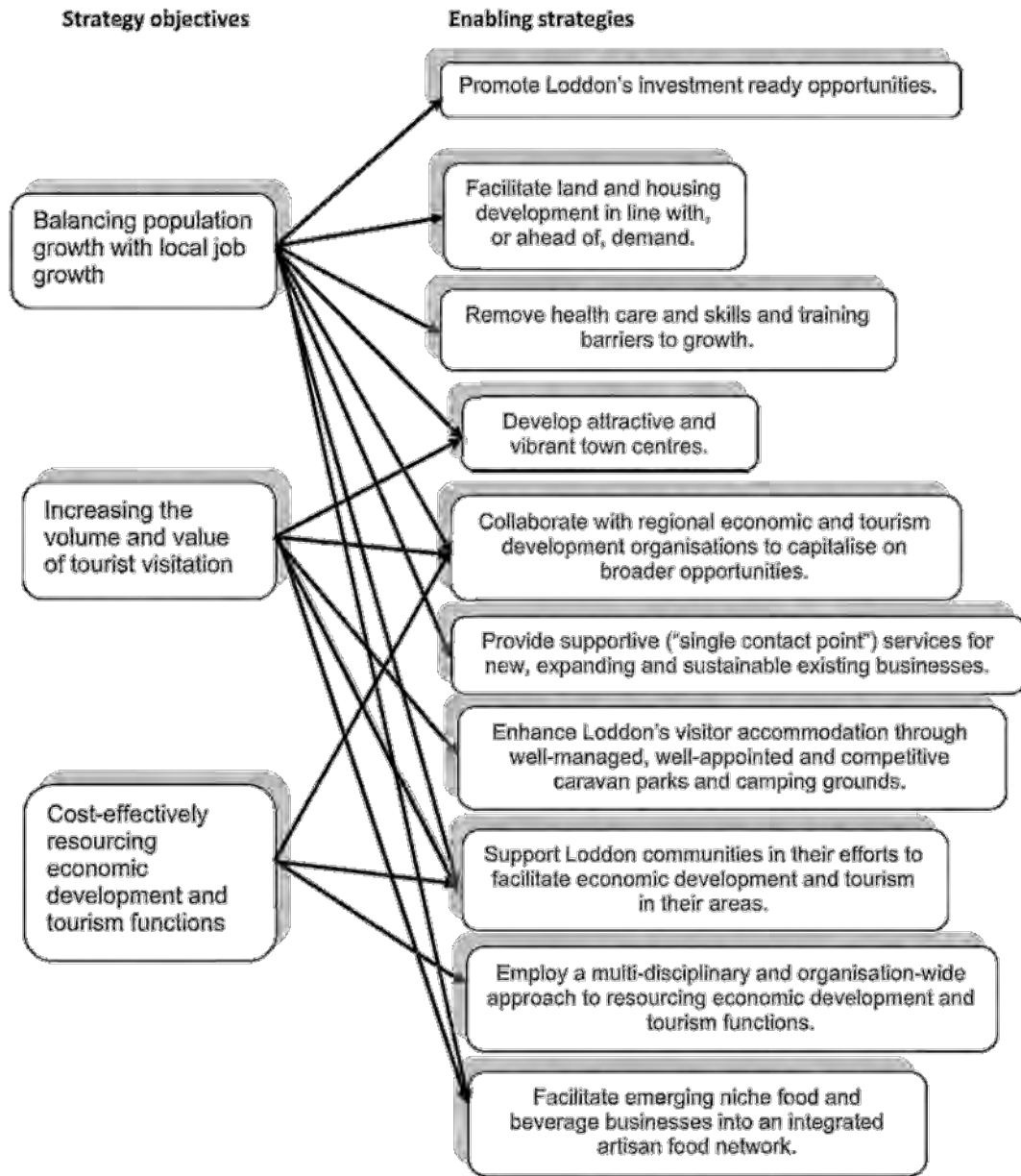
¹ Australian Bureau of Statistics Census of Population and Housing 2016 and 2018 Intercensal estimates

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

Several challenges that impact on the economic outlook remain evident:

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

STRATEGIES FOR 2019-2024



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1 PURPOSE

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

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

2 BUDGET IMPLICATIONS

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

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

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

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

3 RISK ANALYSIS

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

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

4 CONSULTATION

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

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

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

5 OVERVIEW

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

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

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

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

Major employing industries in Loddon Shire are:

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

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

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

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

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

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

6 REVIEW

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

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

7 STRATEGIES

7.1 Strategic objectives

7.1.1 Balancing population growth with local job growth

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

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

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

7.1.2 Increasing the volume and value of tourist visitation

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

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

7.1.3 Cost-effectively resourcing economic development and tourism functions

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

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

7.2 Enabling strategies

7.2.1 Strategy 1: Promote Loddon's investment ready opportunities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

7.2.4 Strategy 4: Develop attractive and vibrant town centres

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Concierge services could encompass:

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

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

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

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

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

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

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

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

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

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

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

⁶ IBISWorld Industry Report

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

Local development and tourism groups include:

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

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

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

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

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

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

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

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

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

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

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

8 COSTING AND FUNDING OF ACTIONS

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

Table 1: Economic Development and Tourism Work Program

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

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

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

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

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

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

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

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

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

9 ECONOMIC DEVELOPMENT BASE AND TRENDS

9.1 A brief history

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

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

9.1.1 Wedderburn

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

Identified community strengths of Wedderburn township include:

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

9.1.2 Boort

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

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

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

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

Identified community strengths of the Boort township include:

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

9.1.3 Inglewood

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

Identified community strengths of Inglewood township include:

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

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

9.1.4 Pyramid Hill

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

Identified community strengths of Pyramid Hill township include:

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

9.1.5 Bridgewater

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

Identified community strengths of the Bridgewater township include:

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

9.1.6 Other areas

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

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

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

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

9.2 Demographic trends: turning the corner

9.2.1 Population

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

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

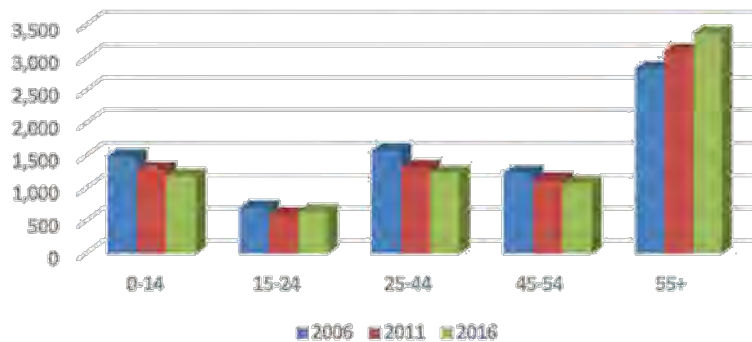
⁹ It is quite possible that the intercensal estimates are too low, and that Loddon Shire has continued to have a modest level of population growth since 2016. Intercensal estimates have understated the resident population in Loddon Shire in recent years. For example, the 2016 preliminary intercensal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

Table 2: Loddon Shire population trends

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

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

Table 3: Loddon Shire population by age group



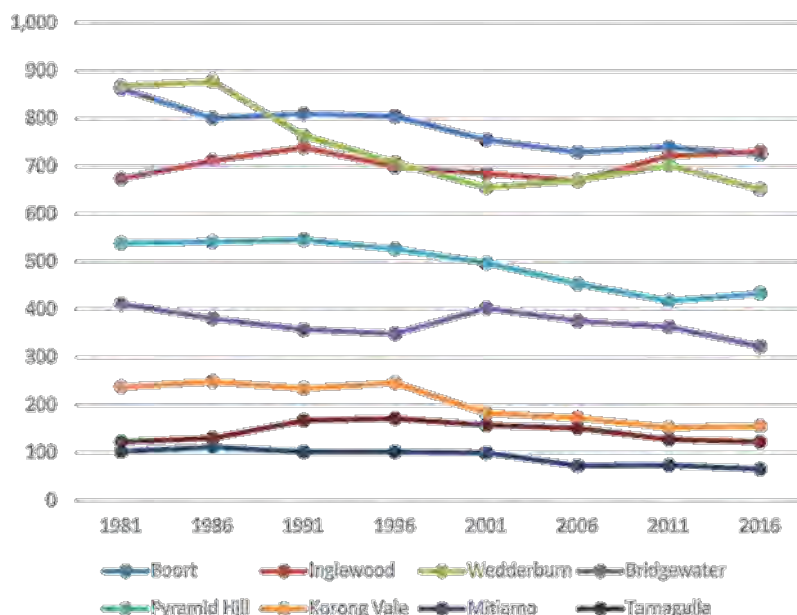
Town populations can be reported as 'Urban Centres and Localities' (meaning a boundary around the town's 'urban character'), and the trends in population for this definition for Loddon towns suggest small declines and considerable variability of the past 35 years (1981-2016). However, Loddon's townships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

¹⁰ Australian Bureau of Statistics, 2019, Census Geography Basics

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

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

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



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

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

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

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

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

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

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

Table 5: Population growth in Victoria 2017-18

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

¹² The current version of *Victoria in Future* (Victoria’s official population projections) do not reflect the same positive ‘poised for growth’ assertion; showing a very slight decrease of 0.1% per annum over the next 10-15 years.

Table 6: Projected population, Victoria and Regional Victoria

	2016 (000)	2026 (000)	% p.a. 2016-26	Growth (000)	% of Growth	2031 (000)	% p.a.	Growth (000)	% of Growth
Melbourne Metropolitan	4,642.2	5,740.9	2.2%	1,098.7	83.1%	6,243.7	1.6%	502.8	81.2%
Major Provincial Cities	570.0	686.9	1.9%	116.9	8.8%	744.7	1.6%	57.8	9.3%
Regional Balance	961.0	1,067.4	1.1%	106.4	8.0%	1,125.9	1.1%	58.5	9.5%
Hinterlands*	289.9	358.2	2.1%	68.4	5.2%	398.2	2.1%	39.9	6.4%
Total	6,173.2	7,495.2	2.0%	1,322.0	100%	8,114.3	1.6%	619.1	100%

* Figures also included in Rural Balance

SOURCES: Australian Bureau of Statistics *Census of Population and Housing 2016*
Department of Environment, Land, Water and Planning, *Victoria in Future, 2019*

Loddon Shire Council has important roles in facilitating potential growth in the south and in stabilising population levels in the north through a proactive "investment with jobs" program.

9.2.2 Jobs in local industries³³

The types of jobs in Australian regional industries have changed. Futurists predict that "two thirds of children entering primary school today will end up working in industries and job types that don't even exist yet"³⁴ (i.e. 66% change in the types of jobs available over the next 12 years). But this restructuring and redeployment of the workforce has been occurring at pace for the last 20-30 years too. Long gone is our dependence on agriculture, mining or manufacturing for most jobs. Australia-wide, health (12.7%), retail (9.9%), construction (8.5%) and professional/scientific/technical services (7.3%) topped the list of 10.7 million jobs in 2016. Over three-quarters (75.4%) are in service industries.

Shifts toward service industries are also occurring at regional and local levels in Victoria. In Loddon Shire agriculture remains by far the largest employing industry but it continues to decline from the impacts of increasing farm size, farm aggregation and automation. At the same time service industries have grown to account for 45.7% of all jobs in the Shire in 2016. The industries which recorded a growth in jobs over the 2006-2016 decade were in mining and the service industries of health care and social assistance and administrative services.

³³ Some comments in this section were derived from IBIWorld 2017

³⁴ World Economic Forum *Future of Jobs, 2018*

Table 7: Employment by industry, Loddon Shire 2006 to 2016

	2006		Males	Females	2016		% pa Change 2006-16	Jobs Change 2006-16
	Employed Residents (No.)	%			Employed Residents (No.)	%		
Agriculture	1,240	39.1%	719	290	1,008	35.5%	-2.1%	-232
Mining	8	0.3%	14	3	20	0.7%	9.6%	12
Manufacturing	315	9.9%	146	72	212	7.5%	-3.9%	-103
Electricity, Gas, Water and Waste Services	31	1.0%	21	5	23	0.8%	-2.9%	-8
Construction	140	4.4%	115	15	126	4.4%	-1.1%	-14
Wholesale Trade	65	2.1%	40	21	60	2.1%	-0.8%	-5
Retail Trade	222	7.0%	73	118	187	6.6%	-1.7%	-35
Accommodation and Food Services	113	3.6%	33	57	95	3.4%	-1.7%	-18
Transport, Postal and Warehousing	129	4.1%	85	24	103	3.6%	-2.2%	-26
Information Media and Telecommunications	13	0.4%	3	3	11	0.4%	-1.7%	-2
Financial and Insurance Services	34	1.1%	9	26	34	1.2%	0.0%	0
Rental, Hiring and Real Estate Services	12	0.4%	3	4	8	0.3%	-4.0%	-4
Professional, Scientific and Technical Services	57	1.8%	20	37	52	1.8%	-0.9%	-5
Administrative and Support Services	46	1.5%	29	26	53	1.9%	1.4%	7
Public Administration and Safety	137	4.3%	55	67	125	4.4%	-0.9%	-12
Education and Training	201	6.3%	33	143	176	6.2%	-1.3%	-25
Health Care and Social Assistance	262	8.3%	33	278	311	11.0%	1.7%	49
Arts and Recreation Services	25	0.8%	15	5	21	0.7%	-1.7%	-4
Other Services	69	2.2%	33	27	61	2.2%	-1.2%	-8
Not stated	66	2.1%	85	51	131	4.6%	7.1%	65
Total	3,175	100%	1,556	1,280	2,838	100%	-1.1%	-337

The 2016 ratio of jobs to population is 2.7, which suggests that for every employed person in the Shire there are 2.7 residents. In 2006 the ratio was 2.5 and with an ageing population, it could increase to at least 2.8 by 2026 suggesting that there would be 2,451 employed people to sustain the projected population of 6,864. However, the creation of an additional five net new jobs per annum would build on the number of people employed in 2016, increasing it from 2,838 to 2,888 employed residents. If this is achieved, the population of the Shire could be expected to increase to 8,086 people; an average annual increase of 0.7%.

Table 8: Loddon's commuting workforce 2016



It is meaningful to group the nineteen industries into just five sectors, that broadly describe the nature of the economic contribution and the work involved. These are:

- **Primary Sector** (agriculture, fishing, forestry and mining industries): This sector generates products from the earth's natural resources.
- **Secondary Sector** (manufacturing, construction, electricity, gas, water and waste): This sector transforms and adds value to natural resource products.
- **Tertiary Sector** (retail trade, wholesale trade, transport, postal and warehousing): This sector provides services which deliver products to consumers.
- **Quaternary Sector** (finance, real estate, information/media, professional/technical/scientific, administrative, and education services): Services targeted largely to businesses, and other organisations.
- **Quinary Sector** (health, accommodation and food services, art and recreation, other personal services): Services targeted largely to individuals.

This classification helps to understand structural changes in local and national economies over time.

The three 'oldest' sectors are reducing in relative terms within the economy: primary sector (agriculture and mining), the secondary sector (manufacturing, construction and utilities), and the tertiary sector (wholesaling, retailing and transport): in 2016 these sectors contributed just 39.4% of all jobs. But the quaternary sector (education, finance, business services, communications) has more than doubled from 21.3% of gross domestic product (GDP) to 49.7% and 34.5% of all jobs, and the quinary sector of health, hospitality, cultural and personal services has risen to 11.8% of GDP from 8% at the end of the manufacturing age and now provides 26.1% of all jobs. Now, more wealth (GDP) is created from tourism (domestic and international) in Australia than agriculture. Of course, the situation in Loddon is vastly different, but the shift in the same direction is still evident.

This analysis and the observations do not suggest that agricultural production and value adding in Loddon is likely to be challenged in the foreseeable future (if ever) by any of the service industries individually, as the economic mainstay of the Shire. However, local economic development will see the quaternary and quinary sectors overtake primary and secondary sectors in both jobs and GDP in the not too distant future. Loddon must continue to diversify and build on its service industries (especially in the quinary sector) to sustain the viability of its towns and to offer attractive lifestyles and visitor experiences. Recent trends suggest that this transformation is well under way.

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Employment in Loddon in the primary and secondary sectors have decreased from 68.4% of total jobs to 51.7% over the 45 years 1971 to 2016, while jobs in quaternary and quinary sectors have increased from 17.3% to 35.3% over the same period. These trends (together with the need to work on the attractiveness and liveability of towns, and the projected further ageing of the resident population) suggest the quaternary and quinary sectors could make up around half of all jobs in Loddon Shire within 10-15 years. Further:

- Primary Sector industries (overwhelmingly agriculture) contribute 36.2% of jobs and 42.0% of economic output.
- Secondary Sector industries (mostly food manufacturing and construction) contribute 12.7% of jobs and 29.1% of output.
- Tertiary Sector industries contribute 12.3% of jobs and 6.7% of output.
- Quaternary Sector industries contribute 26.2% of jobs and 16.6% of output.
- Quinary Sector industries contribute 17.2% of jobs and 6.0% of output.

Table 9: Employment by major sector, Loddon 1971 and 2016 and Australia 2016

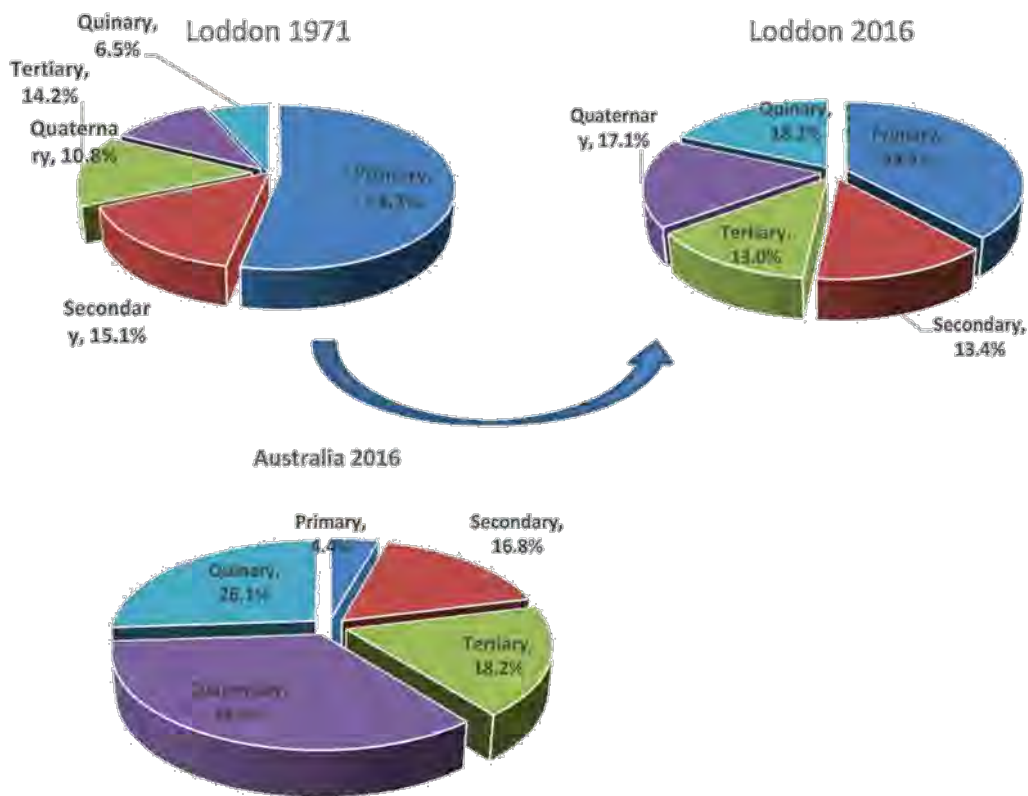


Table 10: Employment and output by sector and industry

Loddon 2016		Employment by industry		Output and value added by industry		
Sector	Industry	Number of jobs in the shire	% of total jobs	Output 2016 (\$000)	% of total output	Value added (\$000)
Primary Sector (Products from natural resources)	Agriculture, Forestry and Fishing	1,086	41.21%	\$335,309	38.78%	\$140,364
	Mining	45	1.71%	\$27,461	3.18%	\$9,748
	Total Primary Sectors	1,131	42.92%	\$362,770	41.96%	\$150,112
Secondary Sector (Production from transforming and value adding to natural resources)	Manufacturing	211	8.01%	\$166,831	19.30%	\$38,402
	Electricity, Gas, Water and Waste Services	24	0.91%	\$24,246	2.80%	\$11,805
	Construction	92	3.49%	\$60,242	6.97%	\$18,832
	Total Secondary Sectors	296	12.96%	\$251,319	29.07%	\$69,039
Tertiary Sector (Services which deliver products to consumers)	Wholesale Trade	50	1.90%	\$17,308	2.00%	\$8,733
	Retail Trade	172	6.53%	\$22,050	2.55%	\$13,385
	Transport, Postal and Warehousing	74	2.81%	\$18,327	2.12%	\$8,202
	Total Tertiary Sectors	296	11.73%	\$57,685	6.67%	\$30,320
	Information Media and Telecommunications	3	0.11%	\$462	0.05%	\$336
	Financial and Insurance Services	12	0.46%	\$6,895	0.80%	\$4,605
	Rental, Hiring and Real Estate Services	7	0.27%	\$67,729	7.83%	\$51,216
Quaternary Sector (Services targeted largely to businesses, and other organisations)	Professional, Scientific and Technical Services	34	1.29%	\$7,818	0.90%	\$3,753
	Administrative and Support Services	36	1.37%	\$8,085	0.94%	\$4,524
	Public Administration and Safety	117	4.44%	\$23,896	2.76%	\$15,330
	Education and Training	193	7.32%	\$28,880	3.34%	\$19,254
	Total Quaternary Sectors	402	15.93%	\$143,765	16.63%	\$99,018
	Health Care and Social Assistance	235	8.92%	\$31,092	3.60%	\$21,027
	Accommodation and Food Services	82	3.11%	\$13,503	1.56%	\$5,422
Quinary Sector (Services targeted largely to individuals or groups of individuals)	Arts and Recreation Services	16	0.61%	\$2,082	0.24%	\$973
	Other Services	35	1.33%	\$5,325	0.62%	\$2,540
	Total Quinary Sector	368	14.58%	\$52,002	6.01%	\$29,962
	All Sectors	All Industries	2,524	100.00%	\$864,541	100.00%

SOURCE: Australian Bureau of Statistics, Census of Population and Housing, 2016, Working Population Profile Remplan Economy data

9.2.3 Housing

The occupied housing stock in 2016 was 3,319 dwellings (85% owned, with or without a mortgage, and 15% rented). There have been 57 new residential building approvals in Loddon since the 2016 Census (i.e. in 2016-17, 2017-18 and 2018-19 to date - June 2018 to April 2019) at a value of \$13.102 million¹⁵, or \$229,860 in construction value per dwelling (excluding land purchase), which is somewhat higher than typical local market value when the housing is constructed.

There has also been \$5.435 million in housing alterations and additions and \$23.560 million in non-residential building (farm, industrial and commercial) approvals in Loddon in the past three years, making the total value of building approvals \$42.097 million.

Table 11: Occupied housing trends in Loddon 2006-2016

Housing	2006	2011	2016	2016%	% p.a. change
Owned outright	1,703	1,680	1,584	47.71%	-0.72%
Owned with mortgage	766	737	777	23.40%	0.14%
Rented	555	523	496	14.94%	-1.12%
Other or not stated	194	290	463	13.95%	9.09%
Total	3,218	3,230	3,320	100.00%	0.31%
Household type					
Couple with no children	969	1,012	977	29.43%	0.08%
Couple with children	810	698	632	19.04%	-2.45%
Single parent with children	268	235	236	7.11%	-1.26%
Other family household	35	29	18	0.54%	-6.43%
Single person household	952	980	1,018	30.66%	0.67%
Group household	79	81	89	2.68%	1.20%
Other households (visitors or non-classifiable)	105	195	350	10.54%	12.79%
Total	3,218	3,230	3,320	100.00%	0.31%

SOURCE: Australian Bureau of Statistics Censuses of Population and Housing 2006-16

¹⁵ Australian Bureau of Statistics, Building Approvals, Australia 2016-17, 2017-18 and 2018-19 year to date
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Table 12: Occupied dwellings in Loddon 2006-2016



Attracting either developers or housing associations (including those structured as community enterprises) to provide suitable properties for sale and rent to incoming households needs to demonstrate a reasonable return on investment. Assuming residential land values of around \$30,000 (1,000 square metres) to \$120,000 (rural residential allotment) per site in Loddon towns, the total median land and new housing costs would be in a range of about \$230,000 to \$370,000. For a modest gross return on investment of 5% per annum, this range would require rental levels of \$220 to \$356 per week.

Mortgage payments of \$23,400 to \$37,700 per annum (principal and interest) would apply to purchasing households (assuming 20% deposit and a 10 year loan term). This is \$1,950 - \$3,140 per month; much higher than the median mortgage payment in Loddon in 2016 of \$809 per month (and only 13% of households with a mortgage paid more than \$1,800 per month in 2016).

9.3 Tourism trends and segments

9.3.1 Tourism activity in Loddon Shire¹⁶

“Tourism” is not a discrete industry, because local residents consume products and services from the same businesses as visitors. However, five of the standard industries (within the quaternary and quinary sectors) are classified as either ‘tourism characteristic’ or ‘tourism connected’ industries.

Tourism Characteristic Industries include businesses that are significantly reliant on income from visitors, such as accommodation, attractions, tours, cafes, pubs, buses, etc. The specific industries are:

- accommodation and food services
- transport, postal and warehousing
- arts and recreation services

¹⁶ Information on the level of international and domestic visitation to Loddon Shire is not available through Tourism Research Australia’s International and Domestic Visitor Surveys.
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Tourism Connected Industries include businesses that provide some products and services to visitors. The specific industries are:

- retail trade
- education and training.

Jobs in the tourism characteristic and tourism connected industries in Loddon Shire have been decreasing at a greater rate than overall jobs (-1.7% compared with -1.1% overall). As well, the percentage of people who work in the tourism related industries in Loddon are well below the Australian average (by around one-third). These facts underline a need for some revitalisation and increased vibrancy in Loddon's towns to provide a platform for building further tourism visitation prior to consideration of significant new tourism attractions.

Table 13: Tourism characteristic and connected industries:

Loddon Shire trends 2006-2016	2006	%	2011	%	2016	%	% p.a. 2006-2016	Australia %
<i>Tourism Characteristic Industries</i>								
Accommodation and food services	113	3.6%	93	3.2%	95	3.3%	-1.7%	6.9%
Transport, postal and warehousing	129	4.1%	105	3.6%	103	3.6%	-2.2%	4.7%
Arts and recreation services	25	0.8%	21	0.7%	21	0.7%	-1.7%	1.7%
Sub Total	267	8.5%	219	7.5%	219	7.6%	-2.0%	13.2%
<i>Tourism Connected Industries</i>								
Retail trade	222	7.0%	213	7.3%	187	6.6%	-1.7%	9.9%
Education and training	201	6.3%	183	6.2%	176	6.2%	-1.3%	8.7%
Sub Total	423	13.3%	396	13.5%	363	12.8%	-1.5%	18.5%
TOTAL	690	21.8%	615	21.0%	582	20.4%	-1.7%	31.8%
Total All Industries	3,175	100%	2,937	100%	2,838	100%	-1.1%	100%

SOURCE: Australian Bureau of Statistics, 2006-2016

Loddon's tourism market segments are touring, outdoor recreation and adventure, agritourism, visiting friends and relatives, and events, and the main features of interest for tourists are:

- waterways and waterbodies (rivers and lakes)
- gold and gold heritage
- history and heritage buildings
- natural environment (rural land, parks and reserves)
- agribusinesses (with farmgate outlets, tours and farm stays)
- sporting facilities.

Table 14: Current tourism market segments for Loddon Shire

Market segment by purpose of visit	Why Loddon Shire appeals
a. Touring – caravans and recreational vehicles (RVs) – generally retirees	<ul style="list-style-type: none"> • Uncrowded, clean environment, healthy living • Low cost sites available, RV friendly towns, good stopover location for onward destinations • Some sight-seeing opportunities and self-drive tours
b. Outdoor recreation or adventure – water skiing, boating, gold fossicking, other activities eg. automotive clubs, field naturalists, bird watchers, heritage enthusiasts, renewable energy (solar) enthusiasts.	<ul style="list-style-type: none"> • Attractive waterways • Walking, biking and canoe trails • Largely quiet touring roads, but also traversed by major highways • Overwhelmingly rural environment: Broadacre farming, parks and reserves • Heritage assets, gold fossicking areas, and museums
c. Agritourism – on-farm ventures (including on-site outlets, cellar door operations and retail outlets for farm produce) - agribusiness tourism	<ul style="list-style-type: none"> • Niche and artisan food producers (a growing segment) • Seasonal produce • Selected retail, food service and tourist information outlets. • Field days, on farm product launches and farm seminars
d. Visiting friends and relatives	<ul style="list-style-type: none"> • Younger generations returning to visit friends and family • Family reunions
e. Events	<ul style="list-style-type: none"> • Regular program of sporting events and markets • Special interest themes, such as cultural (Pyramid Hill Fiesta), and food and wine.

SOURCE: Discussions with tourism industry stakeholders 2019 and Loddon Tourism Marketing Plan

Tourism support services, particularly accommodation, food service and retail, are under-developed in Loddon and these inhibit further growth in visitor numbers.

Loddon has a budding number of artisan food and wine producers who have developed their products in response to the demand for clean and green regional products with distinguishing features (such as free range, biodynamic, chemical free, or simply 'locally grown'). This trend is driving micro food and beverage businesses, and food tourism, right around regional Victoria with the highest profile examples being the Yarra Valley, Mornington Peninsula, Bellarine Peninsula, North-East (especially the Milawa/Ovens Valley), and Sunraysia. There has not quite been an explosion in the number of artisanal and niche food businesses in Loddon, but there has been a genuine acceleration in enterprises over the past 5-10 years. Owners include some very established local businesses and families, with plenty of enthusiastic new operators.

The City of Greater Bendigo is taking the lead role in seeking to have the 'Bendigo Region'¹⁷ recognised as a UNESCO Creative City of Gastronomy. If successful, the City of Greater Bendigo notes that recognition as a City of Gastronomy "will continue to define, influence and nurture our region's gastronomic potential for years to come. ... The term 'gastronomy' conjures

¹⁷ In this case the Bendigo region includes all LGAs in the Bendigo Tourism Region (Bendigo, Loddon, Mount Alexander and Central Goldfields) plus the Shires of Macedon Ranges and Hepburn.

*thoughts of elite fine foods and restaurants. However, it means so much more. Gastronomy is about the growth, production and consumption of quality foods, the art of good food and drink, and celebrating the history of food from specific regions and cultures.*¹⁸ The City of Gastronomy concept will show how the region champions sustainability and works towards equal access to healthy food, how it drives excellence in food industry training, and is open to new global opportunities and investment for the region.

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

Loddon's artisanal food and beverage producers do not have the critical mass to achieve a reputation and visitation comparable to Bellarine Peninsula or North-East region and nor to some of the neighbouring districts within the Bendigo hinterland (such as Heathcote and Mount Alexander), but it is growing steadily, the operators are passionate, and there is sufficient scale to warrant formal collaboration in events, market development, online sales, and distribution/logistics. This could, and should, include the ranging of local products at some 'destination' outlets in the Shire. Success in the City of Gastronomy bid to UNESCO could escalate these initiatives to a regional level, and could enable the potential for collaboration, joint marketing, and new food and beverage trails to extend across the region. This regional collaboration could be an extension of the current 'food fossickers network' brand, or a newly branded initiative.

9.3.2 Regional tourism

Loddon Shire is part of both Visit Victoria's Goldfields Tourism Region (which includes Ballarat City, and Hepburn and Pyrenees Shires) and Tourism Research Australia's Bendigo Loddon Tourism Region, which is equivalent to the area covered by Bendigo Regional Tourism, including:

- Loddon Shire
- Mount Alexander Shire
- Central Goldfields Shire
- City of Greater Bendigo.

The tourism region is described in its current Destination Management Plan (DMP) as a 'Hub and Spoke' tourism region with Bendigo City acting as the central hub of the region with a large regional central activities area, visitor, and accommodation base. The townships and attractions in the surrounding 'spoke' parts of the region providing complementary tourist products. The DMP proposes that the hub and spoke approach *"provides a platform for regional co-ordination between Councils and to strategically leverage the resident and visitor population of Bendigo City. The intended outcome delivered through this regional approach is to:*

- *Extend the yield and length of stay of visitors by encouraging them to explore the wider region*
- *Attract new visitors through the development of a high quality tourism network and compelling regional package*

¹⁸ CoGB City of Gastronomy FAQs, 2019

- *Encourage intra-regional visitation from the growing Bendigo Region population and significant visiting friends and relatives (VFR) market¹⁹.*

Although there is limited small area data on tourist numbers to Loddon²⁰, the Bendigo DMP estimates the Shire has annual tourism statistics of:

- 47,486 overnight visitors (6% of the Bendigo region totals)
- 119,715 daytrip visitors (5% of the Bendigo region)
- \$17.89 million in gross output (3% of the Bendigo region).

The annual gross output from tourism of \$443.26 million represents 2.1% of the Shire's total gross output.

Table 15: Loddon tourism characteristics

	Annual Overnight Visitors*	Annual Daytrip Visitors*	Gross Output (million)**
Loddon Shire	47,486 (6%)	119,715 (5%)	\$17.89 (3%)
Total Bendigo Region	823,497	2,219,716	\$443.26

* Five year averages 2009-14

** Remplan 2015

SOURCE: Bendigo Destination Management Plan 2016

The DMP suggests that tourism opportunities for Loddon are:

- developing the accommodation base, particularly in nature-based accommodation and reinvestment into caravan and camping parks
- building the nature-based tourism product to leverage from the region's waterways, lakes and National Parks. This includes opportunities for adventure tourism and indigenous heritage interpretation.
- leveraging the agricultural strengths of the region to develop farm-gate opportunities.

Consultation with tourism businesses and stakeholders confirm that these opportunities remain appropriate.

Priority projects in the DMP in which Loddon would participate are:

- Infrastructure enabling project:
 - Bridgewater and Inglewood township and foreshore improvements.

Experiential product development:

- Loddon specific:
 - long paddle trails along the Loddon River
 - adventure tourism (e.g. rock climbing and hunting)
 - Indigenous heritage interpretation at the Lake Boort precinct
 - improved visitor facilities at State and National Parks
 - cycle track linking Bridgewater and Inglewood (already implemented as the Bullabul Track). Several walking and cycling tracks have been developed and marketed in Loddon Shire and need to be supported through routine maintenance programs of Council

¹⁹ Bendigo Destination Management Plan

²⁰ Tourism Research Australia publishes local government area data for only 41 of Victoria's 79 local government areas (and Loddon Shire is not one of the 41). As well, the Tourism Victoria tourism region for Loddon is 'Goldfields Region' and this does not correspond to the Greater Bendigo Tourism region.

- planning strategy to adjust the layout and function of Bridgewater.
- Region-wide:
 - food fossickers network development
 - winery tourism product development and marketing
 - village touring and branding
 - Ride Goldfields.

Bendigo Regional Tourism, and its DMP, have greatest applicability to the southern part of Loddon Shire, where the distance to Bendigo, the goldfields heritage and even the wine (geographical indications) region is most relevant. In the northern part of Loddon Shire the tourism focus needs to be more concentrated on the environment, outdoor recreation and agritourism, and there are likely to be benefits in future alliances with neighbouring Shires to the north (in the Murray region) and to the west (in the Wimmera, where silo art and natural attractions are receiving investment boosts) and these alliances should be explored.

9.3.3 Tourism information services

There was an external review of Visitor Services in the Goldfields region in 2017²¹. This review supported the concept of marketing tourism in the region through a 'hub and spoke' approach, subject to businesses in both the hub and spoke destinations "delivering quality experiences on a consistent basis". The review noted two key points that are certainly true in Loddon Shire:

- The region's positioning is built around authentic experiences in heritage towns and villages.
- Food and wine are a key strength, but not a point of difference due to a disjointed experience.

There is a need to review the specific provision of tourist information services in Loddon Shire to determine how to best, and most cost-efficiently, deliver tourist information at a time when information technology platforms are changing rapidly. The Visitor Information Centre (VIC) in Wedderburn is the only one between Bendigo and Mildura (or Woodend and Mildura on the most direct highway between Melbourne and Sunraysia) and, as such, provides an information service not only for Loddon but for other shires on this corridor (particularly Buloke and Yarriambiack). However, the Wedderburn VIC's location is outside the main thoroughfare and both visitation numbers and enquiries (by phone and electronic media) have been falling since 2014-15. The 2017 review concluded that the continuation of the Wedderburn VIC could not be justified. It is now timely for Loddon Shire to consider future provision of visitor information services and tourism branding more broadly.

A review of Loddon's tourist visitor services and branding would be likely to include:

- the continuing sustainability of the existing VIC (including the suitability of its location and shared arrangements with the Wedderburn Community Centre)
- development of digital platforms for tourism marketing and information dissemination. New Facebook and Instagram pages are needed for the Loddon tourism website, separate from the Council media sites
- potential for mobile/pop-up VIC facilities (which can be located to suit events and seasonal attractions) to complement the existing small tourism information stands at businesses in Logan, Newbridge, Mitiamo, Dingee, Tamagulla, Inglewood, Boort and Pyramid Hill, and consider whether the existing stands are still appropriate. The first part of this initiative was recommended in the 2017 Goldfields review

²¹ Goldfields Visitor Services Review (2017) by Bill Fox and Associates. Goldfields region encompassed Ballarat and Bendigo Cities, Mount Alexander Shire, Central Goldfields Shire and Loddon Shire

- establishing a new VIC facility in partnership with a business or community enterprise, at a high profile location or co-located with a visitor experience
- potential for accrediting a Loddon VIC with the Victoria Tourism Industry Council (VTIC), understanding that an accredited facility needs to be open seven days a week
- whether printed or electronic promotional material is providing a return on investment
- marketing alliances, and associated information provision, with the Murray and Wimmera Southern Mallee tourism regions
- potential updates (images or name) to the Loddon Valley Tourism brand and thematic images for each of the Loddon towns and villages to be consistent with the brand.

Tourism information services can be impacted by mobile coverage blackspots in parts of Loddon, including the town of Bridgewater, and the extent of coverage is affected by the choice of communications provider and device, so it can have a greater impact on visitors than residents.

9.15 RELATED PARTY DISCLOSURES POLICY

File Number: 02/04/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Related Party Disclosures Policy v2

RECOMMENDATION

That Council adopts the Related Party Disclosures Policy v2.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

This is the second version of the Related Party Disclosures Policy. The first version was approved by Council on 28 November 2017. There are no proposed changes to this document.

BACKGROUND

The purpose of this policy is to provide guidance in the application of and compliance with the Australian Accounting Standard AASB 124 Related Party Disclosures and the Australian Implementation Guidance for Not-for-profit Public Sector Entities.

It applies to staff and Councillors who have related party transactions which occur between Council, Key Management Personnel (KMP) and related parties.

ISSUES/DISCUSSION

Council will prepare and report related party disclosures in accordance with the Australian Accounting Standard requirements. To do this, Council has implemented a process to identify and capture related party transactions with related parties.

The process includes:

- identifying related party relationships
- recording of related party transactions
- ensuring privacy is maintained
- providing definitions of commonly used terms for clarification purposes.

This policy provides guidance around these duties and processes.

COST/BENEFITS

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

RISK ANALYSIS

Victorian Auditor General Office (VAGO) and Council's external auditors advise that Council require a Related Party Disclosure Policy to remain compliant with AASB 124 Related Party Disclosures.

CONSULTATION AND ENGAGEMENT

This policy has been reviewed by the Management Executive Group.

The policy will have a review timeline of two years.



RELATED PARTY DISCLOSURES 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:	2
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Councillors Support and Reimbursement of Expenses Policy Councillor Code of Conduct Staff and Contractors Code of Conduct Procurement Policy
RELATED LEGISLATION:	Local Government Act 1989 AASB 124 Related Party Disclosures Freedom of Information Act 1982 Australian Implementation Guidance for Not-for-profit Public Sector Entities Local Government – Accounting for Related Party Disclosures
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\Policies\Ready for approval\POL Related party disclosures policy v2.docx

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

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



RELATED PARTY DISCLOSURES POLICY

1 PURPOSE

The purpose of this policy is to provide guidance in the application of and compliance with the Australian Accounting Standard AASB 124 Related Party Disclosures (AASB 124) and the Australian Implementation Guidance for Not-for-profit Public Sector Entities.

2 SCOPE

This policy applies to staff and Councillors who have related party transactions which occur between Council, Key Management Personnel (KMP) and related parties.

3 POLICY

Council will prepare and report related party disclosures in accordance with the Australian Accounting Standard requirements. To do this, Council has implemented a system to identify and capture related party transactions with related parties.

3.1 Related party relationships

Council will identify any entities and KMP that fall within the definition of a related party.

3.2 Related party transactions

KMP must provide to the Manager Financial Services a completed Related Party Disclosure Form (RPD Form), notifying any existing or potential related party transactions between Council and either themselves, their close family members or entities controlled or jointly controlled by them or any of their close family members.

The notification requirement above does not apply to:

- related party transactions that are ordinary citizen transactions not assessed as being material; and
- for Councillors, expenses incurred and facilities provided to a councillor during the financial year, under Council's Councillors Support and Reimbursement of Expenses Policy.

3.3 Register of related party transactions

Council will maintain and keep up to date a register of related party transactions that captures and records information required for disclosure purposes for each existing or potential related party transaction (including ordinary citizen transactions assessed as being material in nature) during a financial year.

3.4 Information privacy

Information provided by KMP and other related parties shall be held for the purpose of compliance with Council's legal obligation and shall be disclosed where required for compliance or legal reasons only.



RELATED PARTY DISCLOSURES POLICY

4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Definitions included in the table below may not be contained within this policy.

They have been included to provide clarification on the topic as they may exist within the associated return forms or reference paperwork.

Term	Definition
AASB 124	<i>AASB 124 Related Party Disclosures.</i>
Arm's length terms	Terms between parties that are reasonable in the circumstances of the transactions that would result from: <ul style="list-style-type: none"> • neither party bearing the other any special duty or obligation; and • the parties being unrelated and uninfluenced by the other; and • each party having acting in its own interest.
Associate	In relation to an entity (the first entity), and entity over which the first entity has a significant influence.
Close family members or close family members of the family	In relation to a key management person, family members who may be expected to influence, or be influenced by, that key management person in their dealings with Council and include: <ul style="list-style-type: none"> • that person's children and spouse or domestic partner; • children of that person's spouse or domestic partner; and • dependants of that person or that person's spouse or domestic partner. <p>For the purpose of the <i>AASB 124</i>, close family members could include extended members of a family (such as, without limitation, parents, siblings, grandparents, uncles/aunts or cousins) <i>if</i> they could be expected to influence, or be influenced by, the key management person in their dealings with Council.</p>
Control	Control of an entity is present when there is: <ul style="list-style-type: none"> • power over the entity; and • exposure or rights to variable returns from involvement with the entity; and • the ability to use power over the entity to affect the amount of returns received. <p>(as determined in accordance within <i>AASB 10 Consolidated Financial Statements</i>.)</p>
Joint control	The contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.
Joint venture	An arrangement of which two or more parties have joint control and have right to the net assets of the arrangement.
Joint venturer	A party to a joint venture that has joint control of that venture
Key management personnel or Key management person	Person(s) having authority and responsibility for planning, directing and controlling the activities of



RELATED PARTY DISCLOSURES POLICY

	<p>Council.</p> <p>Specifically, key management personnel of Council are:</p> <ul style="list-style-type: none"> • the mayor; • councillors; • the chief executive officer; • the directors.
Ordinary citizen transactions	<p>Transactions that an ordinary citizen would undertake with Council, which is undertaken on arm's length and in the ordinary course of carrying out Council's functions and activities.</p> <p>Examples of ordinary citizen transactions assessed to be not material in nature are:</p> <ul style="list-style-type: none"> • paying rates and utility charges • using Council's public facilities after paying the corresponding fees.
Related party	<p>A person or entity that is related to Council pursuant to the definition contained in AASB 124, paragraph 9.</p> <p>Examples of related parties of Council are:</p> <ul style="list-style-type: none"> • Council subsidiaries; • key management personnel; • close family members of key management personnel; • entities that are controlled or jointly controlled by key management personnel or their close family members.
Related party transaction	<p>A transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged.</p> <p>Examples of related party transactions are:</p> <ul style="list-style-type: none"> • purchases or sales of goods; • purchases or sales of property and other assets; • rendering or receiving of services; • rendering or receiving of goods; • leases; • transfers under licence agreements; • transfers under finance arrangements • provision of guarantees (given or received); • commitments to do something if a particular event occurs or does not occur in the future; • settlement of liabilities on behalf of Council or by Council on behalf of that related party.
Significant influence	<p>The power to participate in the financial and operating policy decision of another entity but is not control or joint control of those policies, as determined in accordance with AASB 128 <i>Investments in Associated and Joint Ventures</i>.</p>

5 HUMAN RIGHTS STATEMENT

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



RELATED PARTY DISCLOSURES POLICY

Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

6 REVIEW

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

10 INFORMATION REPORTS**10.1 2018/19 END OF FINANCIAL YEAR VARIATION ANALYSIS**

File Number: 08/06/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. End of Financial Year Variation Report 2018/19

RECOMMENDATION

That Council receives and notes the "2018/19 End of Financial Year Variation Analysis" Report.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

As part of the 2019/20 budget process, budget projections for the end of 2018/19 financial year were presented to Council in the form of a Revised Budget.

At the September Council Briefing a snapshot at activity level of the major variations between the 2018/19 Revised Budget and the 2018/19 Actuals was presented. Explanations were given where variances existed outside Council's threshold of 10% or \$10,000.

BACKGROUND

The annual budget process requires that budget projections of the current financial year be undertaken to calculate the potential carried forward surplus that will form part of the next year's budget.

As this process is generally finalised in late March or early April, there are a further three months of activity to the end of June which may give rise to variations to the budget projections.

This report outlines the variations which have arisen between the budget projections made and the actual final results achieved at year end 30 June 2019.

ISSUES/DISCUSSION

The revised budget projections called for an end of financial year closing cash surplus position of \$3.59M. The actual cash surplus was \$3.68M, a positive variance of \$90K.

The monthly Finance Report tables are provided as an attachment to this report, and include the budget, actuals, variance in dollars and percentage terms.

Whilst there are a number of variances, this report focuses on those which fall outside a 10% or \$10,000 threshold, whichever is the greater.

SUMMARISED FINANCIAL RESULT

The table below discloses the actual result for the year in comparison to the budget:

Report item	2018/19 Revised Budget \$	2018/19 Actual \$	Variance of Actual to Budget \$	Variance of Actual to Budget %
Revenue	(49,408,426)	(45,511,467)	(3,896,958)	92%
Expenses	50,874,224	44,468,424	6,405,800	87%
Net operating result	1,465,798	(1,043,042)	2,508,842	-71%
Funding decisions	(5,912,666)	2,268,090	(8,180,754)	-38%
Capital expenditure	13,615,644	8,374,932	5,240,712	62%
Non cash adjustments	(9,199,331)	(9,719,665)	520,333	106%
Accumulated deficit b/f	(3,561,131)	(3,561,131)	0	100%
Net cash surplus/(deficit)	(3,591,685)	(3,680,817)	89,133	102%

INCOME

Income for the year was \$45.5M representing a variance of 8% or \$3.9M lower than the budget of \$49.4M. Within the income items the following variances occurred:

Capital grants

Capital grants received were less than the budget by \$5.2M.

Instances where Council received income that was less than the budget were:

- Pyramid Hill Community Centre project income of \$120K, the project has not yet commenced therefore funding cannot yet be claimed
- flood recovery funding of \$5.0M with less claims required with works completed at a lower cost than expected
- flood mitigation works at Boort of \$66K, where less works were complete, therefore not all expected income was claimed during 2018/19.

Instances where Council received income that was greater than budget were:

- Old Inglewood Dam project grant of \$940K was received during the latter part of the year after the Revised Budget was set
- flood mitigation works at Pyramid Hill of \$162K which was not expected to be claimed until 2019/20.

User fees

User fees received were higher than the budget by \$325K.

Instances where Council received income that was higher than budget were:

- planning fees were \$63K higher with an increase to planning permit applications
- standpipes and truck wash income was \$54K higher with Loddon still providing the service with Coliban yet to take over
- corporate training was \$35K higher due to income received to offset the purchase of new training systems for group councils
- brokered services of \$76K with more service hours delivered than budgeted. This will be offset by an increase in brokered services expenditure.

Recurrent contributions

- Recurrent contributions received were higher than the budget by \$93K where additional income was received for the sale of valuation data.

Interest income

Interest income earned was higher than the budget by \$82K. This is due to the availability of extra cash for investments due to delays in some large capital works projects and up front funding.

EXPENDITURE

Expenditure for the year was \$44.47M representing a variance of 13% or \$6.4M lower than budget. Within the line items the following variances occurred:

Materials and services

Materials and services were \$1.4M or 14% lower than budget; the main reasons are outlined below.

Items below budget:

- various flood works of \$310K with works delivered on the program at a lower than expected cost
- rural access programs of \$101K with less work delivered in this area than expected
- occasional care program set up of \$103K with work not undertaken on this project during 2018/19
- urban drainage strategy of \$194K with works underway and funds carried forward to be expended in 2019/20.

Items above budget:

- landfill and transfer station operating expenses were \$148K higher than expected

Utilities

Utilities were \$150K or 33% higher than budget; the main reasons are outlined below.

Items above budget:

- caravan park water expenditure was higher by \$31K due to the dry summer and the additional watering required to keep the grass alive especially at the Bridgewater Caravan Park
- standpipes and truck wash water expenditure was higher by \$32K with Council budgeting for Coliban to take over during 2018/19 but this has been delayed.

Contract payments

Contract payments were \$5.4M or 26% lower than budget; the main reasons are outlined below.

Items below budget:

- flood restoration works of \$5.2M with works completed at a lower cost than expected.

Loss on sale of assets

There is no budget allocation for the loss or profit on the sale of assets due to its unpredictable nature. There was a \$233K loss for the 2018/19 financial year. This relates to the sale of land along with plant and equipment. In 2017/18 this was a loss of \$68K.

Bad debts expense

There is no budget allocation for bad debts expenses due to its unpredictable nature. There was a \$13K cost to Council for the 2018/19 financial year. In 2017/18 this was a cost to Council of \$21K.

CAPITAL EXPENDITURE

Capital expenditure was \$8.38M representing a variance of 38% or \$5.24M below the set revised budget of \$13.62M.

Furniture and office equipment

Furniture and office equipment were 93% or \$733K below the set budget of \$792K.

The main variances below budget which are offset by reserve transfers were:

- IT strategy implementation of \$656K, with many projects still in the planning phase.

Land and buildings

Land and buildings were 47% or \$358K below the set budget of \$761K.

The main variances below budget which are offset by reserve transfers were:

- livestock and domestic pound of \$104K
- various building asset management projects of \$178K.

These projects have all been carried forward into 2019/20 and are expected to be completed by 30 June 2020.

Plant and equipment

Plant and equipment was 12% or \$326K below the set budget of \$2.72M.

The main variance was the delay in delivery of new plant and fleet due to policies being updated to guide the purchase of these items.

Roads infrastructure

Roadworks were 22% or \$1.08M below the set budget of \$4.82M.

The main variances below budget which are offset by reserve transfers were:

- \$532K of incomplete local road construction projects
- \$380K of incomplete bridge construction projects.

Items below budget:

- reseal program of \$146K due to a competitive tendering process, all jobs were completed with savings.

Urban and road drainage

Urban and road drainage were 51% or \$527K below the set budget of \$1.03M.

This is due to \$542K of incomplete works that have been carried forward into the 2018/19 financial year for completion.

Recreation, leisure and community facilities

Recreation, leisure and community facilities were 82% or \$1.71M below the set budget of \$2.08M.

The main variances below budget which are offset by reserve transfers were:

- \$1.2M caravan park improvement project
- \$123K Bridgewater Foreshore project stage two.

Parks, open space and streetscapes

Parks, open space and streetscapes were 79% or \$246K below the set budget of \$836K.

The main variances below budget which are offset by reserve transfers were:

- various community planning projects of \$269K
- various parks and gardens projects of \$57K.

Footpaths

Footpaths were 46% or \$265K below budget of \$578K.

\$172K has been carried over through reserves for completion during 2019/20.

FUNDING DECISIONS

Funding decisions were \$8.18M or 62% lower than expected within the budget.

Transfers to reserves

Transfers to reserves were \$5.55M higher than the set budget.

The main reasons were:

- Unspent Grants Reserve was \$3.56M above budget which represents funds received for a variety of projects that remained unspent at 30 June 2019
- Capital Expenditure Reserve was \$1.2M above budget which represents projects that will now be added to the 2019/20 program
- Community Planning Reserve was \$625K above budget which represents projects that are either incomplete or will not commence until 2019/20.

Transfers from reserves

Transfers from reserves were \$2.49M below budget.

The main reasons were:

- Information Technology Reserve was \$682K below budget due to the delay of the IT Strategy implementation
- Land and Buildings Reserve was \$776K below budget due to timing of expected payment for purchase of Bridgewater and Wedderburn Caravan Parks
- Urban Drainage Reserve was \$360K below budget with projects still to be completed from the 2018/19 program.

Proceeds from sale of assets

Proceeds from sale of assets were \$147K or 22% below budget.

SUMMARY

In summary, at the end of the financial year Council earned a surplus of \$79K in excess of expectation.

There are many variances throughout the different elements of the financial statements, however, it can be reported that:

- Council used Capital Expenditure, Community Planning and Unspent Grants Reserves to capture any financial items that were not effected in 2018/19 and will be completed in 2019/20 or subsequent years
- savings in many areas of the accounts were realised due to strong financial management by the officers responsible for delivering projects and programs.

COST/BENEFITS

The benefit of Council receiving a variation report of actual to projected budget is that it gives Council an understanding of the difference in the cash surplus position and keeps Council fully informed.

RISK ANALYSIS

The provision of a variance to budget report to Council minimises the risk of Council not understanding the financial position at year end, and provides reasons for carry over projects.

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 for the Budget, and regular reporting provides a mechanism for monitoring the financial outcomes of Council against the Budget.

	Original Budget	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	\$10,750,845	\$10,750,845	\$10,751,069	\$224	100%	100%
Revenue grants	\$5,890,114	\$11,218,087	\$11,218,087	\$11,959,512	\$741,425	107%	107%
Capital grants	\$5,491,143	\$24,344,145	\$24,344,145	\$19,158,534	(\$5,185,611)	79%	79%
Vic Roads	\$534,064	\$548,178	\$548,178	\$596,242	\$48,064	109%	109%
User fees	\$1,734,539	\$1,770,530	\$1,770,530	\$2,095,387	\$324,857	118%	118%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$0	\$0	\$93,475	\$93,475	0%	0%
Interest income	\$375,000	\$400,000	\$400,000	\$481,846	\$81,846	120%	120%
* Reversal of impairment losses	\$0	\$1,658	\$1,658	\$1,658	\$0	100%	100%
* Library equity	\$0	\$0	\$0	(\$1,808)	(\$1,808)	0%	0%
Reimbursements	\$333,801	\$374,983	\$374,983	\$375,552	\$569	100%	100%
Total revenue	\$25,391,787	\$49,408,426	\$49,408,426	\$45,511,467	(\$3,896,960)	92%	92%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,604,211	\$10,375,591	\$10,375,591	\$10,077,312	\$298,279	97%	97%
Materials & services	\$8,016,009	\$9,958,420	\$9,958,420	\$8,605,275	\$1,353,145	86%	86%
Depreciation	\$9,200,989	\$9,200,989	\$9,200,989	\$9,473,510	(\$272,521)	103%	103%
Utilities	\$466,502	\$453,883	\$453,883	\$603,483	(\$149,600)	133%	133%
Contract payments	\$1,581,348	\$20,579,169	\$20,579,169	\$15,165,782	\$5,413,387	74%	74%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$85,083	\$85,083	\$85,083	\$83,207	\$1,877	98%	98%
Councillor costs	\$221,089	\$221,089	\$221,089	\$213,850	\$7,239	97%	97%
Loss on sale of assets	\$0	\$0	\$0	\$233,155	(\$233,155)	0%	0%
* Impairment losses	\$0	\$0	\$0	\$103	(\$103)	0%	0%
Bad debts expense	\$0	\$0	\$0	\$12,747	(\$12,747)	0%	0%
Total expenditure	\$30,175,231	\$50,874,224	\$50,874,224	\$44,468,424	\$6,405,800	87%	87%
NET RESULT FOR THE PERIOD	(\$4,783,444)	(\$1,465,798)	(\$1,465,797)	\$1,043,043	(\$2,508,840)	-71%	-71%
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	Original Budget	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	\$1,436,314	\$1,513,780	\$1,513,780	\$1,243,916	\$269,864	82%	82%
Leadership	\$1,946,465	\$20,779,087	\$20,779,088	\$15,690,114	\$5,088,973	76%	76%
Works & Infrastructure	\$13,421,964	\$13,539,638	\$13,539,638	\$14,659,377	(\$1,119,739)	108%	108%
Good management	\$4,333,883	\$4,524,931	\$4,524,931	\$4,084,163	\$440,768	90%	90%
Environment	\$2,396,268	\$2,546,586	\$2,546,586	\$2,456,708	\$89,878	96%	96%
Community services & recreation	\$6,640,337	\$7,970,202	\$7,970,201	\$6,100,991	\$1,869,211	77%	77%
Loss on sale of assets	\$0	\$0	\$0	\$233,155	(\$233,155)	0%	0%
Total operating expenditure	\$30,175,231	\$50,874,224	\$50,874,224	\$44,468,424	\$6,405,800	87%	87%
NET RESULT FOR THE PERIOD	(\$4,783,444)	(\$1,465,798)	(\$1,465,797)	\$1,043,043	(\$2,508,840)	-71%	-71%

	Original Budget	Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
FUNDING DECISIONS							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,401,594	\$15,463,504	\$15,463,504	\$12,976,457	\$2,487,047	84%	89%
Less transfer to reserves	(\$2,151,749)	(\$10,206,085)	(\$10,206,085)	(\$15,753,317)	\$5,547,232	154%	144%
Add proceeds from sale of assets	\$379,427	\$655,247	\$655,243	\$508,769	\$146,474	78%	78%
TOTAL FUNDING DECISIONS	\$5,629,272	\$5,912,666	\$5,912,662	(\$2,268,090)	\$8,180,752	-38%	-33%
NET FUNDS AVAILABLE FOR CAPITAL	\$845,828	\$4,446,868	\$4,446,865	(\$1,225,047)	\$5,671,912	-28%	-23%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$777,780	\$791,923	\$791,923	\$58,430	\$733,493	7%	7%
Land and buildings	\$856,747	\$761,036	\$761,036	\$402,868	\$358,168	53%	53%
Plant and equipment	\$1,427,213	\$2,723,479	\$2,723,479	\$2,397,568	\$325,911	88%	87%
Roadworks	\$3,659,425	\$4,817,046	\$4,817,046	\$3,741,882	\$1,075,164	78%	77%
Urban and road drainage	\$350,000	\$1,027,220	\$1,027,220	\$500,711	\$526,509	49%	49%
Recreation, leisure and community facilities	\$4,097,670	\$2,080,161	\$2,080,161	\$369,296	\$1,710,865	18%	18%
Parks, open space and streetscapes	\$350,000	\$836,467	\$836,467	\$590,835	\$245,632	71%	71%
Footpaths	\$237,000	\$578,312	\$578,312	\$313,342	\$264,970	54%	54%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$11,755,835	\$13,615,644	\$13,615,644	\$8,374,932	\$5,240,712	62%	62%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,200,989	\$9,200,989	\$9,200,989	\$9,473,510	(\$272,521)	103%	103%
Add reversal of impairment losses	\$0	(\$1,658)	(\$1,658)	(\$1,658)	\$0	100%	100%
Add library equity	\$0	\$0	\$0	\$1,808	\$3,145	0%	0%
Less loss on sale of assets	\$0	\$0	\$0	\$233,155	(\$233,155)	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$12,747	(\$12,747)	0%	0%
Less impairment losses	\$0	\$0	\$0	\$103	(\$103)	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$9,200,989	\$9,199,331	\$9,199,331	\$9,719,665	(\$510,381)	106%	106%
Accumulated surplus brought forward	(\$1,785,085)	(\$3,581,131)	(\$3,581,131)	(\$3,581,131)	\$0	0%	100%
NET CASH (SURPLUS)/DEFICIT	(\$76,067)	(\$3,581,685)	(\$3,591,683)	(\$3,680,817)	\$79,181	102%	102%

11 COMPLIANCE REPORTS**11.1 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-DONALDSON PARK**

File Number: 02/01/018
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Donaldson Park Section 86 Committee of Management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members do have an involvement in the subject matter of the report by virtue of their volunteer commitment to the Committee of Management or the volunteer commitment by their family members.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Donaldson Park Committee of Management on 27 November 2018.

BACKGROUND

Current Section 86 committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the committee. The committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous committee members will continue to hold office.

Clause 3.3 Membership of the committee outlines Council's preferred composition of the committee specific to each delegation, and states that Council seeks to provide broad representation to the committees.

For community based committees, at least 6 community representatives are preferred.

For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

ISSUES/DISCUSSION

Donaldson Park is an organisation based committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Organisation
Gavan Holt (President)	
Jon Chandler (Secretary/ Treasurer)	Community Member
Brett Jackson	Wedderburn Bowls Club
Laurie Whitham	Wedderburn Bowls Club
Danny Fowles	Wedderburn College
Vacant	Wedderburn College
Bruce Hargreaves (Vice President)	Wedderburn Harness Racing Club
Tom Nisbet	Wedderburn Harness Racing Club
Chris Holt	Wedderburn Lawn Tennis Club
Tim Lockhart	Wedderburn Lawn Tennis Club
Alex Holt	Wedderburn Redbacks
Andrew Caserta	Wedderburn Redbacks
Ian Gould	Wedderburn Redbacks
Julie Benaim	Wedderburn Redbacks
Sharyn Lockhart	Wedderburn Redbacks
Trudie Van de Wetering	Wedderburn Redbacks

The Council representative for this committee is Cr Gavan Holt.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special committee and may at any time remove a member from a special committee".

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

12 GENERAL BUSINESS

13 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 89(2) of the Local Government Act 1989:

13.1 Review of confidential actions

This matter is considered to be confidential under Section 89(2) - (h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Any other matter which the Council or special committee considers would prejudice the Council or any person.

13.2 Land Purchase for Boort Flood Mitigation Project

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

13.3 Appointment of Contractor for CSD04 - Boort Park Kitchen Refurbishment

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

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 22 October 2019 at Serpentine commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2019