



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

**Date: Tuesday, 22 February 2022**  
**Time: 3pm**  
**Location: Loddon Shire Council Chambers,  
Wedderburn**

# **AGENDA**

**Council Meeting**  
**22 February 2022**

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**OPENING COMMENT**

This meeting is being conducted in accordance with the Local Government Act 2020 as temporarily amended to enable meeting by electronic means of communication.

This meeting is being recorded and audio streamed via the Council website and Facebook.

**1 OPENING AFFIRMATION**

“We, the Councillors of the Loddon Shire, declare that we will carry out our duties in the best interests of the community, and through collective leadership will maintain the highest standards of good governance.”

**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:** Christine Coombes, A/Manager Executive and Commercial Services

**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer

**Attachments:** Nil

**RECOMMENDATION**

That Council confirm:

1. The minutes of the Council Briefing of 25 January 2022.
2. The minutes of the Council Meeting of 25 January 2022.
3. The minutes of the Confidential Council Meeting of 25 January 2022.
4. The minutes of the Council Forum 8 February 2022.

**REPORT**

Seeking approval of the unconfirmed minutes of the previous meetings.

**6 ASSEMBLY OF COUNCILLORS****6.1 RECORD OF ASSEMBLY OF COUNCILLORS**

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

**Author:** Christine Coombes, Executive and Commercial Services Officer

**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer

**Attachments:** Nil

**RECOMMENDATION**

That Council note the Assembly of Councillors records for the following meetings:

1. Council Briefing 25 January 2022.
2. Council Forum 8 February 2022.

In accordance with Clause 51 of Council's Governance Rules, records of Councillor Briefings and Forums must be reported to the next Council Meeting and confirmed in the minutes.

The record is therefore presented for Council's noting.

## RECORD OF ASSEMBLIES OF COUNCIL

Assembly details	Briefing
Date	25 January 2022
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth (virtual) Cr Murphy (virtual) Cr Straub
Staff/Stakeholder representatives	Lincoln Fitzgerald, Chief Executive Officer Wendy Gladman, Director Community Wellbeing Sharon Morrison, Director Corporate Services Steven Phillips, Director Operations Christine Coombes, Acting Manager Executive and Commercial Services
Items discussed.	<ol style="list-style-type: none"> <li>1. Update - Volunteer Strategy</li> <li>2. COVID event plan support – review of eligibility criteria</li> <li>3. Pyramid Hill and District Historical Society – fee waiver application</li> <li>4. Update – Inglewood Elderly Person Units CAC</li> <li>5. General business: <ul style="list-style-type: none"> <li>• Councillors discussed the sad passing of Bella Canfield and outlined their desire to express their support for the family and community</li> <li>• Pump to recirculate water back to Goulburn Murray Water</li> <li>• Upcoming Federal election</li> <li>• Proposed MAV rule review</li> </ul> </li> </ol>
Conflict of Interest Disclosures - Councillor/officer making disclosure	Nil
Councillor/officer left room	

Assembly details	Forum
Date	8 February 2022
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth Cr Murphy Cr Straub
Staff/Stakeholder representatives	Lincoln Fitzgerald, Chief Executive Officer Steven Phillips, Director Operations Wendy Gladman, Director Community Wellbeing Jude Holt, Acting Director Corporate Services Christine Coombes, Acting Manager Executive and Commercial Services Deanne Caserta, Manager Financial Services Janine Jackson, Manager Organisation Development David Southcombe, Manager Assets and Infrastructure Daniel McQueen, Asset Management Coordinator Graeme Smith, Design Engineer Shelby Hutchinson, Acting Tourism and Marketing Coordinator  Rail Freight Alliance representative Innoviv representative Local Logic Place representative
Items discussed.	<ol style="list-style-type: none"> <li>1. Economic Development and Tourism Monthly Update and Tourism Style Guide Update</li> <li>2. Priorities 2022</li> <li>3. Boort Strategic Fund – project allocation</li> <li>4. Rail Freight Alliance</li> <li>5. Leasing options for the Bridgewater Public Caravan Park and Wedderburn Pioneer Caravan Park</li> <li>6. Re- engaging Volunteers in Rural Towns – Loddon</li> <li>7. Bridges and Major Culvert Asset Management Plan</li> <li>8. Urban Stormwater Drainage Asset Management Plan</li> <li>9. Section 181 sales update – sale of properties for unpaid rates and charges</li> <li>10. Related Party Disclosures Policy</li> <li>11. Assets – Lease v Buy</li> <li>12. MAV Rule Review</li> <li>13. Future of Livestreaming of Council Meetings</li> <li>14. General business: <ul style="list-style-type: none"> <li>• Waste – glass collection</li> <li>• Tip vouchers</li> <li>• Inglewood Town Hall Asset Committee</li> </ul> </li> </ol>
Conflict of Interest Disclosures - Councillor/officer	Nil

making disclosure	
Councillor/officer left room	



**7 REVIEW OF ACTION SHEET**

**7.1 REVIEW OF ACTIONS**

**File Number:** 02/01/002

**Author:** Christine Coombes, Executive and Commercial Services Officer

**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer

**Attachments:** 1. Action sheet

**RECOMMENDATION**

That Council receive and note the action sheet.

**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.

**REPORT**

Refer attachment.

<a href="#">Action Sheets Report</a>	<b>Division:</b>	Council	<b>Date From:</b>	
	<b>Committee:</b>		<b>Date To:</b>	
	<b>Officer:</b>		<b>Printed:</b> Wednesday, 9 February 2022 1:47:03 PM	

**Actions completed since last meeting**

Meeting	Officer/Director	Section	Subject
Council 25/01/2022	Gladman, Wendy Gladman, Wendy	Decision Reports	COVID event plan support - review of eligibility criteria
<b>RESOLUTION 2022/6</b>			
Moved: Cr Neil Beattie			
Seconded: Cr Linda Jungwirth			
That Council:			
<ol style="list-style-type: none"> <li>remove the criteria of a Tier 2 COVIDSafe Event Plan from the Event Sponsorship – COVID Event Planning Support Program criteria</li> <li>include the criteria of Events expecting over 1,000 patrons to the Event Sponsorship – COVID Event Planning Support Program criteria</li> <li>approve any further changes, to ensure correlation with the Victorian Government COVID-19 Public Events Framework, be completed administratively by Council officers (retaining the requirement for events to meet the 1,000+ patron criteria).</li> </ol>			
<b>CARRIED</b>			
<b>08 Feb 2022 4:42pm Gladman, Wendy</b>			
The application form is being updated at the time of noting this action outcome, and will be available via Smarty Grants with links on Council's website shortly.			
<b>08 Feb 2022 4:43pm Gladman, Wendy - Completion</b>			
Action completed by Gladman, Wendy			

Meeting	Officer/Director	Section	Subject
Council 25/01/2022	Phillips, Steven Fitzgerald, Lincoln	Decision Reports	Pyramid Hill and District Historical Society - Fee Waiver Application
<b>RESOLUTION 2022/7</b>			
Moved: Cr Gavan Holt			
Seconded: Cr Neil Beattie			
That Council resolve to grant the Pyramid Hill and District Historical Society request for the Planning Permit Application fee waiver of \$4,133.25.			
<b>CARRIED</b>			
<b>01 Feb 2022 3:58pm Phillips, Steven - Completion</b>			
Action completed by Phillips, Steven			

Meeting	Officer/Director	Section	Subject
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<a href="#">Action Sheets Report</a>	<b>Division:</b>	Council	<b>Date From:</b>
	<b>Committee:</b>		<b>Date To:</b>
	<b>Officer:</b>		<b>Printed: Wednesday, 9 February 2022 1:47:03 PM</b>

Council 25/01/2022	Perry, Sarah Gladman, Wendy	Decision Reports	Community Plan Allocations 2021/2022
<b>RESOLUTION 2022/8</b>			
Moved: Cr Linda Jungwirth Seconded: Cr Wendy Murphy			
That Council approved the 2021-22 Community Plan project allocations of \$109,525 in accordance with the attached report.			
			<b>CARRIED</b>
<b>31 Jan 2022 10:33pm Perry, Sarah</b>			
Successful allocations notified. Advocacy allocations notified that their advocacy projects will be added/reviewed with the advocacy document. Unsuccessful allocations have been notified with information as to why and, where required, next steps for project.			
<b>31 Jan 2022 10:36pm Perry, Sarah - Completion</b>			
Action completed by Perry, Sarah			

Meeting	Officer/Director	Section	Subject
Council 25/01/2022	Southcombe, David Phillips, Steven	Decision Reports	Asset management plans for adoption by Council: - Parks, Open Spaces and Streetscapes - Recreation, Leisure and Community Facilities
<b>RESOLUTION 2022/9</b>			
Moved: Cr Linda Jungwirth Seconded: Cr Wendy Murphy			
That Council adopts the following asset management plans:			
<ol style="list-style-type: none"> <li>1. Parks, Open Spaces and Streetscapes Asset Management Plan</li> <li>2. Recreation, Leisure and Community Facilities Asset Management Plan</li> </ol>			
			<b>CARRIED</b>
<b>07 Feb 2022 5:00pm Southcombe, David</b>			
Both plans forwarded to Executive for loading on website.			
<b>07 Feb 2022 5:01pm Southcombe, David - Completion</b>			
Action completed by Southcombe, David			

<a href="#">Action Sheets Report</a>	<b>Division:</b>	Council	<b>Date From:</b>
	<b>Committee:</b>		<b>Date To:</b>
	<b>Officer:</b>		<b>Printed: Wednesday, 9 February 2022 1:47:03 PM</b>

Meeting	Officer/Director	Section	Subject
Council 25/01/2022	Caserta, Deanne Holt, Jude	Decision Reports	Finance Report for the Quarter Ending 31 December 2021
<b>RESOLUTION 2022/10</b>			
Moved: Cr Gavan Holt			
Seconded: Cr Neil Beattie			
That Council			
<ol style="list-style-type: none"> <li>1. receives and notes 'Finance Report for the quarter ending 31 December 2021'</li> <li>2. approves budget revisions included in the report for internal reporting purposes only</li> <li>3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2021/22 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 2021/22.</li> </ol>			
<b>CARRIED</b>			
<b>01 Feb 2022 6:02pm Caserta, Deanne</b>			
For information			
<b>01 Feb 2022 6:02pm Caserta, Deanne - Completion</b>			
Action completed by Caserta, Deanne			

**8 MAYORAL REPORT****8.1 MAYORAL REPORT****File Number:** 02/01/001**Author:** Christine Coombes, Executive and Commercial Services Officer**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** Nil**RECOMMENDATION**

That Council receive and note the Mayoral Report

**REPORT**

The Mayor will present a report at the meeting.

**Cr Straub**

<b>Loddon Campaspe Councils</b>	
<b>Murray River Group of Councils</b>	
<b>North Central Goldfields Regional Library</b>	
<b>North Central Local Learning and Employment Network</b>	
<b>Special Committees Of Council (Section 65 Community Asset Committees):</b>	
East Loddon Community Centre Community Asset Committee	
Pyramid Hill Memorial Hall Community Asset Committee	
Pyramid Hill Swimming Pool Kiosk Community Asset Committee	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**9 COUNCILLORS' REPORT****9.1 COUNCILLORS' REPORTS**

File Number: 02/01/001

Author: Christine Coombes, Executive and Commercial Services Officer

Authoriser: Lincoln Fitzgerald, Chief Executive Officer

Attachments: Nil

**RECOMMENDATION**

That Council receive and note the Councillors' reports

**REPORT**

Each Councillor will present a report at the meeting.

**Cr Beattie**

<b>Rail Freight Alliance</b>	
<b>Special Committees Of Council (Section 65 Community Asset Committees):</b>	
<b>Boort Aerodrome Community Asset Committee</b>	
<b>Boort Memorial Hall Community Asset Committee</b>	
<b>Boort Park Community Asset Committee</b>	
<b>Korong Vale Mechanics Hall Community Asset Committee</b>	
<b>Korong Vale Sports Centre Community Asset Committee</b>	
<b>Little Lake Boort Community Asset Committee</b>	
<b>Yando Public Hall Community Asset Committee</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Holt**

<b>Municipal Association of Victoria</b>	
<b>Audit and Risk Committee</b>	
<b>Special Committees Of Council (Section 65 Community Asset Committees):</b> Donaldson Park Community Asset Committee Wedderburn Community Centre Community Asset Committee Wedderburn Engine Park and Market Square Reserve Community Asset Committee Wedderburn Mechanics and Literary Institute Hall Community Asset Committee Hard Hill Tourist Reserve Community Asset Committee	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Jungwirth**

<b>Loddon Mallee Local Government Waste Forum</b>	
<b>Central Victorian Greenhouse Alliance</b>	
<b>Municipal Emergency Management Plan Committee</b>	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Murphy**

<b>Calder Highway Improvement Committee</b>
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<b>Local Government Women’s Charter</b>	
<b>Australia Day Committee</b>	
<b>Healthy Minds Network</b>	
<b>Special Committees Of Council (Section 65 Community Asset Committees):</b>	
Campbells Forest Hall Community Asset Committee	
Inglewood Community Sports Centre Community Asset Committee	
Inglewood Community Elderly Persons Units Community Asset Committee	
Inglewood Town Hall Hub Community Asset Committee	
Jones Eucalyptus Distillery Site Community Asset Committee	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>



**10 DECISION REPORTS****10.1 VICTORIAN LOCAL GOVERNMENT WOMEN'S CHARTER**

**File Number:** FOL/19/432276  
**Author:** Janine Jackson, Manager Organisation Development  
**Authoriser:** Jude Holt, Acting Director Corporate  
**Attachments:** 1. VLGA Womens Charter

**RECOMMENDATION**

That Council

1. notes the history and progress of the Victorian Local Government Women's Charter ('the Charter')
2. reaffirms its commitment to the Charter
3. continues to progress actions in support of the Charter's three principles: gender equity, diversity and active citizenship;
4. appoint the following people as Charter Champions
  - (a) Councillor: *[insert name]* until the annual meeting of Council where appointments are made to various committees and advisory roles
  - (b) Council Officer: Casey Shelton (or other delegate as administratively necessary) until the next annual report on progress against the Victorian Local Government Women's Charter
5. authorises the Chief Executive Officer to continue to promote Council's Charter signatory status and display the Charter in Council premises and communications (including Council's website)
6. sends a copy of this report to the Victorian Local Governance Association (VLGA), notifying the VLGA of Council's reaffirmation of the Charter
7. supports the VLGA campaign to increase women's participation in local government as citizens, candidates and Councillors
8. requests that an annual report be provided to Council on progress against the Charter principles.
9. rotates the Charter Champion position among Councillors throughout the Council term.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

At the Council Meeting on 26 February 2019, Council resolved to adopt the Victorian Local Government Women's Charter (the Charter) and appoint Councillor Colleen Condliffe as the Charter Champion.

On 23 April 2020, Council noted the first annual report on Council's progress against the Charter principles.

On 23 March 2021, Council noted the second annual report on Council's progress against the Charter principles.

## BACKGROUND

The Charter was established in 1998 by the Women's Participation in Local Government Coalition (WPILGC) to recognise the need for increased women's participation in the key decision-making forums in the community and in democratic governance.

The WPILGC was a coalition of organisations, including peak bodies in local government, the Victorian Immigrant and Refugee Women's Coalition, Victorian Women's Trust, Women's Electoral Lobby Victoria, Women's Planning Network and YWCA Victoria.

Following Council amalgamations in 1996, the number of women Councillors was at a record low (134 out of more than 600).

In 2013, the WPILGC dissolved itself and handed responsibility for this work to the MAV and the VLGA. At present, the VLGA manages the administration of the Charter signatories and network, working alongside the MAV on promoting the charter and achieving gender equity in local government.

In 2020, 73 of 79 Victorian councils were signatories to the Charter.

## ISSUES/DISCUSSION

With the Local Government Act 2020 and Gender Equality Act 2020 highlighting the importance of community engagement and equality, all 79 Victorian councils have a legislative imperative to prioritise the active and equal participation of women in Council decision-making.

The VLGA has generated a list of suggested actions. Council's performance against these suggested actions is listed below:

CHARTER STATUS & CHARTER CHAMPIONS	STATUS
Become a Charter signatory.	Completed 26 February 2019
Reaffirm your commitment to the Charter.	Pending adoption of the recommendation in this report.
Reappoint your Charter Champions.	Pending adoption of the recommendation in this report.
Appoint a Councillor and an officer.	Completed 26 February 2019
Try to rotate the Charter Champion position among Councillors throughout the Council term.	Pending adoption of the recommendation in this report.
Make the Charter a standing item on Council's agenda: <ul style="list-style-type: none"> <li>• requiring an annual report on actions related to gender equity, diversity and active citizenship.</li> <li>• appoint Charter Champions at the same time as other delegations.</li> </ul>	Completed 26 February 2019, and ongoing annually
Send a copy of the minutes to the VLGA for publication on their website.	Pending adoption of the recommendation in this report.
Display a framed copy of your Council's Charter certificate (or multiple copies in different council buildings, including community centres, libraries etc).	Complete: a framed copy of the Charter is displayed in the foyer of Council's Wedderburn Office
Empower Charter Champions and Council staff to use the Charter in their work. Provide them with the time or delegation to implement action items and attend network meetings or development sessions related to the Charter.	Initially complete after adoption of the Charter; however, this is ongoing (such as training and development and networking opportunities)

POLICY AND ADVISORY GROUPS	STATUS
<p>Undertake a simple audit of Council's activities, processes and community projects to identify what you have already achieved and can build on.</p>	<p>Council has developed a Gender Equity Strategy (GE Strategy), which identifies priority actions and will adhere to the requirements under the Gender Equality Act 2020.</p> <p>A workplace gender audit and analysis has been undertaken to meet the requirements of the Gender Equality (GE) Act 2020. The results of the audit will inform the Gender Equality Action Plan (GEAP) which is a further requirement of the GE Act 2020 and is due on 31 March 2022.</p> <p>Council participated in the People Matter Survey facilitated by the Victorian Public Sector Commission. The analysis from that survey will inform the GEAP.</p> <p>An assessment of the GE Strategy will be undertaken to understand remaining actions to be incorporated into the Gender Equality Action Plan (GEAP).</p> <p>Council has a dedicated GE Officer who is also the Women's Charter Champion and sits on Council's Policy Review Group (PRG).</p>
<p>Create a committee or working group of Council that has oversight/responsibility for women's civic participation (i.e. Gender Equality Working Group, Women's Charter Advisory Committee).</p>	<p>There has been no progress with these actions, but they will be incorporated into the Gender Equality Action Plan.</p>
<p>Empower the committee to operate in a meaningful advisory capacity on all relevant policies facing Council – not just 'women's' or 'family' policies.</p>	
<p>Conduct a gender equality audit of all committees.</p>	
<p>Encourage committees to consider diversity when recruiting new members.</p>	
<p>Provide regular opportunities for women on all committees to develop their skills in leadership, policy, negotiation and decision-making.</p>	
<p>Conduct an audit of committee meeting times and locations.</p> <ul style="list-style-type: none"> <li>• Are they held in venues and at times that suit working women and women with child caring responsibilities?</li> <li>• Consider using a survey to investigate barriers to women's attendance at/participation in committees.</li> <li>• Work to address these barriers and evaluate the success of these measures.</li> </ul>	

<b>POLICY AND ADVISORY GROUPS</b>	<b>STATUS</b>
<p>Compile a list of community groups (and their contact details) that may have women who are interested in running (or interested in supporting another woman to run) for local government.</p> <ul style="list-style-type: none"> <li>• Invite these groups to pre-candidate training and ask that they distribute details to their networks.</li> <li>• Invite these groups to participate in community engagement or consultation that council undertakes.</li> </ul>	<p>Council has developed a Community Directory that is updated regularly. This resource will be used when Council undertakes community engagement.</p>
<p>Make sure that you are actively seeking input from the Indigenous community, people with disabilities and culturally and linguistically diverse groups. Dedicate resources to provide cultural, language, and accessibility support where appropriate.</p>	<p>Cultural Awareness Training is included in the Learning and Development Calendar, which will support the development of resources that are suitable.</p>
<p>Ensure that the Charter is referenced in any Council policy that relates to Charter principles.</p>	<p>The GE Officer on the PRG will ensure the Charter is referenced in any Council policy that relates to Charter principles.</p>
<p>Include the Charter in relevant Council documents and strategies, including the Council Plan and Municipal Health and Wellbeing Plan.</p>	<p>The Municipal Health and Wellbeing Plan (MHWP) has been adopted without reference to the Charter however, as part of the implementation of the MHWP the Project Officer will work with the Family Violence Prevention Network to ensure the Charter is referenced in the action plan.</p>
<p>Distribute the Charter document to officers and ensure that they are aware of Council's signatory status. Encourage officers to consider the Charter as an authorising document in their reports and daily work.</p>	<p>Council Officers will be provided with a copy of the Charter (pending adoption of the recommendation in this report).</p>

<b>AWARENESS RAISING</b>	<b>STATUS</b>
<p>Increase information and resources available to the community about the business of local government, on topics such as:</p> <ul style="list-style-type: none"> <li>• How Councillors are elected</li> <li>• How councils make decisions</li> <li>• What services councils provide</li> </ul>	<p>A meeting has been held with Ella Hughes and Amanda McClelland who are working with four Local Learning agencies in the region to roll out the Youth Take Over (YTO) Program.</p> <p>The Manager Organisation Development and Human Resources Coordinator are investigating development of a film 'About Local Government' as a YTO project which can be shared on Council's website and with schools.</p>
<p>Make sure that these resources are accessible to all community members, particularly those from culturally and linguistically diverse groups.</p>	<p>Part of the YTO project will be ensuring resources are accessible for culturally and linguistically diverse groups.</p>
<p>Spotlight the experiences and achievements of women leaders in your</p>	<p>There has been no progress with these actions, but they will be incorporated into</p>

community, particularly those from culturally and linguistically diverse groups and current and former women Councillors.	the Gender Equality Action Plan.
Profile current and former women Councillors on their backgrounds, their motivations for running for office and their achievements during their time as a Councillor.	
Facilitate community conversations about the importance of diverse representation. Seek local examples and anecdotes of the impact that diverse representation has on decision-making and community outcomes.	
Hold an event for International Women’s Day (8 March). Consider holding an awards ceremony celebrating the achievements of local women.	Council staff celebrate International Women’s Day annually. This is an action on the GE strategy.
Encourage the community to nominate women for civic awards (see Honour A Woman).	There has been no progress with these actions, but they will be incorporated into the Gender Equality Action Plan.
Nominate a local active citizen for inclusion on the Victorian Women’s Honour Roll.	
Celebrate the centenary of Mary Rogers’ election – the first woman elected to local government in Victoria and only the second in Australia (1920).	

<b>SUPPORTING WOMEN COUNCILLORS</b>	<b>STATUS</b>
Host a Victorian Local Government Women’s Charter Afternoon Tea with women Councillors, community groups and women who were elected in the October 2020 election. This is a great opportunity for women to network and share information.	There has been no progress with this action, but it will be incorporated into the Gender Equality Action Plan.
Encourage Councillors to consider the Charter when developing the Council Plan.  As a task that must be completed within the first 6 months of the Council term, it is important that Councillors begin the next four years considering gender equity, diversity and active citizenship as core business for local government.	The Councillors are aware of the development of the GEAP, and will be provided with a copy prior to its approval.
Provide opportunities for all Councillors to learn about the importance of diversity and gender equity in local government, and the importance of a diversity of views in decision-making processes.	Complete: Cr Murphy was appointed as the Charter Champion in 2021.  Rotation of Councillors will be considered pending adoption of the recommendation in this report.
Provide gender equality and/or unconscious bias training as part of new Councillor induction.	Complete: Included in Councillor induction.
Connect women Councillors with opportunities for mentorship and support, including the Australian Local Government Women’s Association (ALGWA).	Training provided. Councillors were enrolled in the online Equal Employment Opportunity training as part of their induction and will be included in the face to

SUPPORTING WOMEN COUNCILLORS	STATUS
	face training that staff undertake in 2022.
Consider working with the VLGA and other councils in your area to initiate a mentorship/peer support program for new women Councillors.	Networking opportunities are included in Councillor development budget.  VLGA opportunities will be monitored.

### **COST/BENEFITS**

The benefit of adopting the recommendations is reaffirmation of Council's commitment to achieving gender equality and improving outcomes for all genders.

Costs associated with the recommendations in this report will be contained within operational budgets.

### **RISK ANALYSIS**

Should Council continue with its support of the Charter:

1. There is a reduced risk of Council not meeting its legislative obligations under the Local Government Act 2020 and Gender Equality Act 2020 in relation to promoting gender equity.
2. There is an increased opportunity around recruitment of key staff as Council should be seen as an employer of choice and supporter of all genders in the workplace.
3. There is an increased opportunity for Council to increase its reputation in the community and local government sector around inclusiveness.

### **CONSULTATION AND ENGAGEMENT**

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



As a signatory of the Victorian Local Government Women's Charter,

# Loddon Shire Council

commits to the following principles:

## **GENDER EQUITY**

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

## **DIVERSITY**

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

## **ACTIVE CITIZENSHIP**

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



Victorian  
Local Government  
Association

**10.2 EAST LODDON HISTORICAL SOCIETY - FEE WAIVER APPLICATION**

**File Number:** FOL/19/269835  
**Author:** Steven Phillips, Director Operations  
**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council resolve to waive the Planning Permit Application fee of \$1,337.70 for East Loddon Historical Society Inc.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

At its July 2021 Ordinary meeting, Council resolved to adopt the Fees and Charges – Waiver or Reduction Policy.

**BACKGROUND**

Council's Fees and Charges – Waiver or Reduction Policy applies to any not for profit organisation, incorporated association or unincorporated community group which provides a community benefit to the Shire and wishes to apply to have a fee and or charge waived or reduced.

Applications over \$1,000 are reviewed by the Chief Executive Officer and submitted to Council for approval via a formal resolution.

**ISSUES/DISCUSSION**

The East Loddon Historical Society Inc. have applied for a Planning Permit to hold an event celebrating the centenary of Australia's first air race to be held in Serpentine on the Sunday 20 March 2022. They have requested that Council waive the Planning Permit Application fee of \$1,337.70.

Council previously have provided an allocation of \$5,000 to the East Loddon Historical Society from the Sponsorships and Donations budget to assist them with this event.

The granting of a fee waiver in no way affects or influences Council's obligations to assess the Planning Permit Application on its merits against the Loddon Planning Scheme.

**COST/BENEFITS**

The cost to the community is \$1,337.70. The East Loddon Historical Society expects that this event will bring visitors and encourage tourism in the Loddon Shire.

**RISK ANALYSIS**

The risks associated with this fee waiver is considered low.

**CONSULTATION AND ENGAGEMENT**

Council officers have had discussions with the East Loddon Historical Society on this matter.



**10.3 REVIEW OF THE RELATED PARTY DISCLOSURES POLICY V3**

**File Number:** FOL/19/432511  
**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Jude Holt, Acting Director Corporate  
**Attachments:** 1. Related Parties Disclosures Policy v3

**RECOMMENDATION**

That Council adopts the Related Party Disclosures Policy v3.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Version 2 of the Related Party Disclosure Policy was adopted by Council on 24 September 2019.

**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 that 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.

The Policy has had minor updates to reflect any changes in the Local Government Act 2020, along with additional appendix documents added to reflect the template used for declarations along with a 'best practice' flow chart to help identify related parties.

**COST/BENEFITS**

There are no direct costs associated with the adoption of this policy.

**RISK ANALYSIS**

Victorian Auditor General Office (VAGO) and Council's external auditors advise that Council requires a Related Party Disclosure Policy to remain compliant with AASB 124 Related Party Disclosures.

**CONSULTATION AND ENGAGEMENT**

This Policy has been reviewed by Loddon Leaders, Policy Review Group and the Management Executive Group prior to submission to Council.

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:	<a href="#">Click here to enter date of approval</a>
VERSION NUMBER:	3
REVIEW DATE:	<a href="#">Click here to enter a date.</a>
DATE RESCINDED:	<a href="#">Click here to enter a date.</a>
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Councillors Support and Reimbursement of Expenses Policy Councillor Code of Conduct Staff and Contractors Code of Conduct Procurement Policy
RELATED LEGISLATION:	Local Government Act 2020 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:	<hr/> Signed by Chief Executive Officer

FILE LOCATION: K:\FINANCE\Policies\Draft\POL Related party disclosures policy v3.docx

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

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



## 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, financial audit 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"> <li>• neither party bearing the other any special duty or obligation; and</li> <li>• the parties being unrelated and uninfluenced by the other; and</li> <li>• each party having acting in its own interest.</li> </ul>
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"> <li>• that person's children and spouse or domestic partner;</li> <li>• children of that person's spouse or domestic partner; and</li> <li>• dependants of that person or that person's spouse or domestic partner.</li> </ul> <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"> <li>• power over the entity; and</li> <li>• exposure or rights to variable returns from involvement with the entity; and</li> <li>• the ability to use power over the entity to affect the amount of returns received.</li> </ul> <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



## RELATED PARTY DISCLOSURES POLICY

Term	Definition
Key management personnel or Key management person	Person(s) having authority and responsibility for planning, directing and controlling the activities of Council. Specifically, key management personnel of Council are: <ul style="list-style-type: none"> <li>• the mayor;</li> <li>• councillors;</li> <li>• the chief executive officer;</li> <li>• the directors.</li> </ul>
Ordinary citizen transactions	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. Examples of ordinary citizen transactions assessed to be not material in nature are: <ul style="list-style-type: none"> <li>• paying rates and utility charges</li> <li>• using Council's public facilities after paying the corresponding fees.</li> </ul>
Related party	A person or entity that is related to Council pursuant to the definition contained in <i>AASB 124</i> , paragraph 9. Examples of related parties of Council are: <ul style="list-style-type: none"> <li>• Council subsidiaries;</li> <li>• key management personnel;</li> <li>• close family members of key management personnel;</li> <li>• entities that are controlled or jointly controlled by key management personnel or their close family members.</li> </ul>
Related party transaction	A transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged. Examples of related party transactions are: <ul style="list-style-type: none"> <li>• purchases or sales of goods;</li> <li>• purchases or sales of property and other assets;</li> <li>• rendering or receiving of services;</li> <li>• rendering or receiving of goods;</li> <li>• leases;</li> <li>• transfers under licence agreements;</li> <li>• transfers under finance arrangements</li> <li>• provision of guarantees (given or received);</li> <li>• commitments to do something if a particular event occurs or does not occur in the future;</li> <li>• settlement of liabilities on behalf of Council or by Council on behalf of that related party.</li> </ul>
Significant influence	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 <i>AASB 128 Investments in Associated and Joint Ventures</i> .



## RELATED PARTY DISCLOSURES POLICY

### 5 HUMAN RIGHTS STATEMENT

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

### 6 REVIEW

The Manager Financial Services will review this policy for any necessary amendments no later than 2 years after adoption of this current version.

### 7 ATTACHMENTS


Attachment 1 – Disclosure form template

Attachment 2 – Flow Chart – How to identify a related person



# RELATED PARTY DISCLOSURES POLICY

APPENDIX 1 – DISCLOSURE FORM TEMPLATE

	<h2 style="margin: 0;">Related Party Disclosure Financial Year 20XX/XX</h2>
---	---

Councillor / Responsible Officer							
Surname:		Title	Mr	Mrs	Miss	Ms	Cr
First name:							
Street:							
Town:		State:		Postcode:			
Phone numbers:	Work:		Home:		Mobile:		

Please complete the questions below	
1. Do you as a Councillor / Responsible Officer (a) have control or joint control of an entity or (b) have significant influence over the entity or (c) hold a key management position in the entity (e.g. Chairperson of a sporting or community body)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Details:	
2. Are you as a Councillor / Responsible Officer aware of any 'responsible person related parties' transactions with Council? (e.g. Spouse, son or daughter or their spouse is a business supplier to Council)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Details:	

Signature
-----------

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Loddon Shire Council 41 High Street, Wedderburn, Victoria PO Box 21, Wedderburn, Vic 3518 Telephone: (03) 5494 1200 Facsimile: (03) 5494 3003 Email: <a href="mailto:loddon@loddon.vic.gov.au">loddon@loddon.vic.gov.au</a> Web: <a href="http://www.loddon.vic.gov.au">www.loddon.vic.gov.au</a>	<b>Privacy statement</b> Personal information collected by Council is held securely and used in accordance with the <i>Privacy and Data Protection Act 2014</i> . Council may disclose this information to other organisations if required or permitted by legislation. Should you wish to access or modify this information, please contact Council on (03) 5494 1200 or email <a href="mailto:loddon@loddon.vic.gov.au">loddon@loddon.vic.gov.au</a>
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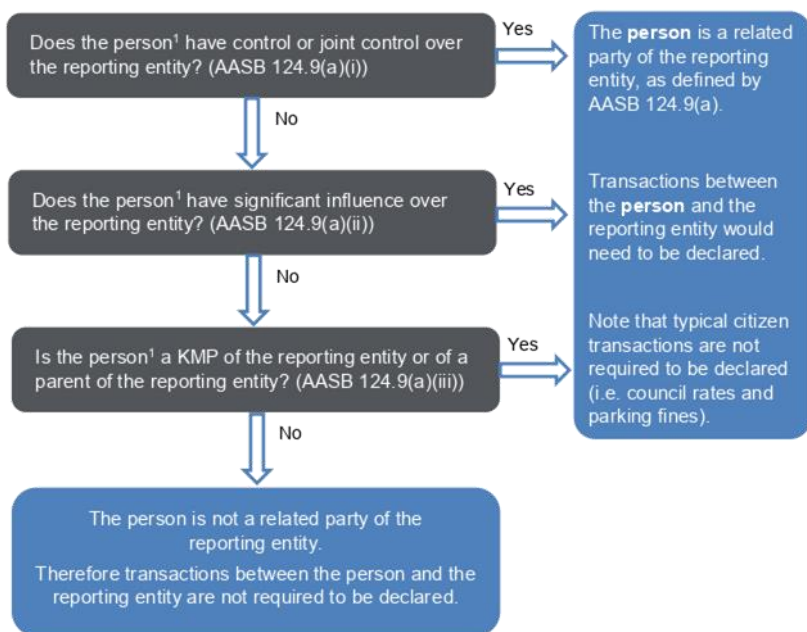


# RELATED PARTY DISCLOSURES POLICY

## APPENDIX 2 – FLOW CHART – HOW TO IDENTIFY A RELATED PARTY PERSON

This flow chart will assist staff with identifying whether a person would be considered a related party of the reporting entity.

For the purposes of this flow chart, 'person' means the KMP or their close family member.



**10.4 BRIDGES AND MAJOR CULVERTS ASSET MANAGEMENT PLAN**

**File Number:** FOL/19/432738

**Author:** David Southcombe, Manager Assets and Infrastructure

**Authoriser:** Steven Phillips, Director Operations

**Attachments:** 1. Bridges and Major Culverts Asset Management Plan

**RECOMMENDATION**

That Council adopts the Bridges and Major Culverts Asset Management Plan.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

The Bridges and Major Culverts Asset Management Plan was discussed at the February 2022 Council Forum.

**BACKGROUND**

Council's current Bridges and Major Culverts Asset Management Plan was adopted in July 2010. It has been reviewed and updated as part of preparing for the completion of the Asset Plan. The Asset Plan is required by the Local Government Act 2020 and must be adopted by 30 June 2022.

The Bridges and Major Culverts Asset Management Plan outlines key elements involved in managing Council's bridges and major culverts. It combines management, financial, engineering and technical practices to ensure that the level of service required by the community is provided at the lowest long term cost and is within the limits of Council's fiscal constraints.

**ISSUES/DISCUSSION**

Council has a significant bridge and major culvert network that comprises 219 structures with an estimated asset value of \$38,599,332 (2020/21 dollars). These assets are an important part of Council's road network.

Overall, Council's bridge and major culvert network is well managed. This is due to the following:

- Bridge inspections and maintenance are undertaken regularly in accordance with Council's Road Management Plan
- Council has regularly invested in the replacement and upgrade of bridges as required. This is reflected in 0% of Council's bridge and major culvert network being above the condition intervention level of 7, refer Figure 3 in Appendix.
- Council undertakes level 2 inspections (component level assessments) on a four yearly cycle so any defects or condition issues are identified and rectified.
- Council has successfully applied for grants for bridge replacements, such as through the Bridges Renewal Program. Recent projects under this program include the Sloan's Rd Bridge and Murphy's Creek Bridge upgrade and replacement projects.

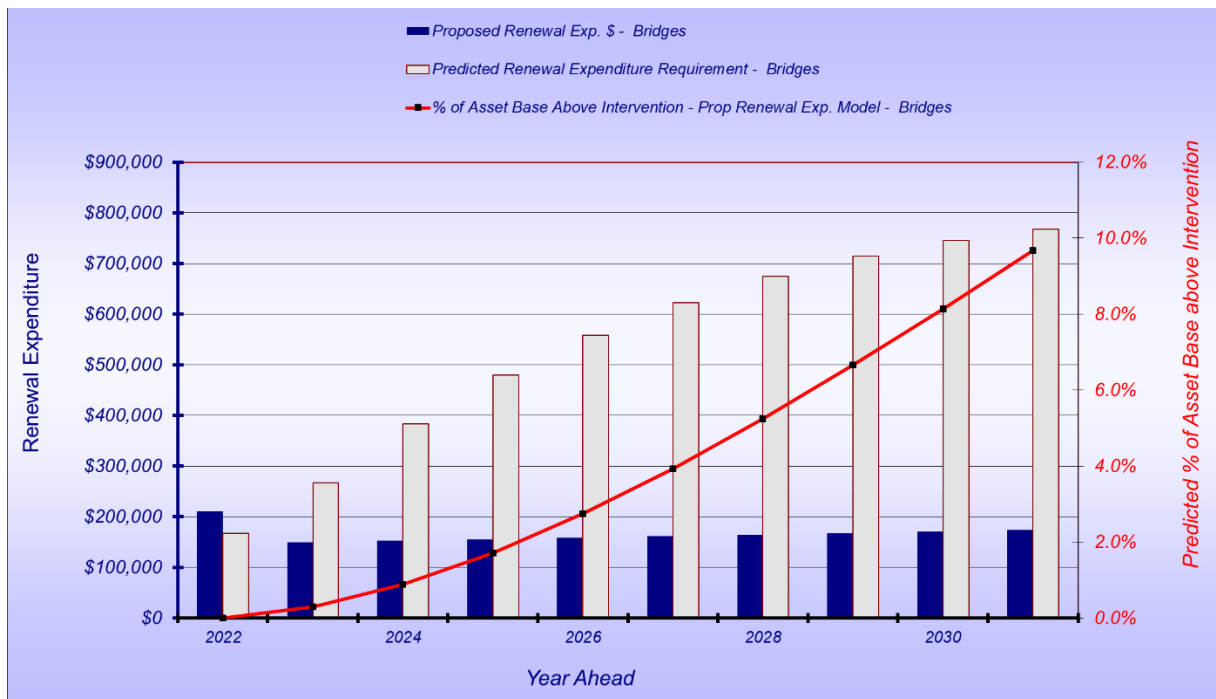
Whilst Council's bridge and major culvert network is well managed, there is some evidence that suggests Council needs to increase renewal funding allocations. Council is currently operating under the renewal modelling allocations from the 2010 Bridges and Major Culverts Asset Management Plan which recommended an average annual expenditure of \$120,000 per annum

over the next 20 years (2009/10 values). The change in bridge condition between 2010 and 2022, and renewal modelling undertaken as part of the development of the 2022 Bridges and Major Culverts Asset Management Plan suggests this may need to increase.

In the appendix, Figure 2 is a bar graph from Council’s 2010 Bridges Asset Management Plan and Figure 3 is a bar graph from Council’s current draft Bridges and Major Culvert Asset Management Plan that show the condition distribution of bridge and major culvert assets. The graphs shows that between 2010 and 2022, an overall shift in condition has occurred with the condition distribution trending towards higher, and thus poorer scores (0 = New, 10 = Failed). If this trend continues, Council will need to increase investment in bridges and major culverts as a number of bridges will approach the condition intervention level (condition score of 7).

This was also reflected by the renewal modelling projections undertaken that suggest Council needs to increase investment:

**Figure 1 – Renewal Projections for Bridges and Major Culverts**



In the current Financial Plan there is \$1.66 million allocated over the next 10 years for renewal. The modelling recommended \$5.38 million over this time which leaves a projected short fall of \$3.72 million over 10 years.

However, Council officer’s assessment is that there is uncertainty associated with the modelling that should be addressed prior to considering update of the Financial Plan. Three factors are driving this:

- Values in the database being based on greenfield rates as opposed to brownfield (which better reflect replacement costs) so potentially overestimating replacement costs
- Values based on existing infrastructure rather than what will be installed as a replacement (wooden bridge vs concrete bridge, existing bridge replaced by a floodway, etc).
- The modelling is based on overall bridge condition and value rather than looking at component level.

This uncertainty will affect the accuracy of predictions and it is recommended it is addressed prior to updating Financial Plan allocations. The following project detailed in the Improvement Plan is proposed:

- Conduct formal componentised condition assessments of the bridges and major culvert network at regular frequencies that are appropriate for the asset class. The results of each audit must be used to adjust the financial model presented in this document and inform renewal requirements in Council's Financial Plan and Annual Budget.

This project will expand on the existing Level 2 inspections undertaken four yearly to include renewal projections at a component level, including identifying a preferred renewal/replacement option, so that the renewal modelling accuracy and projections can be improved.

Whilst this project is undertaken, it is expected that Council will continue to invest in the renewal of bridges and major culverts above the Financial Plan allocations through Government grants in the immediate future. This will minimise the financial risk associated with the projected increased renewal costs. For example, in principle support was given at the October 2021 Council Forum to fund the renewal of bridges from the Local Roads and Community Infrastructure Program Round 3, and Federal and State Governments continue to provide stimulus funding in response to the Covid-19 pandemic some of which will be directed towards bridge renewals.

### **COST/BENEFITS**

The cost of maintaining Council's bridge network in adequate condition over the next 10 financial years is \$2.41 million. The benefits of this are numerous including improving access to road users, improving the safety for road users, and supporting a number of industries within Council boundaries.

### **RISK ANALYSIS**

The adoption of the Bridges and Major Culverts Asset Management Plan will minimise Council's risks associated with managing all of these assets.

As part of developing the plans, a risk assessment was undertaken. Risks were evaluated using Council's Risk Management Policy framework and had two risks evaluated as High. These were investment and decision making not being effective and collapse or damage to structure or road approach.

Improving the renewals projections by undertaking them at a component level will manage the risk associated with investment and decision making not being effective. The risk of collapse or damage to structure or road approaches is well managed by the inspections undertaken as part of the Road Management Plan and the 4 yearly Level 2 inspections.

### **CONSULTATION AND ENGAGEMENT**

The draft Bridges and Major Culverts Asset Management Plan has been discussed with internal stakeholders on a number of occasions. This includes Loddon Leaders, MEG, and other staff who have had opportunities to review the outcomes of both plans and provide feedback.

APPENDIX

Figure 2 - Bridges and Major Culverts condition profile, July 2010

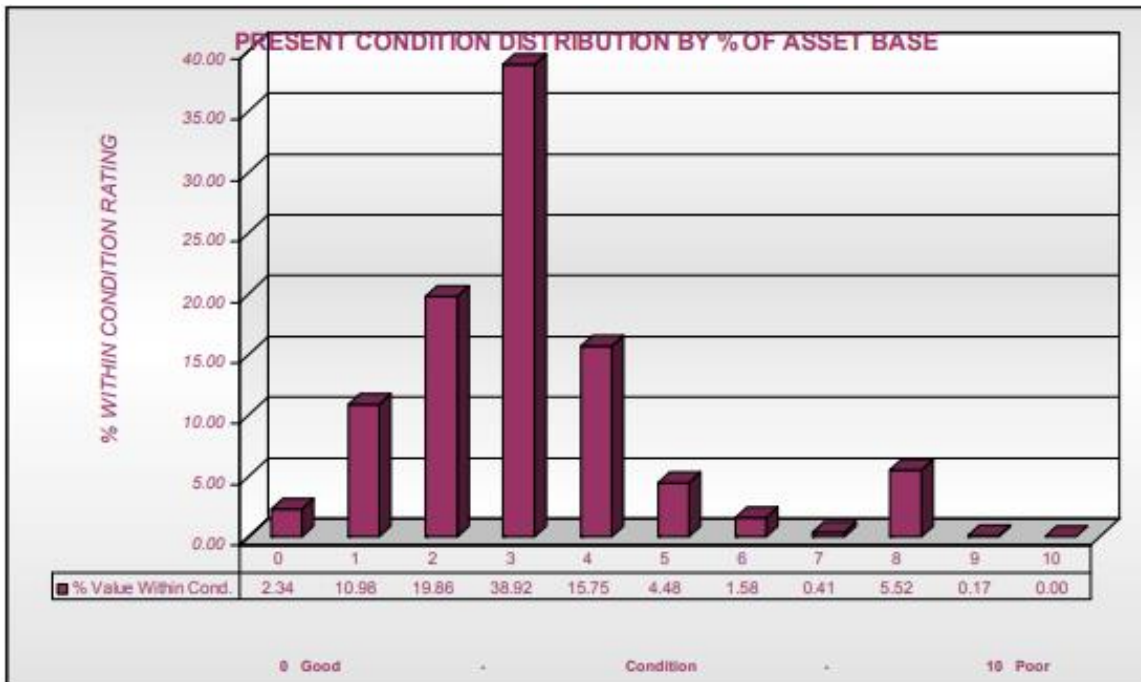
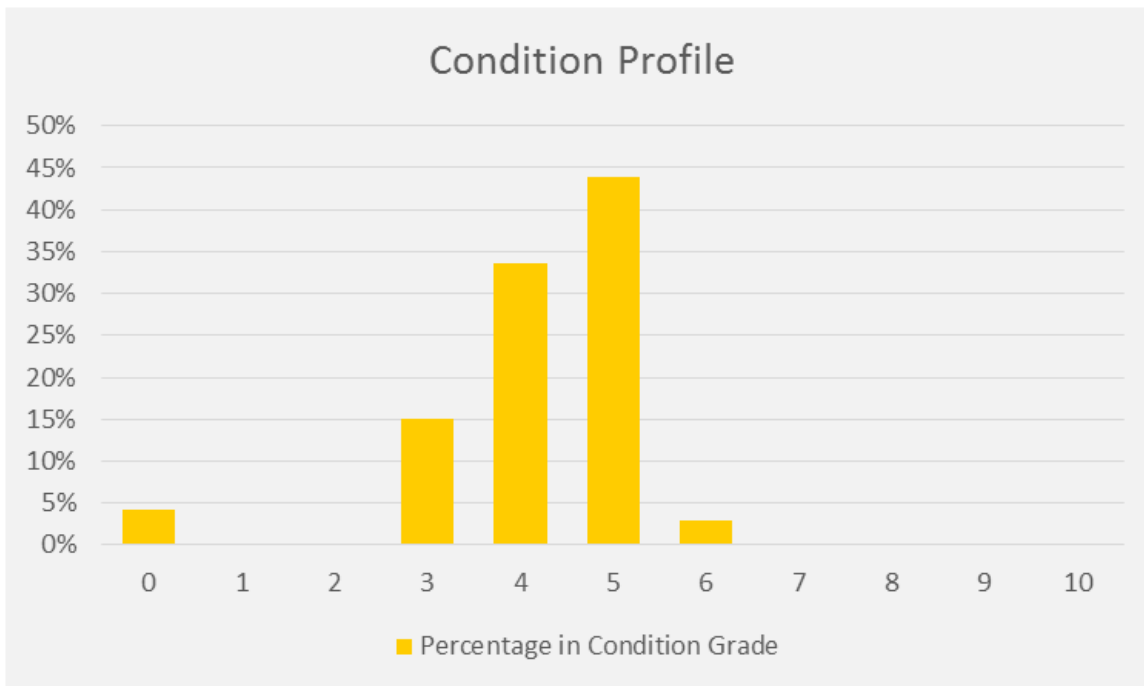


Figure 3 - Bridges and Major Culverts condition profile, February 2022





## **BRIDGES AND MAJOR CULVERTS ASSET MANAGEMENT PLAN**



## DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Assets and Infrastructure
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	<a href="#">Click here to enter date of approval</a>
VERSION NUMBER:	1
REVIEW DATE:	30/06/2021
DATE RESCINDED:	<a href="#">Click here to enter a date.</a>
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Council Plan Asset Management Policy Asset Management Strategy Road Management Plan Financial Plan Community Satisfaction Survey
RELATED LEGISLATION:	<i>Local Government Act 2020</i> <i>Road Management Act 2004</i>
EVIDENCE OF APPROVAL:	

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Signed by Chief Executive Officer

FILE LOCATION: Document3

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 EXECUTIVE SUMMARY

### 1.1 Purpose of the plan

This asset management plan has been developed in accordance with Council’s Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This asset management plan details information about Council’s bridge and major culvert assets. The plan outlines the management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability
- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

### 1.2 Asset description

Council’s bridges and major culverts contribute to the community through:

- creating a high level of connectivity throughout the municipality
- access and safe movement of pedestrians, lightweight private vehicle users, commercial and industrial mid-heavy vehicle users, cyclists, wheelchairs and prams.

Council manages 219 bridges and major culverts with 24,048 square meters of deck.

The network comprises both bridges and major culverts. Council’s bridges and major culvert network has been developed over time to provide vehicle and pedestrian access around the shire area.

The assets that comprise the bridges and major culverts at Council are listed in the following table:

Asset description	Asset quantity	Units
Boxed culvert	76	No.
Bridge steel stringers timber deck	13	No.
Concrete floodway	11	No.
Footbridge concrete	5	No.
Footbridge timber	5	No.
Major culvert concrete	95	No.
Major culvert stone component	5	No.
Minor structure or masonry structure	2	No.
Stone floodway	7	No.

These infrastructure assets have significant replacement value of **\$38,599,332**.

### 1.3 Levels of service

Council is in the process of developing comprehensive levels of service for our bridges and major culverts. In time, this will include deliberative consultation with the community.

At present, management of assets, including intervention points and chosen treatment methods, is based upon:

- available budget and resource allocations
- feedback from the community
- active monitoring of the performance of the bridges and major culvert network.

Our present funding levels are insufficient to continue to provide existing services at the current levels in the long-term.

This plan, and future revisions, will inform the financial planning to fund the future renewal and upgrades necessary to meet the capacity demand and levels of service.

#### 1.4 Future demand

The main demands for new services are created by:

- population and demographic change
- ageing infrastructure
- increased freight kilometres travelled and the use of higher productivity vehicles
- changes in traffic composition.

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management.

We will implement demand management practices to control future increased costs of our assets, including the consideration of non-asset solutions and mitigating the increased threat (risk exposure) of asset and system failure by:

- develop design guidelines that consider future demand factors and good design principles
- restriction of types of vehicles accessing road network
- introduction of load limits to prolong the useful life of roads and to maintain public safety
- work with others to delineate a priority freight network to meet the needs of the increased freight task and to guide future investment in road upgrades
- develop designated freight networks utilising the National Heavy Vehicle Regulator (NHVR) and encourage freight to arterial roads where possible
- monitor through NHVR database and continued traffic counts. Collaboration with state authorities to focus future planning needs.

#### 1.5 Lifecycle management plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future

performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Our current approach to managing and operating our transport assets is predominantly reactive with only limited planning. We are striving to improve our approach to lifecycle management to make sure that we deliver on our service commitments in the most cost effective and efficient manner.

#### 1.6 Financial summary

The projected outlays necessary to provide the services covered by this plan includes operations, maintenance, renewal, upgrade and new assets over the 10-year planning period is **\$6,126,404** or **\$612,640** on average per year.

##### 1.6.1 What funding sources are available

Estimated available funding for the next 10 financial years is **\$2,407,128** or **\$240,713** on average per year as per the Financial Plan or budget forecast. This is **39%** of the cost to sustain the current level of service at the lowest lifecycle cost.

Allocated funding contained in Council's 10 year Financial Plan leaves a shortfall of **\$371,923** on average per year of the projected expenditure required to provide the services in this asset management plan, as assets reach intervention level towards the later part of the 10 year planning period.

However, Council officers assessment is that there is some inaccuracies with the renewal modelling and have proposed a number of projects to undertake to improve projections and to responsibly mitigate this shortfall. This includes capturing asset condition at the component level.

Estimated available funding for bridge and major culvert maintenance over the next 4 financial years is **\$935,189** or **\$233,797** on average per year as per the Financial Plan. It is sufficient to maintain the bridges and major culverts in a satisfactory condition.

#### 1.6.2 What we will do with constrained funding

We plan to provide the following related services:

- continue to inspect and maintain our bridges and major culverts to meet the standards of our Road Management Plan
- renew our bridges and major culverts according to priorities and annual budget allocations
- seek alternative funding for bridge and major culvert replacements such as grants.

#### 1.6.3 What we cannot do with constrained funding

Works and services that cannot be provided under present funding levels are:

- an increased overall level of service delivered by bridges and major culvert assets
- upgrade of all identified functional deficiencies across the bridges and major culvert network.

### 1.7 Risk management

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- collapse or damage to structure or road approach
- bridge run-off accident
- delays from bridge closure or diversions
- pedestrian accident with road users
- pedestrian fall
- decline in condition and reduced effective life of bridges and major culverts.

We will endeavour to manage these risks within available funding by continuing to implement our inspection, maintenance and renewal programs to keep our bridges and

major culverts in a safe and serviceable condition.

### 1.8 Asset management practices

Council's asset management framework provides a structured approach for the development, coordination, and control of our activities on assets over their life cycle, and for aligning these activities with our vision and strategic objectives.

Council's asset management planning is supported by three key documents:

- Asset Management Policy
- Asset Management Strategy
- asset management plans.

Our systems to manage assets include:

- Finance and accounting – *Attache*
- Asset management system – Moloney Asset Management System

Assets requiring renewal/replacement are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project.

### 1.9 Monitoring and improvement program

The next steps resulting from this asset management plan to improve asset management practices are:

- conduct formal componentised condition assessments of the bridges and major culvert network at regular frequencies that are appropriate for the asset class
- determine bridge and major culvert load capacities and signpost bridges when future condition audits are undertaken
- develop a project-based three (3) year Capital Works Program for renewals, upgrades and new works and integrate with Council's Financial Plan.

## 2 PURPOSE

This asset management plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This asset management plan details information about Council's bridge assets. The plan outlines the management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability
- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

## 3 BUDGET IMPLICATIONS

The projected outlays necessary to provide the services covered by this plan includes operational maintenance, renewal, upgrade and new assets over the 10-year planning period is **\$6.13M** or **\$613k** on average per year. Estimated available funding for the next 10 financial years is **\$2.41M** or **\$241k** on average per year as per the Financial Plan or budget forecast. This is **39%** of the cost to sustain the current level of service at the lowest lifecycle cost. Allocated funding contained in Council's Financial Plan leaves a shortfall of **\$372k** on average per year of the projected expenditure required to provide the services in this asset management plan. Projects in Section 11.2 of this plan have been listed to evaluate and address this funding shortfall.

## 4 RISK ANALYSIS

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- insufficient funding for maintenance, renewal, and upgrade of the bridge and major culvert network
- collapse or damage to structure or approach
- bridge run-off accidents
- delays from bridge closures or diversions
- pedestrian accidents with road users (vehicles)
- pedestrian falls

We will endeavour to manage these risks within available funding by:

- regular inspections to identify hazards before they occur
- collation of data relating to bridge and major culvert assets
- develop a bridge componentised capital works program

5 INTRODUCTION

5.1 Background

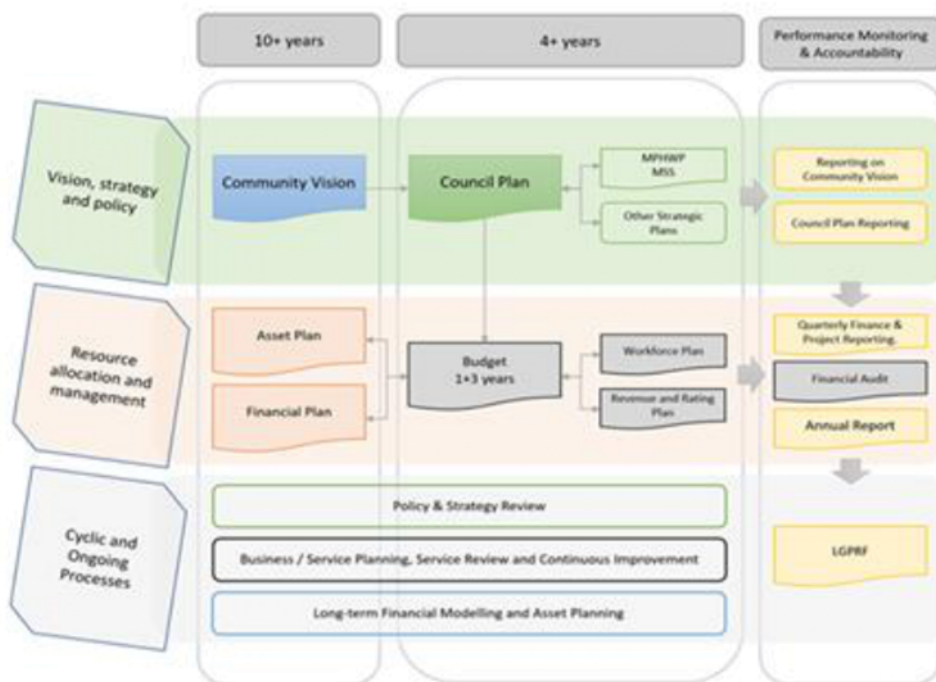
This asset management plan outlines the required management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability
- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

This asset management plan is to be read with Council’s Asset Management Policy and Asset Management Strategy along with Council’s Community Vision and Council Plan.

Figure 1 shows the different documents that influence and inform this asset management plan.

Figure 1 - Asset management document relationship



The infrastructure assets covered by this asset management plan are shown in the following table.

Council’s bridge and major culvert assets are infrastructure provided to the community which assist in promoting connectivity across the municipality for vehicles, cyclists and pedestrians.

Table 1 - Assets covered by this plan

Asset category	Asset group	Quantity	Unit	Current replacement value (\$)	Accumulated depreciation (\$)	Depreciated replacement cost (\$)	Useful life (Years)
Bridges and Major Culverts	Boxed Culvert	76	No.	\$28,774,120	\$16,854,533	\$11,919,587	80-100
	Bridge Steel Stringers Timber Deck	13	No.	\$498,671	\$288,761	\$209,910	80
	Concrete Floodway	11	No.	\$562,183	\$419,956	\$142,228	80-100
	Footbridge Concrete	5	No.	\$43,064	\$22,700	\$20,364	80-100
	Footbridge Timber	5	No.	\$130,535	\$74,638	\$55,897	80-100
	Major Culvert Concrete	95	No.	\$8,079,394	\$4,916,997	\$3,162,397	80-100
	Major Culvert Stone Component	5	No.	\$220,781	\$117,787	\$102,995	80
	Minor Structure or Masonry Structure	2	No.	\$69,607	\$48,200	\$21,407	80-100
	Stone Floodway	7	No.	\$220,967	\$132,771	\$88,205	100
<b>Total</b>		<b>219</b>		<b>\$38,599,332</b>	<b>\$22,876,343</b>	<b>\$15,722,990</b>	

**Note:** The replacement valuation in the above table is based on 'Greenfield' rates and is used for financial reporting purposes. 'Greenfield' valuation rates are based on the cost to acquire / construct the asset in an undeveloped ('greenfield') location and exclude items such as demolition, disposal, traffic management, and site restoration costs. As 'Greenfield' rates vary from 'Brownfield' rates, financial valuation information is generally not optimal for use in renewal modelling to determine needs based cash flow forecasts. 'Brownfield' rates are based on the total cost to replace the asset in its existing developed or built up location and are used to inform Council's analysis of long-term asset renewal funding demands.

## 5.2 Plan framework

This asset management plan has been prepared using good practice guidance from the *ISO55000 - Asset Management standard, International Infrastructure Management Manual* and has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best practice asset management and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's asset management plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will Council be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

## 5.3 Key stakeholders

Our assets are utilised by a broad cross-section of the community.

The stakeholders in the management of Council's bridge and major culvert assets are many and often their needs are wide-ranging. The relevant key stakeholders are:

- Councillors
- local residents including cyclists, pedestrians, etc
- visitors to the Shire
- tourism operators
- utility agencies
- developers
- neighbouring Councils
- Department of Transport and other government agencies
- Council's insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding.

This plan will demonstrate to the various stakeholders that Council is managing its bridge and major culvert assets in a responsible manner.

## 5.4 Goals and objectives of asset ownership

Our goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers.

By achieving the most cost-effective approach, we will contribute to affordability and liveability contributing to a vibrant, growing, and connected community.

The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance
- managing the impact of growth through demand management and infrastructure investment
- taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service
- identifying, assessing and appropriately controlling risks
- linking to a financial plan which identifies required, affordable expenditure and how it will be allocated.



## 6 LEVELS OF SERVICE

This section defines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support Council's strategic goals and are based on customer expectation and statutory requirements.

### 6.1 Strategic and corporate goals

This asset management plan is prepared under the direction of Council's vision, mission, goals and objectives.

Our Community Vision is:

*Creating a community where everyone is welcome and has the opportunity to live, work and thrive.*

Relevant Council strategies and Council's role are:

**Table 2 - Link to Council objectives**

Strategy	Council's role
<b>1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs</b>	
<b>1.1.1 Plan for future facilities and infrastructure that meet community need</b>  Finalise asset management plans and long term strategies for Council assets  <ul style="list-style-type: none"> <li>▪ We will do this by reviewing and implementing asset management plans across all asset classes to ensure they reflect the current environment</li> </ul>	<b>Deliver</b>

Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this asset management plan.

### 6.2 Functional hierarchy

Council bridge and major culvert assets are classified according with the road's hierarchy in terms of their specific function, demand, capacity, use patterns, and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

Council's hierarchy or classification system for its bridge and major culvert is detailed below.

**Table 3 - Asset functional hierarchy: Roads**

Hierarchy Code	Classification	Functional Definition
RSC & TSC	Sealed Collector	Sealed Collector roads distribute traffic between arterials and access roads.
RSA & TSA	Sealed Access	Sealed Access roads provide primary access to residential properties, other developments or facilitate service or tourist traffic.
RGC & TGC	Gravel Collector	Gravel Collector roads distribute traffic between arterials and primary access roads.
RGA & TGA	Gravel Access	Gravel Access roads provide primary access to residential properties, other developments or facilitate service traffic, tourist traffic, school buses, or milk tanker traffic.
RGM & TGM	Minor Gravel	Minor Gravel roads provide access to non-residential/ developed properties or alternative access to residential properties.
RF & TF	Formed	Formed roads provide access to undeveloped non-residential properties.
RUF & TUF	Unformed	Unformed roads generally providing access to rural properties.
RFA	Fire Access	Rural Fire Access roads provide access for firefighting purposes.

**6.3 Alignment to services**

The assets covered by this asset management plan contribute and support the delivery of the following Council services:

**Table 4 - Services delivered by assets**

Asset type	Council service category	Service delivered
Bridges and major culverts	Local roads	The service is provided to maintain access to users of Council’s road infrastructure.

These services align with Council’s service planning and delivery framework.

**6.4 Levels of service**

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which are the Community Plan, Council Plan, and the Annual Budget. Service performance results are reported through Council’s Annual Reports.

At present, indications of current and target levels of service are obtained from various sources including:

- community satisfaction surveys
- residents' feedback to Council and staff
- works staff feedback to management
- feedback from other stakeholders
- service requests and related correspondence entered in Council's customer request system
- physical measurements of quality standards
- legislative standards (minimum requirements).

In future, it is expected that Council will undertake deliberative community engagement to validate these levels of service.

6.4.1 Customer levels of service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer levels of service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

<b>Quality</b>	How good is the service ... what is the condition or quality of the service?
<b>Function</b>	Is it suitable for its intended purpose .... <i>Is it the right service?</i>
<b>Capacity/Use</b>	Is the service over or under used ... do we need more or less of these assets?

**Organisational measures** are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available, condition % of Very Poor, Poor/Average/Good, Very Good).

These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

**Table 5 - Customer level of service**

Key performance measure	Level of service objective	Performance measure process	Current performance	Target performance
Quality	Providing local streets of an appropriate condition and standard	Annual Community* Satisfaction Survey	52	57^
		Bridge and major culvert network condition	0% of network above condition intervention score of 7	<3%
Function	Meet bridge user requirements as part of the road/pathway network available, with bridges consistently available in locations needed	Customer requests relating to user requirements, load capacity, availability.	To be determined	To be determined
Capacity/ Utilisation	Bridge structures meet the load requirements of all users	Percentage of structures have no load limit	To be determined	To be determined

Notes

\* Results taken from the DEWLP's Local Government Community Satisfaction Survey conducted in 2020

^ Average community satisfaction for small rural councils group

**6.5 Technical levels of service**

**Technical levels of service** - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

<b>Operations</b>	The regular activities to provide services (e.g. temporary signage, inspections, etc.
<b>Maintenance</b>	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. Road patching, unsealed road grading, building and structure repairs).
<b>Renewal</b>	The activities that return the service capability of an asset up to that which it had originally (e.g. Road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).
<b>Asset Improvements</b>	The activities to provide a higher level of service (e.g. Widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. A new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 6 shows the technical levels of service expected to be provided under this asset management plan. The 'Desired' position in the table documents the position being recommended in this asset management plan.

**Table 6 - Technical levels of service**

Key performance measure	Level of service objective	Performance measure process	Current performance	Target performance
<i>Operations and maintenance</i>	Maintaining the safety, functionality, and serviceability of the bridge and major culvert network	Planned maintenance	Maintenance undertaken in accordance with RMP	Maintenance undertaken in accordance with RMP
		Reactive maintenance	Requests responded to in accordance with RMP	Requests responded to in accordance with RMP
		Inspections	Inspections completed in accordance with RMP	Inspections completed in accordance with RMP
<i>Asset renewal</i>	Preserving the condition of bridge and major culvert infrastructure	Annual renewal program	100% of scheduled program delivered	100% of scheduled program delivered
<i>Asset improvements</i>	Providing fit for purpose bridge and major culvert infrastructure	Annual upgrade program	100% of scheduled program delivered	100% of scheduled program delivered

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

#### 6.5.1 Actual levels of service

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets. For the assets covered by this plan, Council continues to work towards achieving the required service levels in practice.

The development and monitoring of actual service level will be one of the foundations of future improvement through the asset management planning process.

### 6.6 Customer research and expectations

#### 6.6.1 Community consultation

At this stage, targeted customer research has not been undertaken for Council's bridge and major culvert infrastructure assets.

Council is committed to transparent and informed decision making in relation to the management of its assets and services through engagement with the community. Council undertakes inclusive community consultation to define service levels and performance measures through the development of its Community Plan, the Council Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which its delivers.

Wherever practicable, community input is sought on appropriate aspects of planning our bridge and major culvert infrastructure assets by way of consultation. However, Council acknowledges that it needs to do more work with its community in developing levels of service and it will target discussions when making decisions which influence the way that Council delivers its services and manage our assets.

Once service levels and budget funding issues have been properly reconciled, it is appropriate that Council should consult with the community to ensure that these service levels are meeting community expectations.

#### 6.6.2 Community satisfaction

Council participates in the Local Government Community Satisfaction Survey coordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian councils.

This survey measures community views towards, and satisfaction with, the services delivered by Council. The results from the survey conducted in 2020 are summarised in the following table.

**Table 7 - Customer Satisfaction Results**

Performance Measure	Loddon Shire Council	Small Rural Councils Group	Statewide Average
	2020	2020	2020
Condition of local streets and footpaths	52	57	58

For further details of the assessment, refer to Council's Community Satisfaction Survey results.

*What does this mean?*

The result of this community satisfaction survey indicates that our community has a moderate acceptance of the condition and quality Council's road and footpath networks.

Future revisions of this asset management plan will aim to incorporate more community consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, and service risks and consequences with the community's ability and willingness to pay for the service.

**6.7 Legislative requirements**

There are many legislative requirements relating to the management of assets. These include:

**Table 8 - Legislative requirements**

<b>Legislation</b>	<b>Requirement</b>
<i>Local Government Act 2020</i>	Sets out role, purpose, responsibilities and powers of Council including the preparation of a financial plan supported by asset management plans for sustainable service delivery.
<i>Road Management Act 2004 and associated Regulations and Codes of Practice</i>	Establishes a coordinated management system for public roads that promotes safe and efficient State and local road networks. This also includes the responsible use of road reserves for other legitimate purposes (e.g. provision of utility services). Defines the responsible authorities for all roads within the state. It makes Council the controlling authority for public local roads, boundary roads, and parts of declared roads within the municipal area.
<i>Transport Act 1983</i>	Relates to the operation of the road network
<i>Road Safety Act 1986</i>	Safety requirements relating to the use and operation of the road network.
<i>Planning and Environment Act 1987</i>	Establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians
<i>Heritage Act 1995</i>	Protection of historic buildings, structures and precincts
<i>Occupational Health and Safety Act 2004</i>	Applicable to working within the road reserve.

## 7 FUTURE DEMANDS

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The asset management plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

### 7.1 Demand forecasts and impact on assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in Table 9.

**Table 9 - Demand drivers, projections, and impact on services**

Demand factor	Projection	Impact on assets
<b>Population change</b>	Census figures estimate the population of Loddon Shire is stable.	<ul style="list-style-type: none"> <li>Population stability reduces the capacity of Council to raise revenue through rates.</li> <li>While forecasts indicate a current stable population heavy vehicle use is expected to increase on strategic routes.</li> </ul>
<b>Ageing infrastructure</b>	Council has a legacy whereby road and bridges and major culvert assets, based on their age profile, will require renewal or rehabilitation in the near term to maintain basic service levels.	<ul style="list-style-type: none"> <li>Without adequate funding, the declining condition of Council's bridge and major culvert assets will result in reduced levels of service and increased risk of failure.</li> </ul>
<b>Increased freight kilometres travelled and the use of Higher Productivity Vehicles</b>	It is expected, freight operators will continue to update their fleet with Higher Productivity Vehicles with higher axle loadings	<ul style="list-style-type: none"> <li>The projected increase in freight volumes and the move to vehicles with higher axle loadings will put Council's bridge infrastructure under pressure and may result in shorter useful lives.</li> </ul>
<b>Changes in Traffic Composition</b>	Expected changes in traffic composition involving heavier vehicle loads than those anticipated in the original design and provision of bridges.	<ul style="list-style-type: none"> <li>Increased demand on bridges to cater for transport vehicles operating at Higher Mass Limits will most likely shorten the useful life of structures.</li> </ul>
<b>Climate Change</b>	It is expected that climate change will intensify in the medium to long term resulting in an increased number of extreme weather events	<ul style="list-style-type: none"> <li>There will be an increase of structural damage caused by extreme events and an increase in deterioration rates of the network</li> </ul>

### 7.2 Demand management strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met and community benefit is maximised.

Demand management components may include:

**Table 10 - Demand management strategies**

Demand Factor	Applicable Strategy(s)
<b>Operation</b> <i>(modification of access to an asset)</i>	<ul style="list-style-type: none"> <li>▪ Develop design guidelines that consider future demand factors and good design principles.</li> </ul>
<b>Regulation</b> <i>(restriction on the type of use of an asset)</i>	<ul style="list-style-type: none"> <li>▪ Restriction of types of vehicles accessing road network</li> <li>▪ Introduction of load limits to prolong the useful life of roads and to maintain public safety</li> </ul>
<b>Incentives</b> <i>(Influence the use of an asset)</i>	<ul style="list-style-type: none"> <li>▪ Plan network improvements to coincide with major land use changes</li> <li>▪ Work with others to delineate a priority freight network to meet the needs of the increased freight task and to guide future investment in road upgrades</li> </ul>
<b>Education</b> <i>(promotion of alternatives)</i>	<ul style="list-style-type: none"> <li>▪ Develop designated freight networks utilising the National Heavy Vehicle Regulator (NHVR) and encourage freight to arterial roads where possible.</li> <li>▪ Monitor through NHVR database and continued traffic counts. Collaboration with State Authorities to focus future planning needs</li> </ul>

**7.3 Strategic direction**

There are a number of existing strategies and plans which have been developed to provide a strategic response to the demands, challenges and opportunities which the ongoing management of the assets covered by this plan present. These documents include:

- Community Vision
- Council Plan
- Road Management Plan
- Disability Access and Inclusion Plan 2018-2021



## 8 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

### 8.1 Background data

#### 8.1.1 Physical parameters

The bridges and major culvert network which Council is responsible, consists of 219 structures.

The network comprises of bridges - structures that allow vehicular or pedestrian traffic to traverse an obstacle and comprise components such as abutments, piles, piers, crossheads and decking; and major culverts - self-contained major drainage structures that allow vehicular and pedestrian traffic to traverse obstacles, and includes pipe and box culverts which are overlain with the road/ embankment supporting the road/ pathway.

#### 8.1.2 Asset condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

Council measures the condition of its assets using a standardised 0 to 10 grading system.

A summary of the condition rating scale used for the assets covered by this asset management plan is detailed in

Table 11. Council's condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual*.

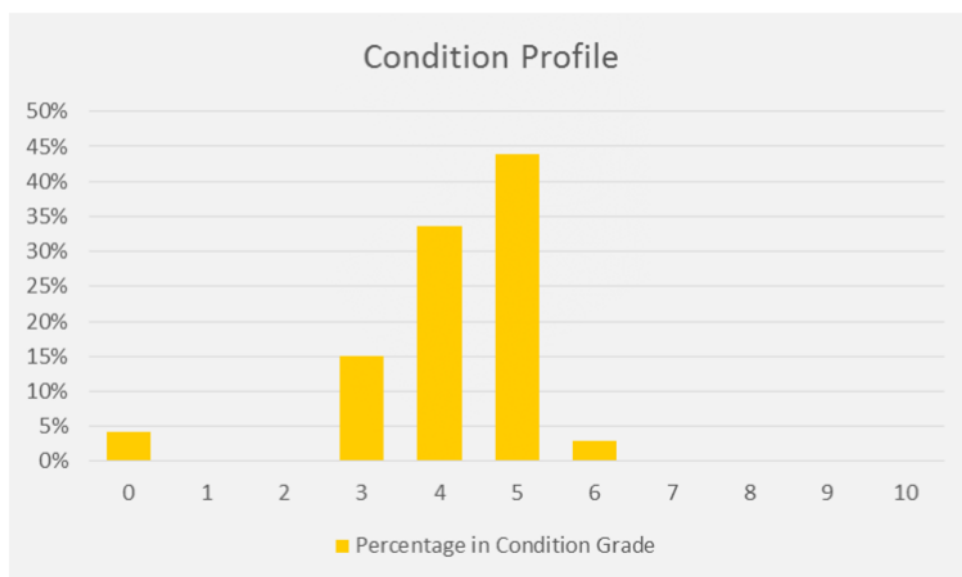
Condition data for Council's bridges and major culvert is recorded in its asset register and is used for renewal modelling, capital works planning, and financial reporting.

Table 11 - Condition rating system

Score	Condition Rating	Description
0	New	New or an asset recently rehabilitated back to new condition.
1	Near new	Near new no visible signs of deterioration often based upon the time since construction rather than observed condition decline.
2	Excellent	Excellent. Very slight condition decline obvious no longer in new condition.
3	Very good	Very good early stages of deterioration minor no serviceability problems.
4	Good	Good some obvious deterioration evident slightly impaired serviceability.
5	Fair	Fair obvious deterioration some serviceability loss.
6	Fair to poor	Fair to poor. Quite obvious deterioration serviceability would be affected and rising maintenance cost.
7	Poor	Poor severe deterioration serviceability limited high maintenance cost
8	Very poor	Very poor serviceability heavily impacted. Very high maintenance cost needed to be rehabilitated.
9	Extremely poor	Extremely poor severe serviceability problems needing rehabilitation immediately. Could also be a risk to remain in service
10	Failed	Failed no longer serviceable and should not remain in service extreme risk

The following figure provides an overview of the condition of Council’s bridges and major culvert assets:

Figure 2 - Condition profile: Bridges and major culverts



*What does this mean?*

The overall condition profile for Council's bridges and major culvers indicates that they are in a fair overall state which promotes safety and efficiency.

The graph indicates that 4.3% of the total value of the bridge and major culvert network is in 'as new/near new' condition. This equates to approximately \$1.6M of the network essentially being brand new. This is reflective of the investment that Council has made over recent times towards replacing assets that were due for renewal and providing new assets to further improve the condition of the network.

Approximately 47% (\$18.1M) of the network is currently in 'fair/poor' condition indicating renewal/upgrade of these assets is required in the medium term. This is a key driver of the annual bridge and major culvert replacement program. This appears to be a significant proportion of the network and Council must continue to allocate responsible levels of funding towards asset renewal to ensure that its assets are presented to the community in a safe and functional condition.

**8.2 Routine operations and maintenance plan**

Effective maintenance strategies are essential to ensure that an asset performs at the desired service level on a day-to-day basis.

<b>Operations</b>	Regular activities to provide public health, safety, and amenity (e.g. street sweeping, grass mowing, street lighting, cleaning pipes, etc).
<b>Maintenance</b>	Regular ongoing day-to-day work necessary to ensure asset achieves its defined useful life (e.g. pothole patching, replacement of a window, footpath grinding, etc).

**8.2.1 Maintenance strategy**

The following general maintenance and operations strategies are applied to Council's bridges and major culvert assets:

**Table 12 - Maintenance strategy summary**

<b>Operations</b>	Use and manage the assets in a manner that minimises the long term overall total cost. Undertake scheduled inspections as justified by the consequences of failure on levels of service, costs, public health, or safety.
<b>Reactive maintenance</b>	A suitable level of preparedness for prompt and effective response to service requests or asset failures is maintained.
<b>Planned or preventative maintenance</b>	Undertake planned asset maintenance activities to minimise the risk of critical asset failure and to maintain assets in a manner that minimises ongoing lifecycle costs.

8.2.2 Management approach to maintenance and operations

Council's management response to its maintenance and operations responsibilities for its bridge and major culvert assets is detailed in Table 13:

**Table 13 - Maintenance and operations management approach**

Activity category	Activity examples	Prioritisation factors	Challenges/Deficiencies with current practice	Improvement strategy
<b>Operations</b>	<ul style="list-style-type: none"> <li>▪ Inspections</li> <li>▪ Emergency callouts</li> <li>▪ Debris/litter removal</li> <li>▪ Response to incidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are statutory or Council policy obligations/drivers.</li> <li>▪ Continued asset functionality is critical to network performance.</li> <li>▪ The health and safety of the community or Council staff has the potential to be compromised.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No issues have been identified with current maintenance practices for Council's bridges and major culverts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil improvement initiatives required at this time however Council's maintenance practices are subject to ongoing review to value for money is delivered.</li> </ul>
<b>Reactive maintenance</b>	<ul style="list-style-type: none"> <li>▪ Responding to issues raised via customer requests</li> <li>▪ Minor repair works to bridges and major culverts such as filling of potholes, guardrail repair.</li> <li>▪ Interim repairs made to preserve safety until further works are undertaken</li> </ul>	<ul style="list-style-type: none"> <li>▪ Formal risk assessment in accordance with Council's RMP</li> </ul>	<ul style="list-style-type: none"> <li>▪ No issues have been identified with current maintenance practices for Council's bridges and major culverts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil improvement initiatives required at this time however Council's maintenance practices are subject to ongoing review to value for money is delivered.</li> </ul>
<b>Planned or preventative maintenance</b>	<ul style="list-style-type: none"> <li>▪ Maintain its design load capacity, functionality and serviceability.</li> <li>▪ Repairs to approaches at abutments, repairs to the deck surface, cleaning and adjusting deck joints, removal of debris, painting and sign maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Works identified by level 1 bridge inspections.</li> <li>▪ Protect the investment in the asset by ensuring that the structure attains its designed service life.</li> <li>▪ Formal risk assessment in accordance with Council's RMP</li> </ul>	<ul style="list-style-type: none"> <li>▪ No issues have been identified with current maintenance practices for Council's bridges and major culverts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil improvement initiatives required at this time however Council's maintenance practices are subject to ongoing review to value for money is delivered.</li> </ul>

Regardless of any specific intervention standard or guideline nominated, Council will take reasonable actions necessary to maintain safety and compliance of its bridges and major culvert assets.

8.2.3 Maintenance arrangements

Bridges and major culverts maintenance works are undertaken by Council’s Works Department. This is supplemented by external contractors in cases where specialist services or further technical skills are required to address specific issues.

8.2.4 Maintenance standards

The standard of work for repair and maintenance of Council’s bridges and major culvert assets will be that typically provided to ensure that the works carried out are suitable for purpose.

All materials used in the maintenance and repair of Council’s bridges and major culvert assets will comply with all relevant technical standards.

8.2.5 Inspections

For Council to carry out effective planning and competent management of its bridges and major culvert assets, both in a strategic and operational sense, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole portfolio.

Council’s inspection activities can be grouped into the following categories based on definition and purpose:

**Table 14 - Asset inspection type summary**

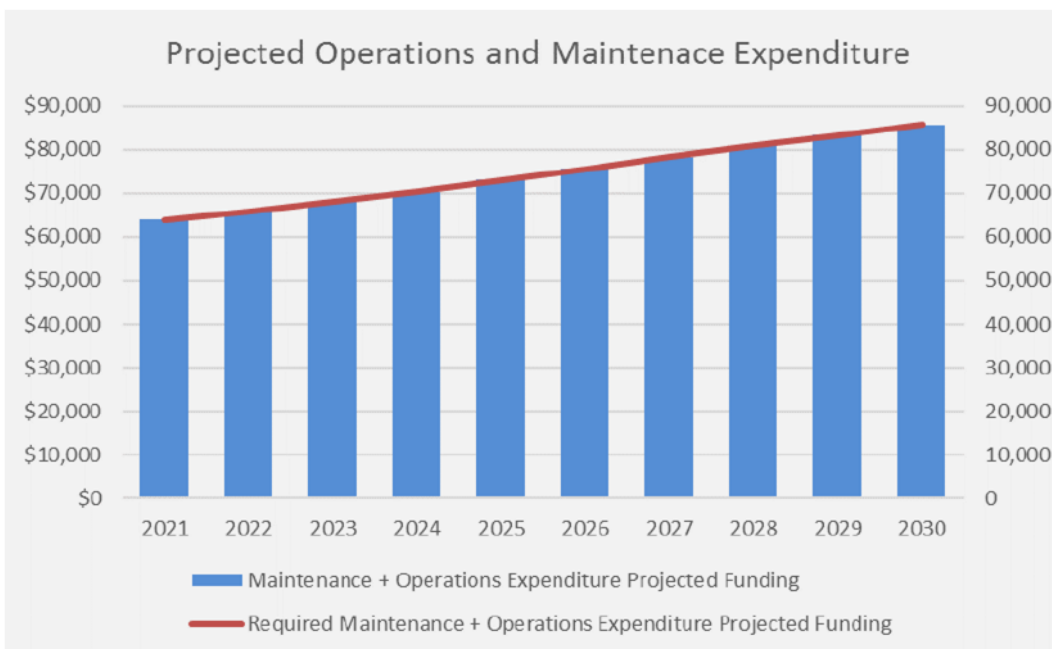
Inspection type	Description	Current status	Inspection frequency
<b>Cyclic inspections</b>	Cyclic inspections involve a visual investigation to assess for hazards or maintenance issues that do not meet Council’s levels of service or risk management objectives. These inspections provide a basis for urgent, preventative, and recurrent maintenance needs.	Cyclic inspections are coordinated by the Works department.	Cyclic inspections are undertaken in accordance with Council’s RMP. Level 1 inspections - All structures are to be subject to a minimum of 2 inspections per year with a maximum interval of 6 months between successive inspections. Level 2 inspections are to be carried out at 2-5-year intervals depending on age and condition.
<b>Reactive inspections</b>	Reactive inspections are initiated generally by requests for maintenance received from asset users. Council’s objective in relation to maintenance requests is to inspect and prioritise the work requests within specific timeframes.	Inspections or site assessments are undertaken in response to customer requests by Council’s Works Department and officers from the Assets and Infrastructure team	Reactive inspections are undertaken as required in accordance with Council’s RMP.
<b>Condition inspections</b>	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets. The purpose of these	Condition inspections are coordinated by the Assets and Infrastructure team.	Bridge condition for asset management, planning and valuation purposes, is assessed at the time

Inspection type	Description	Current status	Inspection frequency
	inspections is to provide an input for life-cycle cost analysis, and asset planning purposes. This level of inspection does not identify detailed maintenance requirements but provides a basis for managing the asset portfolio from a strategic perspective.		of undertaking Level 2 Bridge inspections. Additional asset condition inspections may be required to coincide with asset revaluation requirements.

8.2.6 Future operation and maintenance costs

Future operation and maintenance costs are forecast to trend in line with the value of the asset stock as shown in Figure 3. Note that all costs are shown in current 2021/22 dollar values (i.e. real values). The amount of funding required for operations and maintenance is forecast to be \$744,801 over the next 10 years, or \$74,580 per year.

Figure 3 - Projected operations and maintenance expenditure



*What does this mean?*

Figure 3 shows the predicted maintenance and operations expenditure compared with the forecast funding proposed in Council’s current Financial Plan.

The increase in maintenance and operations requirements is indicative of the increasing costs associated with above intervention assets.

It is predicted that Council will fund the maintenance and operational funding requirements over the next ten (10 years). Operations and Maintenance funding for bridges and major culverts is funded under the Roads operations and maintenance funding and expenditure is captured as being for bridge assets.

Council should undertake a review of its future maintenance and operations allocations to ensure that they are sufficient to meet current service levels which achieve compliance with Council's Road Management Plan. This should form the basis of a more comprehensive service level review to better align levels of service with community expectations while also sustaining affordability.

### 8.3 Renewal/Replacement plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in an increase in future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level.

#### 8.3.1 Renewal strategy

Renewal strategies are based on assessing a range of factors to ensure the appropriate level of investment is targeted at the optimum time to ensure assets remain fit for purpose and that renewal plans are efficient and effective. The factors considered include the following:

- criticality
- maintenance and/or failure history (i.e. when do ongoing maintenance works become uneconomic)
- age
- expected life
- remaining useful life
- condition (where known)
- condition prediction
- geographical grouping
- timing in relation to linked asset renewal plans

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew.

As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

#### 8.3.2 Renewal standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our assets.

All renewal works shall comply with Council's engineering standards and specifications for design and construction that apply at the time. The design of bridges and major culvert renewal works is in all cases undertaken by suitably qualified and experienced practitioners where necessary.

#### 8.3.3 Renewal ranking criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- safety issues
- physical condition



- risk and asset criticality
- community/user feedback
- location and use type and patterns

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- have a high consequence of failure
- have high use and subsequent impact on users would be greatest
- have a total value representing the greatest net value
- have the highest average age relative to their expected lives
- are identified in the AM Plan as key cost factors
- have high operational or maintenance costs
- have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 15.

**Table 15 - Renewal and replacement priority ranking criteria**

Criteria	Scoring method
Road Hierarchy	<RGA=1, RGA & RGC=2, RSA & RSC=3
Traffic Volume AADT	<100=1, 1-200=2, >200=3
Commercial Vehicles – No per Day	<10=1, 10-20=2, >20=3
School Bus Route	No = 0, Yes = 3
Significant Business – Industry Route	No = 0, Yes = 2
Load Limit	No = 0, Yes = 2
Condition Moloney	<6=1, 6-6.5=2, 6.5-7=3, 7-8=4, >8=5
OR L2 inspection recommendation to replace	Replace = 3
Level of Maintenance Required	>Av=1, High=2, Very High=3
Benefit Contribution Available	Yes=2, No=0

Council’s Infrastructure renewal demand forecasts are developed using the predictive modelling capabilities of its asset management information system. These forecasts are reviewed periodically and updated as new information (e.g. condition assessments) becomes available.

These forecasts and the underlying assumptions are further reviewed to factor in specific projects and any upgrade projects that include a renewal component to provide the best available guide to renewal requirements. These forecasts are then referred for consideration in the development of the Financial Plan which provides a specific allocation for the renewal of assets for each year of the Plan.

**8.3.4 Future renewal and replacement expenditure**

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in

Figure 4. These forecasts have been extrapolated from existing finance data and are presented as long-term projections to provide input into Council’s Financial Plan.

The following graph shows a comparison between the:

- level of funding required to renew Council’s bridges and major culvert assets to achieve its service level objectives
- the amount of funding which Council is projected to commit to renewing these assets.

Figure 4 - Projected capital renewal and replacement expenditure

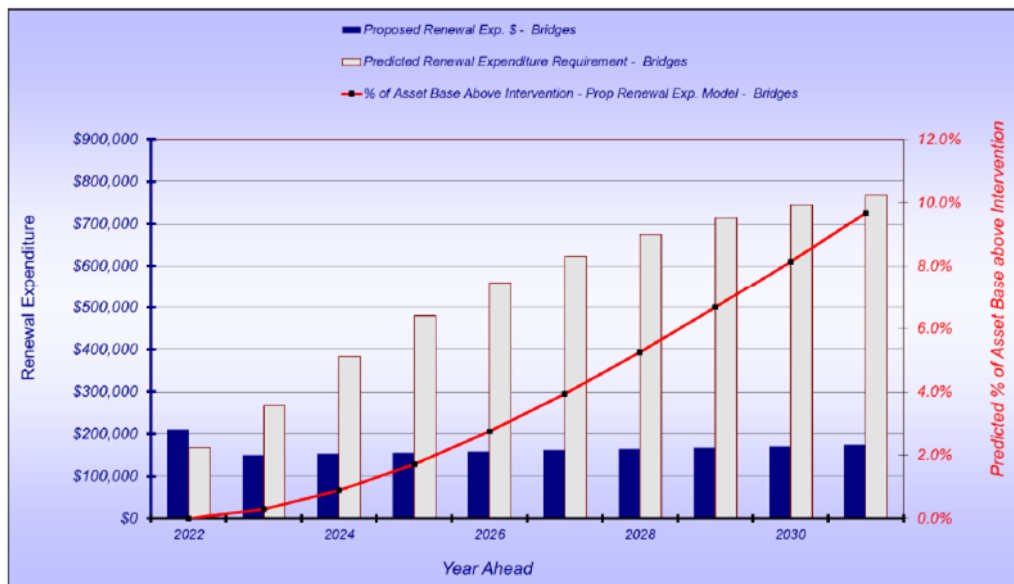


Figure 4 values are in current (real) dollars.

*What does this mean?*

This forecast indicates that Council is presently significantly under funding the renewal of its bridges and major culvert assets.

Council has allocated **\$210,000** towards the renewal and replacement of its bridge and major culvert network within its 2021/22 budget. The amount of funding set aside for bridges and major culvert renewal which is included in Financial Plan has been used as a basis for calculating the long-term projection of Council’s renewal position.

Over the next ten (10) years, the predicted average annual renewal demand associated with Council’s bridge and major culvert network is **\$538,160**. According to Council’s current Financial Plan, it is projected to allocate approximately **\$166,232** on average per year for the renewal of these assets. This indicates that there is an average renewal funding gap of approximately **\$371,928** (average) per annum.

The red line shown in the above figure represents the percentage of the asset base that no longer meets minimum performance or service standards. This is also referred to as the intervention condition.

At the commencement of the forecast period **0%** Council’s bridges and major culvert network does not meet minimum service standards. At Year 10 (2030), based on the current Financial Plan, this rises to **10%**. This increase in asset deterioration is a direct function of the projected underinvestment in asset renewal.

Anecdotally, an authority responsible for managing public assets should aim to not let the percentage of assets above the intervention condition to exceed 3% to 4%. Beyond this, the community notices a decrease in standards that may result in an increase in the number of service requests for asset maintenance and repairs.

It is important that Council considers increasing the funding amounts which are allocated to the renewal of its bridge and major culvert assets.

A renewal funding strategy has been prepared as part of this asset management plan and is detailed in section 10.2.

8.3.5 Renewal modelling assumptions

The analysis to determine Council’s future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of Council’s asset management practices improves.

These renewal funding projections are based on the following assumptions:

- the renewal costs are based on the asset data register as at 30 June 2020.
- asset quantities within the asset register are assumed to be correct.
- modelled outcomes are derived using the Moloney Renewal Model and are therefore subject to the limitations of that model and data is used in it, which includes assumed performance of the asset types and trigger intervention levels.
- useful Service Lives derived from the asset register are assumed to be a reasonable estimate of the life of the assets.
- condition data has been derived from Council’s asset register.
- service levels are based on a technical assessment and may not reflect community expectations or the organisations goals and objectives.
- all projections are in present dollar value.
- annual growth of the network is 2% over the full forecast period.
- renewal funding is based on current renewal expenditure levels contained in Council’s current Financial Plan.
- these projections only represent future asset renewal requirements at an overall network level. This modelling does not provide project level assessments or programs.

The following variables and input values have been used to calculate the long-term renewal projections for Council’s bridge and major culvert network:

**Table 16 - Renewal modelling variables and input values**

Asset Type	Model Variable and Input Value						
	Useful Life	Unit Rate	Condition Profile	Confidence Level	Asset Degradation Profile	Renewal Condition	Returned Asset Condition
<b>Bridge and Major Culvert</b>							
Bridge and Major Culvert	80-100	Various		High	Standard	Condition 7 (Poor)	Condition 0 (As new)

#### 8.4 Creation/Acquisition/Upgrade plan

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance in response to changes in supply needs or customer expectations.

Within the context of bridges and major culvert assets, new asset, or upgrade creation includes:

- those works that create a new asset that did not exist in any shape or form, i.e. new roads typically resulting from land development
- works which improve an existing asset beyond its existing capacity or performance.
  - safety improvement projects
  - construction of a new bridge at a new location
  - adding a new span to an existing bridge
  - widening a bridge
  - providing new approach railing
  - upgrading existing bridge railings
  - constructing a deck overlay to increase capacity
  - strengthening to provide for higher mass limits vehicles

There are occasions when Council is required to upgrade an asset because of changing demand or use requirements. In such instances, the project is scrutinised closely by officers and is considered as part of the annual budget planning process.

In accordance with Council's budget development framework, when Council considers its discretionary capital expenditures for new or upgraded assets it is essential to establish the consequential recurring operational and maintenance costs that will occur once the new or upgraded asset becomes operational.

This consequential additional cost is 'non-discretionary' as it will be incurred if the new asset is provided.

As new projects are brought forward for consideration with the annual budget, they will also have an assessment of these ongoing operational (recurrent) costs presented to Council as part of the overall project cost projections.

##### 8.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds and are scheduled in future works programmes.

The prioritisation of asset improvement works is undertaken in accordance with the following criteria to ensure alignment with Council's strategic direction and to deliver maximum and affordable community benefits.

Factors considered in the prioritising process include:

- road hierarchy
- traffic volume
- commercial vehicles per day
- school bus routes
- significant business/industry route
- load limit
- condition/Level 2 inspection recommendation

- level of maintenance required
- contribution availability.

**Table 17 – New upgrade/expansion priority ranking criteria**

Criteria	Scoring method
Road Hierarchy	<RGA=1, RGA & RGC=2, RSA & RSC=3
Traffic Volume AADT	<100=1, 1-200=2, >200=3
Commercial Vehicles – No per Day	<10=1, 10-20=2, >20=3
School Bus Route	No = 0, Yes = 3
Significant Business – Industry Route	No = 0, Yes = 2
Load Limit	No = 0, Yes = 2
Condition Moloney	<6=1, 6-6.5=2, 6.5-7=3, 7-8=4, >8=5
OR L2 inspection recommendation to replace	Replace = 3
Level of Maintenance Required	>Av=1, High=2, Very High=3
Benefit Contribution Available	Yes=2, No=0

A ranking process is used for assisting in determining the priority of new capital works. This process enables key criteria for each type of asset to be assessed in an objective manner, ranked, and a composite “need” score to be assigned to each project. This enables several projects of the same asset type to be objectively ranked against each other and prioritised.

Council carries out a capital works planning process each year prior to commencing its overall budget process.

Council determines the capital works program for the coming financial year based upon the objective rankings provided from Council’s asset management system and Council’s own priorities. In the process, a ‘rolling’ capital works program is developed.

**8.4.2 Standards and specifications**

As with replacements where new assets are created, they are designed using all relevant design codes and Australian Standards and by using materials to achieve the greatest asset life while trying to minimise maintenance costs.

**8.4.3 Summary of future upgrade/new assets expenditure**

Expenditure on new assets in the capital works program is considered for inclusion within the Financial Plan.

While the provision of new and upgraded assets is important in maintaining and enhancing services to the community there must be a clear business justification for the investment in capital improvement projects that is aligned with Council’s strategic and service objectives.

Evaluation of proposals for new and upgraded assets is underpinned, and informed, by sound business, investment, and risk assessment practices to maximise public value of infrastructure investment.

Funding of capital improvement projects is only included within the Financial Plan where it is deemed a priority according to Council’s capital works evaluation framework.

At present, extensions and improvements to Council's bridges and major culvert network are identified according to community feedback and staff knowledge of problem areas.

#### **8.5 Disposal plan**

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, or relocation.

Bridges and major culvert assets are rarely, if ever, disposed. Council currently has no immediate or current strategic direction to retire or dispose of any elements of the local bridges and major culverts in the network however does respond to requests for acquisition from other parties as required.

## 9 RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of Council’s strategic risk and investment policies and the way it will manage risk associated with Council’s bridge and major culvert assets.

### 9.1 Risk management process

Council’s risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with Council’s delivery of services and management of assets.

The objective of the risk management process with regards to Council’s assets is to ensure that:

- all significant operational and organisational risks are understood and identified;
- the highest risks that need to be addressed in the short to medium term are identified; and
- strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating and develops a risk treatment plan for non-acceptable risks.

#### 9.1.1 Risk assessment

Network or system risks assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ – requiring prioritised corrective action identified by Council’s asset risk assessment process are summarised in the following table.

**Table 18 - Infrastructure risk register**

Risk event	Cause	Risk rating (VH, H)	Risk mitigation plan
Investment and decision making not effective	<ul style="list-style-type: none"> <li>▪ Lack of accurate asset data, processes, supporting systems, prioritisation methodology and responsibility framework.</li> </ul>	High	<ul style="list-style-type: none"> <li>▪ Confirm accuracy of asset data, ensure, network assessment to confirm processes are documented and update responsibility matrix.</li> </ul>
Collapse or damage to structure or road approach	<ul style="list-style-type: none"> <li>▪ Overloading, oversize/injury</li> <li>▪ Poor structural condition</li> <li>▪ Lack of maintenance</li> <li>▪ Severe weather event</li> <li>▪ Waterway users</li> </ul>	High	<ul style="list-style-type: none"> <li>▪ Regular inspections of bridges and major culverts to identify hazards and condition issues. Defects above intervention standards rectified in accordance with RMP, others as per available budget</li> <li>▪ Condition survey undertaken and renewal works programmed</li> <li>▪ Bridges assessed for load limits</li> </ul>

Risk event	Cause	Risk rating (VH, H)	Risk mitigation plan
			<ul style="list-style-type: none"> <li>▪ Maintenance inspection and works programming</li> </ul>
Bridge run-off accident	<ul style="list-style-type: none"> <li>▪ Vehicle conflict</li> <li>▪ Obstruction (fallen limbs)</li> <li>▪ Surface condition (timber decks, road interface)</li> <li>▪ Inadequate drainage</li> <li>▪ Inadequate signage, delineation</li> <li>▪ Poor sight distance</li> </ul>	Medium	<ul style="list-style-type: none"> <li>▪ Maintenance inspection and works programming</li> <li>▪ Risk assessment of bridges and bridge guard rail renewal/upgrade</li> </ul>
Delays from bridge closure or diversions	<ul style="list-style-type: none"> <li>▪ Bridge collapse</li> <li>▪ Bridgeworks</li> <li>▪ Load limits</li> <li>▪ Width restrictions</li> <li>▪ Flooding</li> </ul>	Medium	<ul style="list-style-type: none"> <li>▪ Condition survey undertaken and renewal works programmed</li> <li>▪ Level of service for:                             <ul style="list-style-type: none"> <li>○ Load Limits</li> <li>○ Flooding access</li> </ul> </li> </ul>
Pedestrian accident with road users.	<ul style="list-style-type: none"> <li>▪ No path present, walking on road</li> <li>▪ Inappropriate, missing signage</li> <li>▪ Inadequate protection</li> <li>▪ Inappropriate use</li> </ul>	Medium	<ul style="list-style-type: none"> <li>▪ Level of service for provision of path appropriate for level of use</li> <li>▪ Level of service for provision of footpath, and barriers appropriate for location and use</li> </ul>
Pedestrian fall.	<ul style="list-style-type: none"> <li>▪ Rough uneven surface</li> <li>▪ Inappropriate, missing signage</li> <li>▪ Slippery surface, water</li> </ul>	Medium	<ul style="list-style-type: none"> <li>▪ Defect inspection frequency</li> <li>▪ Street lighting</li> </ul>

Refer Appendix A for details of the risk assessment.

**9.2 Critical assets**

Critical assets are defined as those which have a high consequence of failure or reduction in service.

It is important to identify critical assets as well as the critical failure modes. This makes it possible to target and refine maintenance plans, capital expenditure plans, and investigative activities at the critical areas.

Criticality is applied to Council’s bridges and major culverts are based on importance and function and is reflected in the adopted road hierarchy.



## 10 FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial forecasts made will be refined as Council improves its understanding of future asset performance and required levels of service.

### 10.1 Financial statements and projections

#### 10.1.1 Asset valuations

The value of the assets covered by this asset management plan as recorded in Council's asset register as at 30 June 2020 are shown below.

<b>Current Replacement Cost</b>	<b>\$38,599,332</b>
<b>Accumulated Depreciation</b>	<b>\$15,722,990</b>
<b>Depreciated Replacement Cost</b>	<b>\$22,876,343</b>
<b>Annual Average Asset Consumption</b>	<b>\$391,248</b>

Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council's adopted capitalisation thresholds.

#### 10.1.2 Asset sustainability

Council uses the following indicators to measure asset sustainability:

- Asset renewal funding ratio
- Projected funding requirements compared with budget allocations (Financial Plan).

#### 10.1.3 Asset renewal funding ratio

<b>Asset renewal funding ratio</b>	<b>31%</b>
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The Asset Renewal Funding Ratio is the most important indicator and shows that over the next ten (10) years we expect to have **31%** of the funds required for the optimal renewal and replacement of assets according to our current Financial Plan.

#### 10.1.4 Financial planning

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide agreed levels of service over the next ten (10) years.

These projected funding requirements may be compared to the allocations made in the Financial Plan to determine possible funding shortfalls.

The projected operations, maintenance, renewal expenditure required over the next ten (10) years for Council's bridges and major culverts is **\$612,640** on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is **\$240,713** on average per year giving a 10-year funding shortfall of **\$371,928** per year. This indicates that Council is projected to underfund the maintenance and renewal of its bridges and major culvert assets.

If this gap is left unaddressed in the mid to long-term Council will be faced with significant risks relating to:

- continued deterioration of its bridges and major culverts
- poor performing assets
- asset failure
- public health and safety liability
- loss of financial and economic viability
- ultimately declining community satisfaction and public confidence.

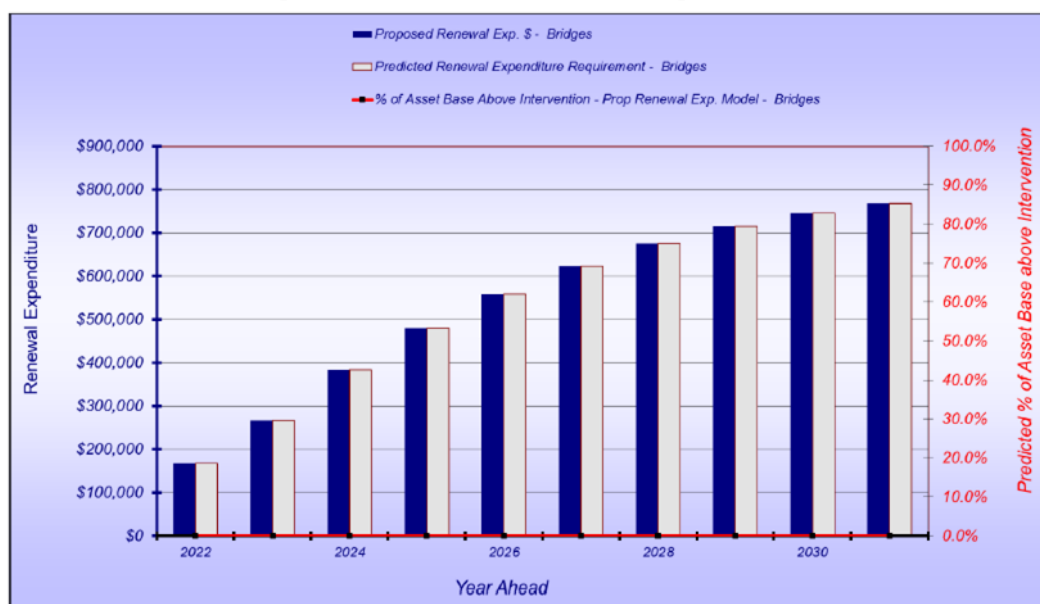
**10.2 Funding strategy**

**10.2.1 Option 1 – Full funding of renewal demand**

To demonstrate that is a responsible asset custodian, Council should be committed to funding its long-term asset renewal liabilities. This also aligns with Council’s *Asset Management Policy* objective of focussing on asset renewal before allocating funding to new assets and limiting asset expansion unless justified through sound business cases.

The Figure following shows the impact of fully funding the renewal demand being driven by Council’s bridge and major culvert network. In this scenario, there is no asset renewal gap. In year one of the analysis, **0%** of the network does not meet Council’s service standards. Based on the proposed renewal funding profile at year 10 of the forecast period the entire network would meet Council’s service objectives with no assets being in a condition above Council’s intervention criteria. Under this scenario, Council would be projected to spend **\$5.382 million** on renewal over the 10-year forecast period. At present, Council is projected to allocate **\$1.662 million** towards renewal over the next 10 years as identified in its current Financial Plan.

**Figure 5 - Renewal forecast: Full funding of renewal**



**10.2.2 Option 2 – Optimised funding solution**

One of the major challenges Council will face in the future is its ability to manage and fund the renewal liability associated with its bridge and major culvert assets.

To meet this challenge, an optimised renewal funding solution should be developed to Council's funding strategy for its assets. Bridge and Major culverts, unlike other simple infrastructure asset groups, requires a significant level of detail at component level to develop an optimised funding solution. Renewing components of the bridge and major culverts will significantly alter the condition of the asset at a fraction of the cost. It is for this reason a componentised condition assessment must be carried out during both level 1 and 2 inspections to determine an optimised funding strategy.

Any adopted funding strategy should be used to inform Council's Financial Plan. In the event that the recommended budget allocations are not able to be accommodated within the Financial Plan due to other competing priorities, then the allocations that are able to be funded should be analysed and modelled to determine the long term impacts and risks to Council's bridge and major culvert network. Developing this funding strategy has been listed as an improvement project in section 11.2 of this plan.

10.2.3 Recommended funding solution

Option 2 is considered the preferred option, but until this option is further investigated it is recommended that the funding as per the existing Financial Plan is maintained.

**10.3 Funding sources**

Funding for assets is provided from Council's annual budget and Financial Plan.

Council's financial strategy determines how funding will be provided, whereas this asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Council uses several different funding sources to maintain, renew and improve its bridges and major culverts. These are:

**Table 19 - Funding sources**

Activity	Funding Source
<b>Maintenance and Operations</b>	<ul style="list-style-type: none"> <li>▪ Council's own source funds</li> </ul>
<b>Renewal</b>	<ul style="list-style-type: none"> <li>▪ Council's own source funds</li> </ul>
<b>Capital Improvement (i.e. new, upgrade, and expansion)</b>	<ul style="list-style-type: none"> <li>▪ Council's own source funds</li> <li>▪ External grant opportunities</li> <li>▪ Special Charge Schemes</li> <li>▪ Developer contributions and donated assets</li> </ul>

**10.4 Key assumptions made in financial forecasts**

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- forecasted on present day dollars.
- staffing needs are resourced adequately.
- no significant changes in legislation.

- average growth in asset base of 2% per annum over the period of this asset management plan.
- increases in maintenance and operational budgets are consistent with the Financial Plan.
- bridges and major culverts have been modelled at the class level providing an indication of renewal requirements at a high level, improved accuracy can be obtained by condition assessments at the component level.

**10.5 Forecast reliability and confidence**

The expenditure and valuations projections in this asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five (5) level scale in accordance with Table 20.

**Table 20 - Data confidence grading system**

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E - Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is **C - Uncertain** at this stage. The implementation of the improvement actions identified will result in increased levels of confidence in future revisions of this asset management plan.

## 11 PLANNED IMPROVEMENT AND MONITORING

### 11.1 Status of asset management practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

**Table 21 - Overview of corporate systems**

Module	System
Customer Request Management	▪ Merit
Financial/Accounting	▪ Attache ▪ Magiq
Records Management	▪ LCM
Mapping (GIS)	▪ QGIS ▪ Pozi
Asset Register	▪ Moloney Asset Management System
Strategic Asset Management	▪ Moloney Asset Management System
Mobile Solutions	▪ Reflect
Works Management	▪ Reflect

The asset management system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

### 11.2 Improvement plan

The asset management improvement plan generated from this asset management plan is shown in Table 22.

**Table 22 - Improvement Plan**

Task	Responsible Person	Resource Type	Timeline
Conduct formal componentised condition assessments of the bridges and major culvert network at regular frequencies that are appropriate for the asset class. The results of each audit must be used to adjust the financial model presented in this document and inform renewal requirements in Council's Financial Plan and Annual Budget.	Asset Management Coordinator	Internal	As resources permit
Determine bridge and major culvert load capacities and signpost bridges when future condition audits are undertaken.	Asset Management Coordinator	Internal	As resources permit

Task	Responsible Person	Resource Type	Timeline
Develop a project-based ten (3) year Capital Works Program for renewals, upgrades and new works and integrate with Council's Financial Plan.	Asset Management Coordinator	Internal	As resources permit

Council's Manager Assets & Infrastructure will need to determine the priority of the actions in this improvement plan, allocate a responsible officer and identify resource needs. This is to ensure that the implementation of these improvement actions align with Council's overall asset program. This prioritisation and allocation of resources should be consistent with Council's Asset Management Strategy and overall asset management framework.

**11.3 Monitoring and review procedures**

This asset management plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services because of budget decisions.

The asset management plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Financial Plan.

The asset management plan will have a life of **4 years** and will be completely reviewed and updated in order to inform the development of the Community Plan, Council Plan, and the Financial Plan. This asset management plan will be reviewed and update in accordance with Council's deliberative engagement practices as set out in its *Community Engagement Policy*.

**11.4 Performance measures**

Performance measures will be developed to ensure that work practices and the asset management plan are reflective of each other.

The performance of the asset management plan shall be monitored against the following criteria in accordance with the process detailed below.

- maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation.
- scheduled condition surveys – to confirm that they were undertaken as required.
- maintenance of asset information systems - to ensure that stored data is current and accurate.
- external factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

**12 APPENDICES****12.1 Appendix A – Bridge risk assessments**

No	Risk	Likelihood	Consequence	Risk severity
1	Investment and decision making not effective	Possible	Major	High
2	Collapse or damage to structure or road approach	Possible	Major	High
3	Bridge run-off accident	Possible	Minor	Medium
4	Delays from bridge closure or diversions	Possible	Minor	Medium
5	Pedestrian accident with road users.	Possible	Moderate	Medium
6	Pedestrian fall.	Unlikely	Major	Medium

**10.5 STORMWATER DRAINAGE ASSET MANAGEMENT PLAN**

**File Number:** FOL/19/432736  
**Author:** David Southcombe, Manager Assets and Infrastructure  
**Authoriser:** Steven Phillips, Director Operations  
**Attachments:** 1. Stormwater Drainage Asset Management Plan

**RECOMMENDATION**

That Council adopt the Stormwater Drainage Asset Management Plan.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

The Stormwater Drainage Asset Management Plan was discussed at the February Council Forum.

**BACKGROUND**

Council does not currently have a Stormwater Drainage Asset Management Plan. A plan has been developed as part of reviewing Council's asset management plans prior to the completion of the Asset Plan, which is required by the Local Government Act 2020 to be adopted by 30 June 2022.

The Stormwater Drainage Asset Management Plan outlines key elements involved in managing stormwater runoff in Council's urban areas. It combines management, financial, engineering and technical practices to ensure that the level of service required by the community is provided at the lowest long-term cost and is within the limits of Council's fiscal constraints.

**ISSUES/DISCUSSION**

Council officers have been updating all asset management plans in preparation for the completion of the Asset Plan, which is required by the Local Government Act 2020 to be adopted by 30 June 2022. The Stormwater Drainage Asset Management Plan is being presented to Council for review in preparation for adoption. Once adopted it will form part of the Asset Plan.

This is the first Stormwater Drainage Asset Management Plan for Loddon Shire Council. The sophistication of asset management for these assets is low as a result of the following:

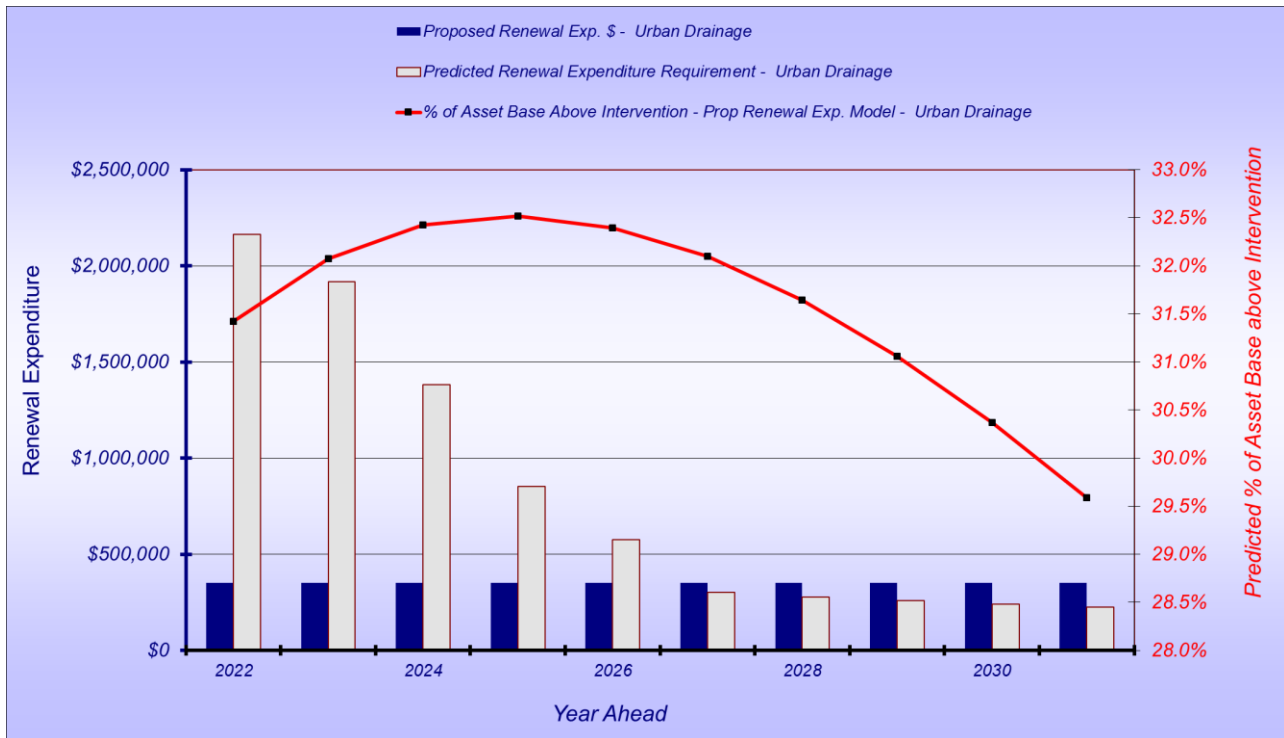
- There is inaccuracy with the asset data – these assets are not easily audited due to being predominantly underground.
- There is inaccuracy with renewal projections – the inaccuracy with asset data and particularly condition data means renewal projections are inaccurate.
- The levels of service have not previously been established.

Anecdotally, Council officer's assessment is the performance of the stormwater network is satisfactory. It has performed well in general with many 'problem areas' of the network having been addressed recently through upgrades identified in stormwater drainage strategies. Customer complaints for drainage are rare, apart from after heavy rainfall events. These events that cause complaints are generally above the design level of the stormwater drainage network. The network is designed for 1 in 5 year rainfall event.

As an illustration of the data inaccuracy not reflecting the reality of the assets, refer to Figure 1 and the following text.



**Figure 1 – Renewal expenditure projections versus Financial Plan allocations for stormwater drainage assets**



The renewal modelling expenditure projections using existing data suggests the network is in very poor condition requiring significant investment to improve performance. Based on existing data, 31.5% of Council’s stormwater network is above the condition intervention level and Council is projected to require expenditure of \$8.2 million over the next 10 years on renewals versus the \$3.43 million currently in the Financial Plan. If this data is accurately reflecting Council’s stormwater assets, asset failures would be widespread and flooding events would be much more common than is observed.

The projects identified in Section 11 of the Stormwater Drainage Asset Management Plan are associated with addressing the data inaccuracy, lack of levels of service, and lack of criticality data for stormwater assets. Once completed, the renewal modelling projections will be updated and Council officers expect the projections on required renewal expenditure to be far more moderate.

Council officer’s recommendation is to continue allocations for stormwater drainage assets as per the existing Financial Plan.

**COST/BENEFITS**

The cost of maintaining Council’s stormwater drainage assets on infrastructure projects over the next 10 financial years is \$3.43 million. The benefits of this are numerous, including reducing the risk of flooding of roads, property, and damaging other Council and community assets.

**RISK ANALYSIS**

The adoption of the Stormwater Drainage Asset Management Plan will minimise Council’s risks associated with managing all of these assets.

As part of developing the plans, a risk assessment was undertaken. Risks were evaluated using Council’s Risk Management Policy framework and had two risks evaluated as High. These were investment and stormwater assets becoming unfit for intended purpose and no longer meet required standards.

The projects identified in the Improvement Plan of the asset management plan will address both of these risks and ensure they are well managed.

**CONSULTATION AND ENGAGEMENT**

The draft Stormwater Drainage Asset Management Plan has been discussed with internal stakeholders on a number of occasions. This includes Loddon Leaders, MEG, and other staff who have had opportunities to review the outcomes of both plans and provide feedback.



## STORMWATER DRAINAGE ASSET MANAGEMENT PLAN



## DOCUMENT INFORMATION

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RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Council Plan Asset Management Policy Asset Management Strategy Road Management Plan Financial Plan Community Plan Annual Budget Disability Access and Inclusion Plan 2018-2021
RELATED LEGISLATION:	<i>Local Government Act 2020</i> <i>Road Management Act 2004</i> <i>Transport Act 1983</i> <i>Road Safety Act 1986</i> <i>Occupational Health and Safety Act 2004</i> <i>Loddon Shire Council – Local Law No 2 – Roads and Streets Local Law</i>
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FILE LOCATION:	Document3

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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 EXECUTIVE SUMMARY

### 1.1 Purpose of the plan

This asset management plan has been developed in accordance with Council’s Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This asset management plan details information about Council’s stormwater assets. The plan outlines the management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability
- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

### 1.2 Asset description

This plan covers Council’s stormwater assets which contribute to the community by:

- removing surplus stormwater run-off through an infrastructure network of pits and pipes;
- minimising the effects of flooding;
- protecting natural waterbodies by improving the quality of run-off entering watercourses.

Loddon Shire Council provides a stormwater management service to protect property and public health by safely and efficiently collecting, transporting, treating (if necessary) and disposing of stormwater runoff. This includes managing a network of stormwater assets of pits and pipes and other drainage infrastructure.

Council’s stormwater network comprises some 41 km of underground pipes and open channels and 843 drainage pits of various types.

Asset description	Asset quantity	Units
Drainage Pits	843	No.
Drainage Pipes	41,115	metres

These infrastructure assets have a replacement value of **\$15,869,788**.

### 1.3 Levels of service

Currently our Council does not have well documented levels of service for its stormwater assets. Management of assets, including intervention points and chosen treatment methods, is based upon standard historical practices (effectively undocumented levels of service) and decisions made by management on an ad hoc basis. This is a key improvement area required to direct our future management approach and investment.

Our present funding levels are sufficient to continue to provide existing services at the current levels in the short- to medium-term. However, asset renewals and upgrades are necessary in the longer term, with medium confidence in the ability to assess the current risk of asset failure. This plan, and future revisions, will inform the long-term financial planning for necessary renewal and future upgrades.

### 1.4 Future demand

The main demands for new services are created by:

- population change
- Council financial sustainability
- Council operational and services priority changes
- climate change

These will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand

management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

### 1.5 Lifecycle management plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Our current approach to managing and operating our stormwater assets is predominantly reactive with only limited planning. We are striving to improve our approach to lifecycle management to make sure that we deliver on our service commitments in the most cost effective and efficient manner.

### 1.6 Financial summary

The projected outlays necessary to provide the services covered by this plan includes renewal, upgrade and new assets over the 10-year planning period is **\$8.20M** or **\$820K** on average per year.

Operations and Maintenance costs are allocated and captured as part of overall roads funding. Separate analysis was not undertaken on this funding but anecdotal evidence suggest it is adequate.

#### 1.6.1 What funding sources are available

Estimated available funding for renewal, upgrade and new assets for the next 10 financial years is **\$3.43M** or **\$343K** on average per year as per the Financial Plan. This is **42%** of the cost to sustain the current level of service at the lowest lifecycle cost.

Council officers do not agree with the projected outlays evaluated by the modelling. The renewals are driven by the condition of the network, itself which has been inferred by the asset age. This is an inaccurate method of determining the condition of stormwater assets. The inferred condition profile of Council's stormwater network suggests widespread

asset failures would be occurring which is currently not the case.

The funding as per the Financial Plan has been recommended as adequate while further investigations are undertaken on the condition of the stormwater network after which renewal projections will be updated.

#### 1.6.2 What we will do to improve renewal modelling

Council seeks to improve its renewal modelling by:

- undertaking visual condition assessments of the stormwater network using cameras
- review the asset expected lives after undertaking visual assessments
- updating the modelling renewal projections using the updated condition and expected asset life data.

### 1.7 Risk management

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- insufficient funding for maintenance, renewal, and upgrade of the stormwater drainage system;
- confidence levels surrounding data associated with our stormwater assets;
- localised flooding and possible damage/inconvenience due to flooding.
- stormwater assets become unfit for intended purpose and no longer meet required standards
- pollution of natural waterways
- Failure of stormwater pump stations

We will endeavour to manage these risks within available funding by:

- Regular inspections to identify hazards before they occur
- Collation of data relating to stormwater assets
- Implementing condition and performance assessments of stormwater assets to identify and prioritise items that may be due for replacement/upgrade.



### 1.8 Asset management practices

Council's Asset Management Framework provides a structured approach for the development, coordination, and control of our activities on assets over their life cycle, and for aligning these activities with our vision and strategic objectives.

Council's asset management planning is supported by three key documents:

- Asset Management Policy
- Asset Management Strategy
- asset management plans.

Our systems to manage assets include:

Finance and accounting – *Attache*  
Asset management system – Moloney

Assets requiring renewal/replacement are identified using a combination of an analysis

of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project.

### 1.9 Monitoring and improvement program

The next steps resulting from this asset management plan to improve asset management practices are:

- improve the completeness and accuracy of Council's stormwater drainage information.
- undertake hydraulic modelling of the stormwater network and map areas of where capacity issues exist.
- develop a hierarchy system and criticality framework for the classification of Council's stormwater drainage assets.

## 2 PURPOSE

This asset management plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This asset management plan details information about Council's stormwater assets. The plan outlines the management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability
- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

## 3 BUDGET IMPLICATIONS

The projected outlays necessary to provide the services covered by this plan includes renewal, upgrade and new assets over the 10-year planning period is **\$8.20M** or **\$820k** on average per year. Council officers do not agree with the projections and recommend the funding as per the Financial Plan is adopted while further investigations on the condition of the stormwater network are undertaken. After this, renewal projections and the projected outlay to provide the services will be updated. Therefore, recommended renewal funding from this plan for the next 10 years is **\$3.43M** or **\$343k**. This will be reviewed after the investigations of the network and renewal modelling is updated which may occur before the end of the 10 year period. Analysis of operations and maintenance costs was not undertaken, however existing roads funding is considered adequate within the current Financial Plan.

## 4 RISK ANALYSIS

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- insufficient funding for maintenance, renewal, and upgrade of the stormwater drainage system
- confidence levels surrounding data associated with our stormwater assets
- localised flooding and possible damage/ inconvenience due to flooding
- stormwater assets become unfit for intended purpose and no longer meet required standards
- pollution of natural waterways
- failure of stormwater pump stations.

We will endeavour to manage these risks within available funding by:

- regular inspections to identify hazards before they occur
- collation of data relating to stormwater assets
- implementing condition and performance assessments of stormwater assets to identify and prioritise items that may be due for replacement/upgrade.

## 5 INTRODUCTION

### 5.1 Background

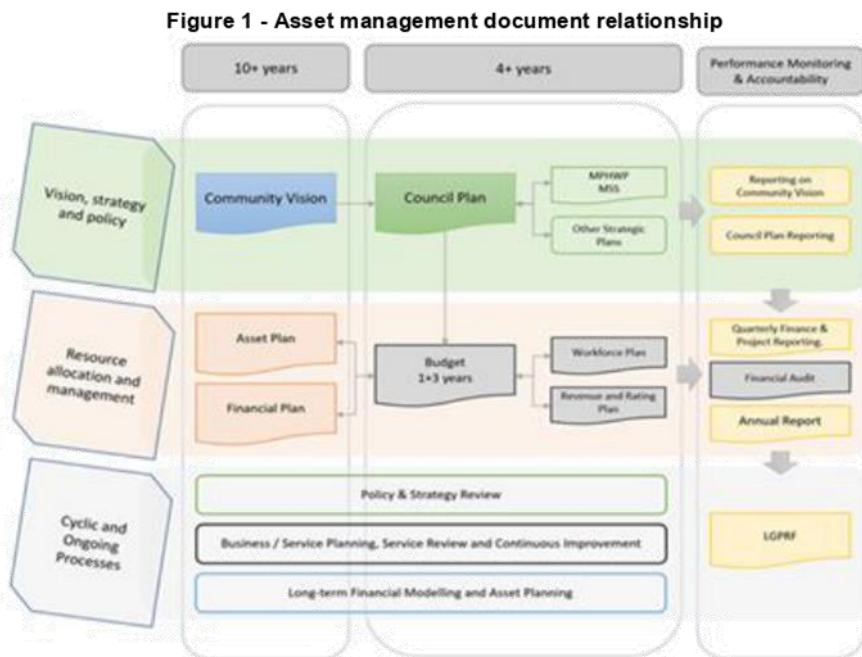
This asset management plan outlines the required management approach to:

- describing and aligning the assets to services (as informed by corporate and service planning)
- managing the future demand for assets to achieve and maintain financial sustainability

- optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost)
- identifying and managing risks associated with the relevant asset (including criticality and condition)
- what funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period
- continual improvement in the management of the assets and performance monitoring.

This asset management plan is to be read with Council’s Asset Management Policy and Asset Management Strategy along with Council’s Community Plan and Council Plan.

Figure 1 shows the different documents that influence and inform this asset management plan.



The stormwater network includes surface and sub-surface items except for kerb and gutter which is considered integral to the road network and is included in the Road Asset Management Plan. These assets are used to provide stormwater conveyance and treatment services to the community.

The infrastructure assets covered by this asset management plan are shown in the following table.

Table 1 - Assets covered by this plan

Asset category	Asset group	Quantity	Unit	Current replacement value (\$)	Accumulated depreciation (\$)	Depreciated replacement cost (\$)	Useful life (years)
Stormwater Pits	Inspection Opening	37	No.	\$15,330	\$11,823	\$3,508	50
	Junction Pit	280	No.	\$566,425	\$286,966	\$279,459	50
	Side Entry Pit	243	No.	\$563,962	\$364,293	\$199,669	50
	Endwall	265	No.	\$255,744	\$202,296	\$53,448	50
	Concrete Pit	4	No.	\$6,460	\$5,506	\$954	50
	GPT	1	No.	\$30,029	\$5,503	\$24,525	50
	Pumping Station	1	No.	\$48,047	\$8,806	\$39,242	50
	Pump	4	No.	\$40,539	\$34,655	\$5,884	50
	No Outlet Structure	1	No.	\$2,025	\$1,883	\$142	50
	Steel Door Stop	1	No.	\$824	\$824	\$0	50
	Drop Structure	2	No.	\$4,879	\$4,073	\$805	50
	Korong vale Wetland	1	No.	\$36,036	\$6,604	\$29,432	50
	Flood Control Structure	3	No.	\$74,431	\$24,548	\$49,882	50
<i>Stormwater Pits Total</i>		843	No.	\$1,644,731	\$957,782	\$686,949	
Stormwater Pipes	Culvert	2,502	metres	\$1,652,782	\$909,584	\$743,198	80
	Open Stormwater Channel	9,072	metres	\$6,662,854	\$3,815,966	\$2,846,888	80
	Stormwater Main	29,541	metres	\$5,909,421	\$2,619,212	\$3,290,209	80
<i>Stormwater Pipes Total</i>		41,115		\$14,225,057	\$7,344,762	\$6,880,295	

## 5.2 Plan framework

This asset management plan has been prepared using good practice guidance from the *ISO55000 - Asset Management standard, International Infrastructure Management Manual* and has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's asset management plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will Council be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

## 5.3 Key stakeholders

Our assets are utilised by a broad cross-section of the community.

A stakeholder represents any group(s) or individuals having an interest, in this case, in the service provided by our assets. The stakeholders in the management of Council's stormwater drainage assets are many and often their needs are wide-ranging.

The relevant key stakeholders are:

- Councillors
- general public
- local businesses
- land developers
- catchment management authorities
- neighbouring councils
- internal stakeholders including Council teams responsible for maintenance coordination and project delivery
- contractors and/or suppliers
- insurers

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding.

This plan will demonstrate to the various stakeholders that Council is managing its stormwater drainage assets in a responsible manner.

## 5.4 Goals and objectives of asset ownership

Our goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers.

By achieving the most cost-effective approach, we will contribute to affordability and liveability contributing to a vibrant, growing, and connected community.

The key elements of infrastructure asset management are:

- providing a defined level of service and monitoring performance
- managing the impact of growth through demand management and infrastructure investment
- taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service
- identifying, assessing and appropriately controlling risks

- linking to a financial plan which identifies required, affordable expenditure and how it will be allocated

## 6 LEVELS OF SERVICE

This section defines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support Council’s strategic goals and are based on customer expectation and statutory requirements.

### 6.1 Strategic and corporate goals

This asset management plan is prepared under the direction of Council’s vision, mission, goals and objectives.

Our Community Vision is:

*Creating a community where everyone is welcome and has the opportunity to live, work and thrive.*

Relevant Council strategies and Council’s role are listed below in Table 2.

**Table 2 - Link to Council strategies**

Strategy	Council’s role
<b>1.1 We will implement financially and environmentally sustainable infrastructure that supports our social and economic needs</b>	
<b>1.1.1 Plan for future facilities and infrastructure that meet community need</b>  Finalise asset management plans and long term strategies for Council assets  <ul style="list-style-type: none"> <li>▪ We will do this by reviewing and implementing asset management plans across all asset classes to ensure they reflect the current environment</li> </ul>	<b>Deliver</b>

Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this asset management plan.

### 6.2 Functional hierarchy

Council stormwater assets are classified according to a hierarchy in terms of their specific function, demand, capacity, use patterns, and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

Council presently does not have a functional hierarchy for its stormwater assets. A recommended service hierarchy is provided in Table 3.

**Table 3 - Asset functional hierarchy: Stormwater**

Service Hierarchy	Service Level Objective
Level 1 - Main trunk drainage system	Maintain main trunk drainage system and respective elements (inclusive of pits, pipes, open channels and detention basins) such that the risk of flooding residences is mitigated.
Level 2 - Collector drainage system	Maintain collector drainage systems and their elements (inclusive of pits, pipes, open channels) such that the risk of flooding property is mitigated
Level 3 - Minor collector drainage system	Maintain minor collector drainage system and their elements (inclusive of pits, pipes, open channels) such that the risk of flooding property is mitigated

**6.3 Alignment to services**

The assets covered by this asset management plan contribute and support the delivery of the following Council services:

**Table 4 - Services delivered by assets**

Asset type	Council service category	Service delivered
Stormwater Drainage Infrastructure	Urban Stormwater Drainage Infrastructure	Stormwater is managed from both a quality and quantity measure.

These services align with Council's service planning and delivery framework.

**6.4 Levels of service**

Service levels are defined in two types, customer levels of service and technical levels of service. At present, indications of current and target levels of service are obtained from various sources including:

- residents' feedback to Council and staff
- operations staff feedback to management
- feedback from other stakeholders
- service requests and related correspondence entered in Council's Customer Request System
- physical measurements of quality standards
- legislative standards (minimum requirements).

In future, it is also expected that Council will undertake deliberative community engagement to validate these levels of service.

**6.4.1 Customer levels of service**

Customer levels of service measure how the customer receives the service and whether value to the customer is provided in terms of:

<b>Quality</b>	How good is the service ... what is the condition or quality of the service?
<b>Function</b>	Is it suitable for its intended purpose .... <i>Is it the right service?</i>
<b>Capacity/Use</b>	Is the service over or under used ... do we need more or less of these assets?

The current and target performance associated with the customer service levels are detailed in Table 5.

**Table 5 - Customer levels of service**

Key performance measure	Level of service objective	Performance measure process	Current performance	Target performance
<i>Quality</i>	Well maintained drainage infrastructure which is fit for purpose.	Number of customer service requests relating to failures and defects such as blockages, flooding, broken pit lids, pollutant in waterways.	To be determined	To be determined
<i>Function</i>	Drainage infrastructure is fit for purpose and meets customer needs.	Number of customer service requests relating to water ponding and safety issues.	To be determined	To be determined
<i>Capacity/ Utilisation</i>	Properties are not flooded Minimal inconvenience from storm flows in the drainage network Roads and footpaths remain useable	Number of private properties flooded for a 1 in 10 year rainfall event	To be determined	To be determined

6.4.2 Technical levels of service

Technical levels of service are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

<b>Operations</b>	The regular activities to provide services (e.g. Opening hours, cleansing, mowing grass, energy, inspections, etc).
<b>Maintenance</b>	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. Road patching, unsealed road grading, building and structure repairs).
<b>Renewal</b>	The activities that return the service capability of an asset up to that which it had originally (e.g. Road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).
<b>Asset Improvements</b>	The activities to provide a higher level of service (e.g. Widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. A new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.



Table 6 shows the technical levels of service expected to be provided under this asset management plan. The 'Desired' position in the table documents the position being recommended in this asset management plan.

**Table 6 - Technical levels of service**

Key performance measure	Level of service objective	Performance measure process	Current performance	Target performance
<i>Operations and maintenance</i>	Maintaining the safety, functionality, and serviceability of the stormwater drainage network	Planned maintenance, reactive maintenance, inspections	Maintenance undertaken in accordance with standards	Maintenance undertaken in accordance with standards
<i>Asset renewal</i>	Preserving the condition of stormwater drainage infrastructure	Annual renewal program	100% of scheduled program delivered	100% of scheduled program delivered
<i>Asset improvements</i>	Increase capacity of stormwater drainage network to prevent flooding	Annual upgrade program	100% of scheduled program delivered	100% of scheduled program delivered

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

**6.4.3 Actual levels of service**

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets. For the assets covered by this plan, Council continues to work towards achieving the required service levels in practice.

The development and monitoring of actual service level will be one of the foundations of future improvement through the asset management planning process.

**6.5 Customer research and expectations**

**6.5.1 Community consultation**

At this stage, target customer research has not been undertaken for Council's stormwater drainage infrastructure network.

Council is committed to transparent and informed decision making in relation to the management of its assets and services through engagement with the community. Council undertakes inclusive community consultation to define service levels and performance measures through the development of its Community Plan, the Council Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which its delivers.

Wherever practicable, community input is sought on appropriate aspects of planning our stormwater systems by way of consultation. However, Council acknowledges that it needs to do more work with its community in developing levels of service and it will target discussions when making decisions which influence the way that Council delivers its services and manage our assets.

Once service levels and budget funding issues have been properly reconciled, it is appropriate that Council should consult with the community to ensure that these service levels are meeting community expectations.

6.5.2 Community satisfaction

This first-generation asset management plan has been prepared to facilitate consultation and for adoption by Council. Future revisions of the asset management plan will aim to incorporate more community consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the community’s ability and willingness to pay for the service.

Council participates in the Local Government Community Satisfaction Survey coordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian councils.

While this community satisfaction survey covers a broad range of Council services it does not include any specific elements relating to stormwater drainage. Council should review and implement a process to measure the community’s level of satisfaction with Council’s stormwater management services on an annual basis.

*What does this mean?*

Future revisions of this asset management plan will aim to incorporate more community consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, and service risks and consequences with the community’s ability and willingness to pay for the service.

**6.6 Legislative requirements**

There are many legislative requirements relating to the management of assets. These include:

**Table 7 - Legislative requirements**

<b>Legislation</b>	<b>Requirement</b>
<i>Local Government Act 2020</i>	Sets out role, purpose, responsibilities and powers of Council including the preparation of a financial plan supported by asset management plans for sustainable service delivery.
<i>Road Management Act 2004</i>	Relates to management of the drainage system where it lies within the Public Road Reserve.
<i>Environment Protection Act 1970</i>	Relates discharge, emission or deposit of any substance that may pollute any segment or element of the environment – in this instance, by its introduction into discharge waters of the stormwater drainage system.
<i>Water Act 2000</i>	Applies to the management of the use of water resources including conservation, protection and quality of discharges into waterways
<i>Subdivision Act 1988 and Subdivision Regulations (Procedures) 1989</i>	Applies to works for drainage to connect the subdivision to the system serving properties outside it.

Legislation	Requirement
<i>ResCode</i>	In relation to stormwater management, ResCode applies to the construction of new residential subdivisions to ensure environmentally sustainable residential development. This includes stormwater discharges from subdivision development
<i>State Environment Protection Policy, Waters of Victoria</i>	Sets the framework for government agencies, businesses and the community to work together, to protect and rehabilitate Victoria's surface water environments.
<i>Emergency Management Act 1986</i>	Requires a council to have a Municipal Emergency Management Plan to address local emergency risks. This may include hazards arising from storm flows in the drainage system and associated infrastructure.
<i>Health and Wellbeing Act 2008</i>	Allows the issue of a prohibition notice for the conducting of an activity that may damage public health - in this instance being illegal discharges into the stormwater drainage system
<i>Occupational Health and Safety Act 1985</i>	Applicable to working on stormwater infrastructure
<i>Melbourne Water Standards</i>	Used in conjunction with Council's Standards to determine standards for road construction and maintenance for stormwater drainage systems.
<i>All other relevant Australian Standards</i>	AS/NZ Standards such as Risk Management Standard.
<i>Council Planning Scheme</i>	Planning matters as they relate to the stormwater drainage system.
<i>All other relevant State and federal Acts and Regulations</i>	Where applicable.
<i>Relevant Council Policies, Local Laws and Contracts</i>	Amenity controls, construction standards, maintenance contracts etc.

## 7 FUTURE DEMANDS

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The asset management plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

### 7.1 Demand forecasts and impact on assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in Table 8.

**Table 8 - Demand drivers, projections, and impact on services**

Demand factor	Projection	Impact on assets
<b>Population change</b>	<ul style="list-style-type: none"> <li>Census figures estimate the population of Loddon Shire is currently stable.</li> </ul>	<ul style="list-style-type: none"> <li>Population stability reduces the capacity of Council to raise revenue through rates.</li> </ul>

Demand factor	Projection	Impact on assets
<b>Council financial sustainability</b>	<ul style="list-style-type: none"> <li>▪ Ongoing challenges in sustaining financial commitment to maintain, replace, and upgrade the existing stormwater drainage system.</li> <li>▪ Reduced size of grants from other tiers of government not matching required asset expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset.</li> <li>▪ Increased need for maintenance and repairs.</li> </ul>
<b>Ageing infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Council has a legacy whereby drainage assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Without adequate funding the declining condition of Council's drainage assets will result in reduced levels of service and increased risk of failure.</li> </ul>

**7.2 Demand management strategy**

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met and community benefit is maximised.

Demand management components may include:

**Table 9 - Demand management strategies**

Demand Factor	Applicable Strategy(s)
<b>Operation (modification of access to an asset)</b>	<ul style="list-style-type: none"> <li>▪ Council policies relating to the discharge of stormwater from private development into its drainage system</li> <li>▪ Design guidelines</li> <li>▪ Development of drainage strategies to address localised flooding issues</li> </ul>
<b>Regulation (restriction on the type of use of an asset)</b>	<ul style="list-style-type: none"> <li>▪ Planning and building controls</li> <li>▪ Planning conditions regulating discharge of stormwater from developments</li> </ul>
<b>Incentives (Influence the use of an asset)</b>	<ul style="list-style-type: none"> <li>▪ Working in partnership with community and industry to maximise stormwater re-use opportunities</li> </ul>
<b>Education (promotion of alternatives)</b>	<ul style="list-style-type: none"> <li>▪ Programs to inform the public on stormwater management issues and emergency response</li> </ul>

**7.3 Strategic direction**

There are a number of existing strategies and plans which have been developed to provide a strategic response to the demands, challenges and opportunities which the ongoing management of the assets covered by this plan present. These documents include:

- Community Plan
- Council Plan
- Road Management Plan

## 8 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

### 8.1 Background data

#### 8.1.1 Physical parameters

Council's drainage network comprises over 41km of drainage lines, minor culverts, open channels, and 843 pits for the capture, conveyance, and treatment of stormwater.

There are some limitations with the completeness of data associated with Council's stormwater assets. It is estimated that approximately 90% of assets have been identified and recorded. This is based on an estimate by Council officers.

#### 8.1.2 Asset condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed or replaced.

Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

Council measures the condition of its assets using a standardised 0 to 10 grading system.

A summary of the condition rating scale used for the assets covered by this asset management plan is detailed in the following table. Council's condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual*.

Condition data for Council's stormwater assets is recorded in its asset register and is used for financial renewal modelling and capital works planning.

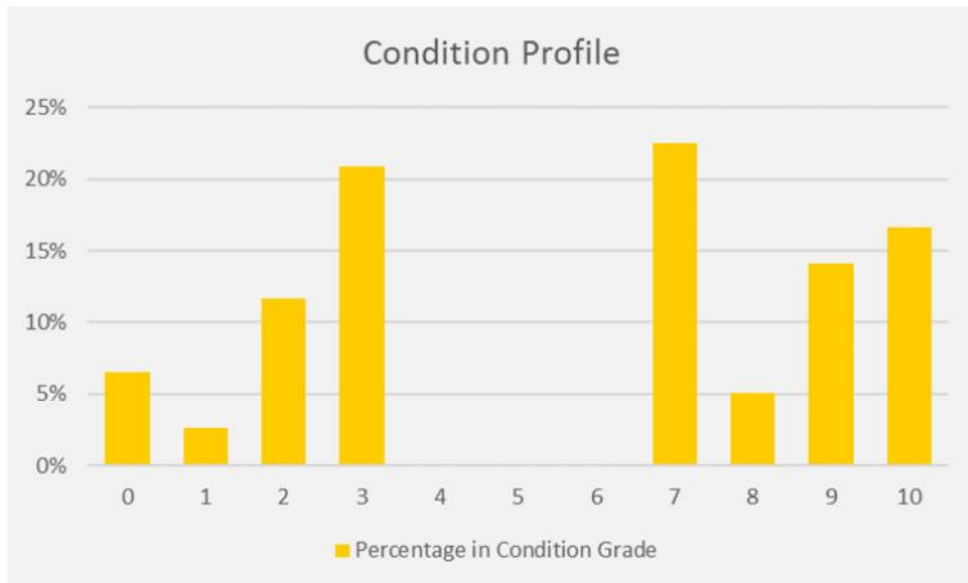
**Table 10 - Condition rating system**

Score	Condition rating	Description
0	New	New or an asset recently rehabilitated back to new condition.
1	Near New	Near new no visible signs of deterioration often based upon the time since construction rather than observed condition decline.
2	Excellent	Excellent. Very slight condition decline obvious no longer in new condition.
3	Very Good	Very good early stages of deterioration minor no serviceability problems.
4	Good	Good some obvious deterioration evident slightly impaired serviceability.
5	Fair	Fair obvious deterioration some serviceability loss.
6	Fair to Poor	Fair to poor. Quite obvious deterioration serviceability would be affected and rising maintenance cost.
7	Poor	Poor severe deterioration serviceability limited high Maintenance cost
8	Very Poor	Very poor serviceability heavily impacted. Very high Maintenance cost needed to be rehabilitated.

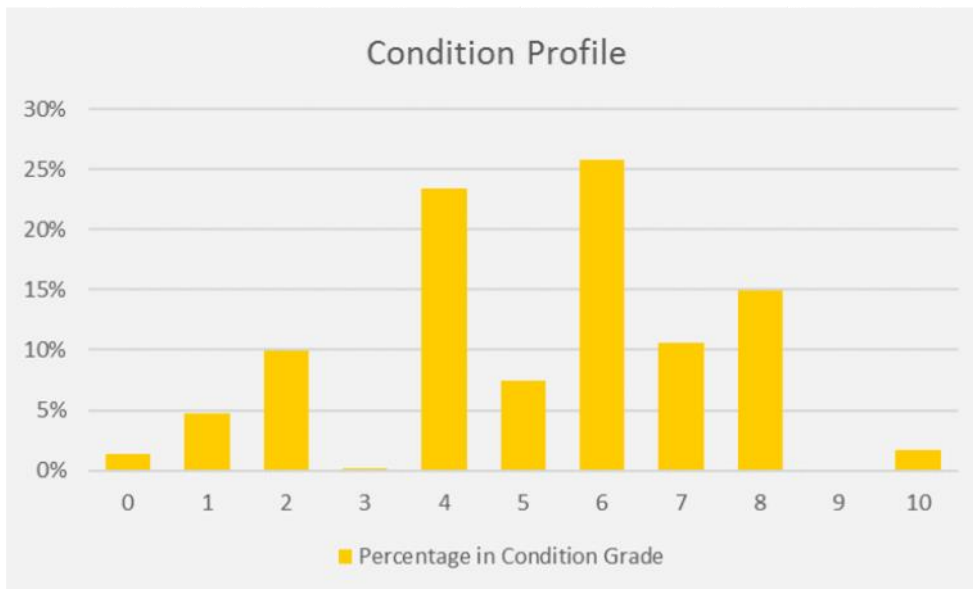
Score	Condition rating	Description
9	Extremely Poor	Extremely poor severe serviceability problems needing rehabilitation immediately. Could also be a risk to remain in service
10	Failed	Failed no longer serviceable and should not remain in service extreme risk

The following figure(s) provide an overview of the condition of Council's stormwater drainage assets:

**Figure 2 - Condition profile: Urban stormwater pits**



**Figure 3 - Condition profile: Urban stormwater pipes**



*What does this mean?*

Approximately 60% of Council’s pits and 27% of pipes is in ‘Poor’ to ‘Very Poor’ condition, indicating that there is potentially a backlog of works that need to be addressed in the immediate to short term. The current replacement cost of these assets is \$4.5M. There is a fair portion of the network in ‘Very Good’ condition, indicating that there has been significant renewal work over the past decade.

The condition data is based on the age profile of the assets, as they are mostly sub surface assets that have not been condition inspected. There is potential for these estimates to be inaccurate if the asset life estimates are inaccurate. Council officers do not believe the graphs accurately reflect the actual condition of Council’s drainage assets.

As these assets mainly compromise of sub surface assets, collecting a precise read on these assets is an unfeasible task. Council therefore, rely on historical failure data to estimate the useful and remaining life of the portfolio. Anecdotal failure data suggests to Council officers that the condition of the assets is overall much better than the graphs suggests.

Criteria such as age, material, type of asset, used to determine condition. This is especially applicable to below ground assets. Above ground assets where routine site visits occur then condition data could be captured at time of daily/weekly/annual inspection.

**8.2 Routine operations and maintenance plan**

Effective maintenance strategies are essential to ensure that an asset performs at the desired service level on a day-to-day basis.

<b>Operations</b>	Regular activities to provide public health, safety, and amenity (e.g. street sweeping, drainage inspections etc).
<b>Maintenance</b>	Regular ongoing day-to-day work necessary to ensure asset achieves its defined useful life (e.g. pit and pipe cleaning etc).

**8.2.1 Maintenance strategy**

The following general maintenance and operations strategies are applied to Council’s stormwater assets:

**Table 11 - Maintenance strategy summary**

<b>Operations</b>	Use and manage the assets in a manner that minimises the long term overall total cost. Undertake scheduled inspections as justified by the consequences of failure on levels of service, costs, public health, or safety.
<b>Reactive maintenance</b>	A suitable level of preparedness for prompt and effective response to service requests or asset failures is maintained.
<b>Planned or preventative maintenance</b>	Undertake planned asset maintenance activities to minimise the risk of critical asset failure and to maintain assets in a manner that minimises ongoing lifecycle costs.

**8.2.2 Management approach to maintenance and operations**

Council’s management response to its maintenance and operations responsibilities for its stormwater assets is detailed in Table 12:

Table 12 - Maintenance and operations management approach

Activity category	Activity examples	Prioritisation factors	Challenges/deficiencies with current practice	Improvement strategy
<b>Operations</b>	<ul style="list-style-type: none"> <li>▪ Pit cleaning to remove litter and other debris</li> <li>▪ Cleaning of gross pollutant traps to remove collected materials</li> <li>▪ Cleaning and flushing of underground stormwater pipes so that they operate at optimal capacity</li> <li>▪ Regular inspections of pump stations</li> <li>▪ Flood monitoring and response</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued asset functionality is critical to network performance</li> <li>▪ It is informed by manufacturer's recommendations or good practice guidance</li> <li>▪ The health and safety of the community or Council staff has the potential to be compromised</li> <li>▪ There is a risk of damage to Council assets; property; or other community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>▪ The quality of our asset information to inform our activities</li> <li>▪ Activities are generally reactive in nature</li> <li>▪ No maintenance management system is used to record, monitor, or schedule necessary operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improving the completeness and accuracy of our asset data</li> </ul>
<b>Reactive maintenance</b>	<ul style="list-style-type: none"> <li>▪ Investigating and repairing blockages</li> <li>▪ Reacting to flood situations;</li> <li>▪ Repairing general damage to manhole lids, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The safety of users is compromised</li> <li>▪ It is likely that the area of distress may expand or the method of repair changes such that the cost of any repair will increase</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stormwater capacity is not well understood creating localised flooding issues which cannot be generally resolved through maintenance</li> <li>▪ No maintenance management system is used to record, monitor, or schedule necessary operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Undertaking hydraulic modelling of the stormwater network to map areas of where capacity issues exist to develop longer term improvement strategies</li> </ul>
<b>Planned or preventative maintenance</b>	<ul style="list-style-type: none"> <li>▪ Shutdown maintenance of pump stations</li> <li>▪ Clearing of open drains so that they are free flowing</li> </ul>	<ul style="list-style-type: none"> <li>▪ The safety of users is compromised</li> <li>▪ High criticality or risk exposure of the asset/service</li> <li>▪ It is likely that the area of distress may expand or the method of repair changes such that the cost of any repair will increase</li> </ul>	<ul style="list-style-type: none"> <li>▪ No regular planned or preventative maintenance activities on pipes, connections or manholes are currently conducted and maintenance is generally reactive in nature</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop schedule for planned maintenance activities for urban drainage assets</li> </ul>



8.2.3 Maintenance arrangements

Drainage maintenance works are undertaken by Council's Works Department. This is supplemented by external contractors in cases where specialist services or further technical skills are required to address specific issues.

8.2.4 Maintenance standards

All materials used in the maintenance and repair of the stormwater system comply with all relevant technical standards.

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for stormwater drainage or, if not, covered by these technical guides, in accordance with standard industry practices.

Challenging drainage or flooding situations are generally resolved through input from Council's engineering staff, State bodies and consultants are engaged to provide design solutions for larger issues associated with long term flood prone areas.

8.2.5 Inspections

For Council to carry out effective planning and competent management of its stormwater assets, both in a strategic and operational sense, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole of the network.

Council's inspection activities can be grouped into the following categories based on definition and purpose:

**Table 13 - Asset inspection type summary**

Inspection type	Description	Current status	Inspection frequency
<b>Cyclic inspections</b>	Cyclic inspections involve a visual investigation to assess for hazards or maintenance issues that do not meet Council's levels of service or risk management objectives. These inspections provide a basis for urgent, preventative, and recurrent maintenance needs.	A documented inspection program is yet to be formalised within Council.	Nil
<b>Reactive inspections</b>	Reactive inspections are initiated generally by requests for maintenance received from asset users. Council's objective in relation to maintenance requests is to inspect and prioritise the work requests within specific timeframes.	Visual inspections undertaken in response to customer requests.  Site visits are undertaken by Council's operational teams following significant rainfall events to identify problem areas.	Reactive inspections are undertaken on an ad hoc basis in response to addressing known issues.
<b>Condition inspections</b>	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets. The purpose of these inspections is to provide an	Condition inspections are coordinated by the Assets and Infrastructure Unit.	A formal program of condition inspections for Council's stormwater assets has been

Inspection type	Description	Current status	Inspection frequency
	input for life-cycle cost analysis, and asset planning purposes. This level of inspection does not identify detailed maintenance requirements but provides a basis for managing the asset portfolio from a strategic perspective.		established as part of Council's inspections for asset valuations. This requires all stormwater assets to be inspected annually but has never been undertaken.

**8.2.6 Future operation and maintenance costs**

Future operation and maintenance costs have not been forecast as part of the development of this asset management plan.

*What does this mean?*

Future operation and maintenance for stormwater assets have not been forecast as part of this plan. Operation and maintenance costs for stormwater assets are allocated under the larger allocation for roads with anecdotal information suggesting the existing allocation is sufficient.

**8.3 Renewal/replacement plan**

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level.

**8.3.1 Renewal strategy**

Renewal strategies are based on assessing a range of factors to ensure the appropriate level of investment is targeted at the optimum time to ensure assets remain fit for purpose and that renewal plans are efficient and effective. The factors considered include the following:

- criticality
- maintenance and/or failure history (i.e. when do ongoing maintenance works become uneconomic)
- age
- expected life
- remaining useful life
- condition (where known)
- condition prediction
- geographical grouping
- timing in relation to linked asset renewal plans

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew.

As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

8.3.2 Renewal standards

Council’s construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our assets.

These standards take into consideration the extensive work previously undertaken by the various professional and industry bodies such as:

- Infrastructure Design Manual
- Australian Standards
- Austroads Design Guidelines
- Australian Rainfall and Runoff

All renewal works shall comply with Council’s engineering standards and specifications for design and construction that apply at the time. The design of drainage renewal works is in all cases undertaken by suitably qualified and experienced practitioners where necessary.

8.3.3 Renewal ranking criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- safety issues
- physical condition
- risk and asset criticality
- community/user feedback
- location and use type and patterns.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- have a high consequence of failure
- have high use and subsequent impact on users would be greatest
- have a total value representing the greatest net value
- have the highest average age relative to their expected lives
- are identified in the AM Plan as key cost factors
- have high operational or maintenance costs
- have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 14.

**Table 14 - Renewal and replacement priority ranking criteria**

<b>Criteria</b>	<b>Scoring method</b>
Conforms to Council Plan	Yes = 2, Partial = 1, No = 0
Priority in drainage strategy	High = 3, Medium = 2, Low = 1
Subject to local flooding	Frequent = 3, Occasional = 2
Improvement to amenity	Significant = 2, Low = 1, No = 0
Improvement to safety	Significant = 2, Low = 1, No = 0
Water harvesting potential	Yes = 1, No = 0
Benefit contribution available	Yes = 1, No = 0

Council’s Infrastructure renewal demand forecasts are developed using the predictive modelling capabilities of its asset management system. These forecasts are annually reviewed and

updated as new information (e.g. condition assessments) becomes available. The Renewal Gap Module has the capability to assesses the predicted asset renewal requirements versus the forecast renewal expenditure on a network basis over a long term planning horizon.

These forecasts and the underlying assumptions are further reviewed to factor in specific projects and any upgrade projects that include a renewal component to provide the best available guide to renewal requirements. These forecasts are then referred for consideration in the development of the Financial Plan which provides a specific allocation for the renewal of assets for each year of the Plan.

8.3.4 Future renewal and replacement expenditure

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 4. These forecasts have been extrapolated from existing finance data and are presented as long-term projections to provide input into Council’s Financial Plan.

The following graph shows a comparison between the:

- level of funding required to renew Council’s stormwater assets to achieve its service level objectives; and
- the amount of funding which Council is projected to commit to renewing these assets.

**Figure 4 - Projected capital renewal and replacement expenditure**

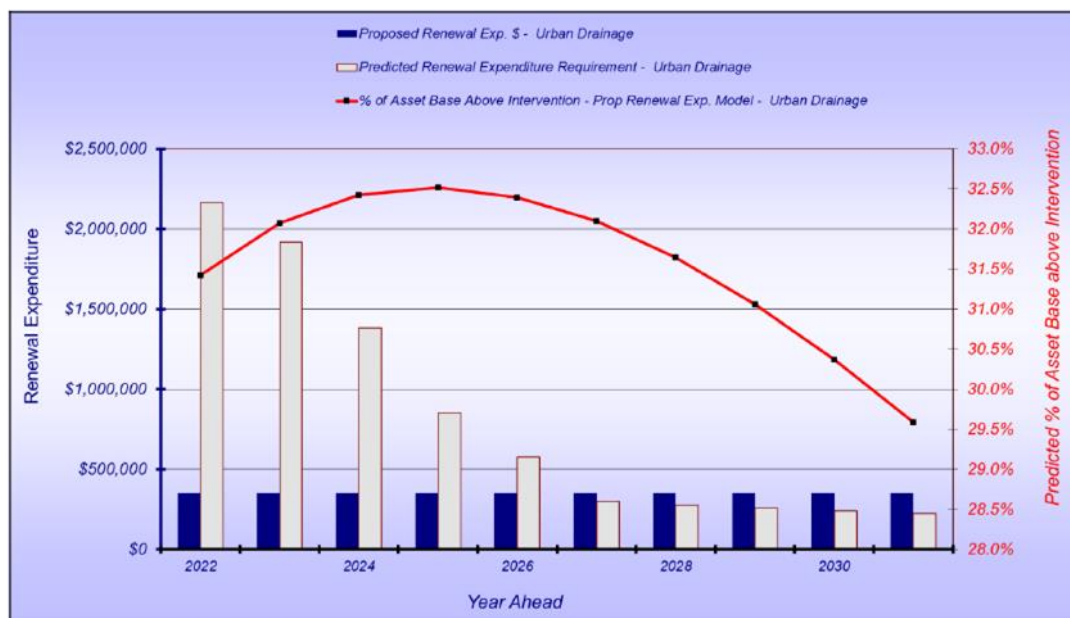


Figure 4 values are in current (real) dollars.

*What does this mean?*

This forecast indicates that Council is presently significantly under funding the renewal of its stormwater assets.

Council has allocated approximately **\$281,500** towards the renewal and replacement of its stormwater network within its 2021/22 budget. The amount of funding set aside for stormwater renewal which is included in the Financial Plan has been used as a basis for calculating the long-term projection of Council’s renewal position.

Over the next ten (10) years, the predicted average annual renewal demand associated with Council's stormwater network is **\$819,570**. According to Council's current Financial Plan, it is projected to allocate approximately **\$343,150** on average per year for the renewal of these assets over the next 10 years. This indicates that there is an average renewal funding gap of approximately **\$476,420** (average) per annum.

The red line in the shown in Figure 4 represents the percentage of the asset base that no longer meets minimum performance or service standards. This is also referred to as the intervention condition.

At the commencement of the forecast period **31%** Council's stormwater network does not meet minimum service standards. At Year 10 (2030), based on the current Financial Plan, this decreases slightly to **29.6%**.

Anecdotally, an authority responsible for managing public assets should aim to not let the percentage of assets above the intervention condition to exceed 3% to 4%. Beyond this, the community notices a decrease in standards that may result in an increase in the number of service requests for asset maintenance and repairs.

Council may need to considers increasing the funding amounts which are allocated to the renewal of its stormwater assets.

A renewal funding strategy has been prepared as part of this asset management plan and is detailed in section 10.2.

#### 8.3.5 Renewal modelling assumptions

The analysis to determine Council's future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of Council's asset management practices improves.

These renewal funding projections are based on the following assumptions:

- the renewal costs are based on the asset data register as at 30 June 2020.
- asset quantities within the asset register are assumed to be correct.
- modelled outcomes are derived using the Moloney Renewal Model and are therefore subject to the limitations of that model and data is used in it, which includes assumed performance of the asset types and trigger intervention levels.
- useful Service Lives derived from the asset register are assumed to be a reasonable estimate of the life of the assets.
- condition data has been derived from Council's asset register.
- service levels are based on a technical assessment and may not reflect community expectations or the organisations goals and objectives.
- all projections are in present dollar value.
- renewal funding is based on current renewal expenditure levels contained in Council's current Financial Plan.
- these projections only represent future asset renewal requirements at an overall network level. This modelling does not provide project level assessments or programs.

The following variables and input values have been used to calculate the long-term renewal projections for Council's stormwater network:

**Table 15 - Renewal modelling variables and input values**

Asset type	Model variable and input value						
	Useful life	Unit rate	Condition profile	Confidence level	Asset degradation profile	Renewal condition	Returned asset condition
<b>Urban Stormwater Drainage</b>							
Stormwater Pits	50	Variable rate	Based on life of asset	Medium	Standard	Condition 7 (Poor)	Condition 0 (As new)
Stormwater Pipes	80	Variable rate	Based on life of asset	Medium	Standard	Condition 7 (Poor)	Condition 0 (As new)

**8.4 Creation/acquisition/upgrade plan**

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance in response to changes in supply needs or customer expectations.

Within the context of stormwater, development works are generally capacity upgrades, reconfiguration, although construction of new assets is also included.

Council’s asset improvement strategy for the stormwater drainage network aims to develop a system which meets community expectations and growth projections over the next 10 years.

Stormwater drainage upgrade works will be undertaken to correct flooding problems within the limits of available funding and risk in accordance with the service delivery targets. The general order of priorities is to protect public safety, avoid property loss and abate nuisance flooding.

As new projects are brought forward for consideration with the annual budget, they will also have an assessment of these ongoing operational (recurrent) costs presented to Council as part of the overall project cost projections.

**8.4.1 Selection criteria**

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds and are scheduled in future works programmes.

The prioritisation of asset improvement works is undertaken in accordance with the following criteria to ensure alignment with Council’s strategic direction and to deliver maximum and affordable community benefits.

**Table 16 - Asset improvement priority ranking criteria**

Criteria	Scoring method
Conforms to Council Plan	Yes = 2, Partial = 1, No = 0
Priority in drainage strategy	High = 3, Medium = 2, Low = 1
Subject to local flooding	Frequent = 3, Occasional = 2
Improvement to amenity	Significant = 2, Low = 1, No = 0
Improvement to safety	Significant = 2, Low = 1, No = 0
Water harvesting potential	Yes = 1, No = 0
Benefit contribution available	Yes = 1, No = 0

A ranking process is used for assisting in determining the priority of new capital works. This process enables key criteria for each type of asset to be assessed in an objective manner, ranked, and a composite "need" score to be assigned to each project. This enables several projects of the same asset type to be objectively ranked against each other and prioritised.

Council carries out a capital works planning process each year prior to commencing its overall budget process.

Council determines the capital works program for the coming financial year based upon the objective rankings provided from Council's asset management system and Council's own priorities. In the process, a 'rolling' capital works program is developed.

#### 8.4.2 Standards and specifications

As with replacements where new assets are created, they are designed using all relevant design codes and Australian Standards and by using materials to achieve the greatest asset life while trying to minimise maintenance costs.

#### 8.4.3 Summary of Future Upgrade/New Assets Expenditure

Expenditure on new assets in the capital works program is considered for inclusion within the Financial Plan.

While the provision of new and upgraded assets is important in maintaining and enhancing services to the community there must be a clear business justification for the investment in capital improvement projects that is aligned with Council's strategic and service objectives.

Evaluation of proposals for new and upgraded assets is underpinned, and informed, by sound business, investment, and risk assessment practices to maximise public value of infrastructure investment.

Funding of capital improvement projects is only included within the Financial Plan where it is deemed a priority according to Council's capital works evaluation framework.

At present, extensions and improvements to Council's stormwater network are identified according to community feedback, staff knowledge of problem areas and through drainage strategies that are undertaken.

### **8.5 Disposal plan**

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition, or relocation.

It is not envisaged that drains included in this asset management plan will be considered for decommissioning in the foreseeable future. Costs may be incurred associated with the removal or disposal of a decommissioned asset and this may also include any site rehabilitation after the structure has been removed. Where it is impracticable to remove decommissioned pipes, they are to be filled. Obsolete surface pits are to be removed.

When disposal does occur, recognition needs to be made in the Recurrent/Operating budget of the reduction of associated operating or maintenance costs of the decommissioned assets, as well as any removal and site rehabilitation costs.

## 9 RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of Council’s strategic risk and investment policies and the way it will manage risk associated with Council’s transport assets.

### 9.1 Risk management process

Council’s risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with Council’s delivery of services and management of assets.

The objective of the risk management process with regards to Council’s assets is to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that need to be addressed in the short to medium term are identified; and
- Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating and develops a risk treatment plan for non-acceptable risks.

#### 9.1.1 Risk assessment

Network or system risks assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ – requiring prioritised corrective action identified by Council’s asset risk assessment process are summarised in the Table 17.

**Table 17 - Infrastructure risk register**

Risk event	Cause	Risk rating (VH, H)	Risk mitigation plan
Investment and decision making not effective	Lack of accurate asset data, processes, supporting systems, prioritisation methodology and responsibility framework.	High	<ul style="list-style-type: none"> <li>▪ Confirm accuracy of asset data, ensure, network assessment to confirm processes are documented and update responsibility matrix.</li> </ul>
Localised flooding and possible damage/ inconvenience due to flooding.	Capacity issues due to design standards or inadequate maintenance.	Medium	<ul style="list-style-type: none"> <li>▪ Undertaking flood and drainage studies for areas which are subject to flooding.</li> </ul>
Stormwater assets become unfit for intended purpose and no longer meet required standards	Structural damage due to deterioration, age.	High	<ul style="list-style-type: none"> <li>▪ Condition assessment to ensure knowledge of performance</li> </ul>
Pollution of natural waterways	Inadequate instream stormwater treatment	Medium	<ul style="list-style-type: none"> <li>▪ Adequate cleaning of pits and traps (planned maintenance)</li> </ul>



Risk event	Cause	Risk rating (VH, H)	Risk mitigation plan
	features (litter traps, gross pollutant traps, WSUD elements)		
Failure of stormwater pump stations	Failure of pump equipment due to a lack of scheduled inspections and maintenance.	Medium	<ul style="list-style-type: none"> <li>▪ Undertake regular testing, inspections and maintenance</li> </ul>

**9.2 Critical assets**

Critical assets are defined as those which have a high consequence of failure or reduction in service.

It is important to identify critical assets as well as the critical failure modes. This makes it possible to target and refine maintenance plans, capital expenditure plans, and investigative activities at the critical areas.

Criticality has not been applied to Council’s stormwater network, it is recommended that criticality be applied based on risk if necessary. Given that criticality is the consequence of a given risk event (asset failure), the consequences associated with the failure of each asset, criticality will be manually assessed against the consequence table within the Council’s risk management framework where required.

**10 FINANCIAL SUMMARY**

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial forecasts made will be refined as Council improves its understanding of future asset performance and required levels of service.

**10.1 Financial statements and projections**

**10.1.1 Asset valuations**

The value of the assets covered by this asset management plan as recorded in Council’s asset register as at 30 June 2020 are shown below.

<b>Current replacement cost</b>	<b>\$15,869,788</b>
<b>Accumulated depreciation</b>	<b>\$8,302,544</b>
<b>Depreciated replacement cost</b>	<b>\$7,567,244</b>
<b>Annual average asset consumption</b>	<b>\$210,708</b>

Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council’s adopted capitalisation thresholds.

10.1.2 Asset sustainability

Council uses the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Projected funding requirements compared with budget allocations (Financial Plan).

10.1.3 Asset renewal funding ratio

<b>Asset renewal funding ratio</b>	<b>42%</b>
------------------------------------	------------

The asset renewal funding ratio is the most important indicator and shows that over the next ten (10) years we expect to have **42%** of the funds required for the optimal renewal and replacement of assets according to our current Financial Plan and the renewal requirement as determined by the modelling. As previously indicated, Council officers do not believe the renewal forecasts from the model are accurate and they overestimate the amount of renewal expenditure required.

10.1.4 Financial planning

This asset management plan identifies the projected capital renewal expenditures required to provide agreed levels of service over the next ten (10) years.

These projected funding requirements may be compared to the allocations made in the Financial Plan to determine possible funding shortfalls.

The projected renewal expenditure required over the next ten (10) years for Council's stormwater network is **\$819,570** on average per year, this is to completely eliminate the renewal gap at year 5.

Estimated (budget) capital renewal funding is **\$343,150** on average per year giving a 10-year funding shortfall of **\$476,420** per year.

If this gap is left unaddressed, Council may be faced with significant risks relating to:

- continued deterioration of its assets
- poor performing assets
- asset failure
- public health and safety liability
- loss of financial and economic viability
- reputational and political impacts
- ultimately, declining community satisfaction and public confidence

**10.2 Funding strategy**

10.2.1 Full funding of renewal demand

Council should be committed to funding its long term asset renewal liabilities. This also aligns with Council's *Asset Management Policy* objective of focussing on asset renewal before allocating funding to new assets and limiting asset expansion unless justified through sound business cases.

Figure 5 shows the impact of fully funding the renewal demand being driven by Council's stormwater network. In this scenario, there is no asset renewal gap. In year one of the analysis, **30%** of the stormwater network does not meet Council's service standards. Based on this renewal funding profile at year 10 of the forecast period the entire network would meet Council's service objectives with no assets being in a condition above Council's intervention criteria. Under this scenario, Council would be required to spend **\$8.196 million** on stormwater renewal

over the 10 year forecast period. At present, Council is projected to allocate **\$3.43 million** towards stormwater renewal over the next 10 years as identified in its current Financial Plan.

**Figure 5 - Renewal forecast: Full funding of renewal**

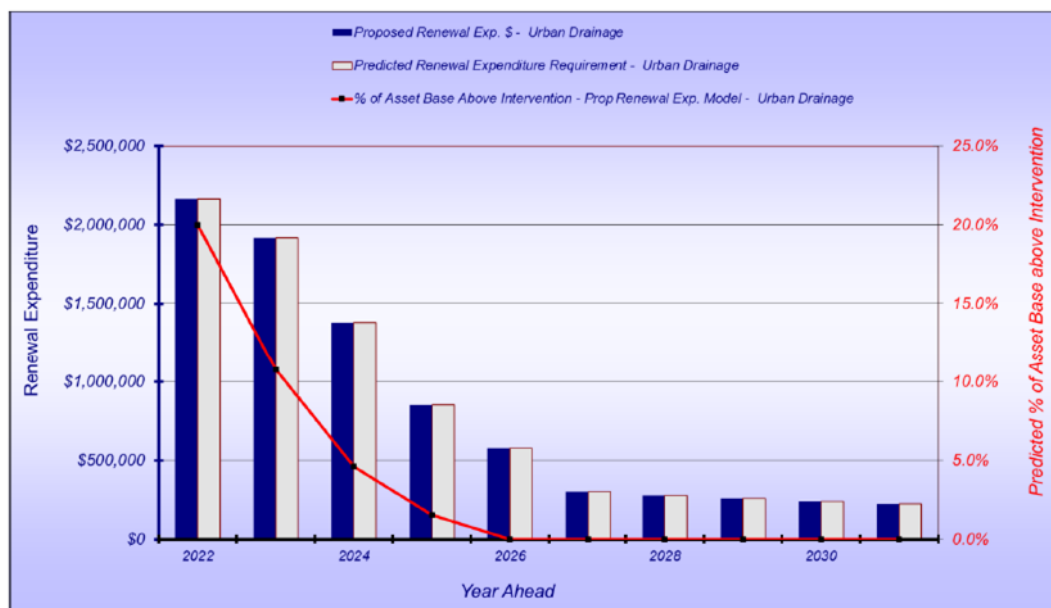


Table 18 shows the proposed funding allocations for Option 1 for the next ten (10) years. Expenditure projections are in 2021/22 real values.

**Table 18 - Projected allocations: Full funding of renewal**

Year	Renewal	Financial Plan
2021/22	\$2,162,505	\$281,500
2022/23	\$1,918,336	\$350,000
2023/24	\$1,382,066	\$350,000
2024/25	\$853,309	\$350,000
2025/26	\$575,082	\$350,000
2026/27	\$302,225	\$350,000
2027/28	\$278,053	\$350,000
2028/29	\$257,675	\$350,000
2029/30	\$240,482	\$350,000
2030/31	\$225,967	\$350,000
<b>Total</b>	<b>\$8,195,701</b>	<b>\$3,431,500</b>

10.2.2 Funding as per the existing Financial Plan

Council officers assessment is that the funding strategy and modelling outlined in 10.2.1 does not accurately represents the true condition and required renewal funding of Council's stormwater assets. The lack of condition inspection data, with condition estimated from the assets age, means there is uncertainty associated with the renewal modelling forecasts.

If a large percentage of Council's stormwater assets had a condition at the intervention level it would be expected that asset failures which result in localised flooding would be widespread.

However, this is not occurring which suggests that the stormwater assets are in better condition than the estimate derived from the assets ages. It is proposed the existing funding in the Financial Plan is maintained while Council officers undertake inspections to investigate the condition of the stormwater network.

Funding as per the existing Financial Plan is the recommended funding plan.

**10.3 Funding sources**

Funding for assets is provided from Council’s annual budget and Financial Plan.

Council’s financial strategy determines how funding will be provided, whereas this asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Council uses several different funding sources to maintain, renew and improve its stormwater. These are:

**Table 19 - Funding sources**

Activity	Funding source
<b>Maintenance and operations</b>	<ul style="list-style-type: none"> <li>▪ Council’s own source funds</li> </ul>
<b>Renewal</b>	<ul style="list-style-type: none"> <li>▪ Council’s own source funds</li> </ul>
<b>Capital improvement (i.e. new, upgrade, and expansion)</b>	<ul style="list-style-type: none"> <li>▪ Council’s own source funds</li> <li>▪ External grant opportunities</li> <li>▪ Special charge schemes</li> <li>▪ Developer contributions and donated assets</li> </ul>

**10.4 Key assumptions made in financial forecasts**

This section details the key assumptions made in presenting the information contained in this asset management plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan are:

- forecasted on present day dollars
- staffing needs are resourced adequately
- no significant changes in legislation
- average growth in asset base of 2% per annum over the period of this asset management plan
- increases in maintenance and operational budgets are consistent with the Financial Plan
- condition data is based on useful lived, rather than a visual assessment

**10.5 Forecast reliability and confidence**

The expenditure and valuations projections in this asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five (5) level scale in accordance with Table 20.

Table 20 - Data confidence grading system

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E - Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this asset management plan is **C – Uncertain** at this stage. The implementation of the improvement actions identified will result in increased levels of confidence in future revisions of this asset management plan.

## 11 PLANNED IMPROVEMENT AND MONITORING

### 11.1 Status of asset management practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

Table 21 - Overview of corporate systems

Module	System
Customer Request Management	<ul style="list-style-type: none"> <li>▪ Merit</li> </ul>
Financial/Accounting	<ul style="list-style-type: none"> <li>▪ Attache</li> <li>▪ Magiq</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>▪ LCM</li> </ul>
Mapping (GIS)	<ul style="list-style-type: none"> <li>▪ QGIS</li> <li>▪ Pozi</li> </ul>
Asset Register	<ul style="list-style-type: none"> <li>▪ Moloney Asset Management System</li> </ul>
Strategic Asset Management	<ul style="list-style-type: none"> <li>▪ Moloney Asset Management System</li> </ul>
Mobile Solutions	<ul style="list-style-type: none"> <li>▪ Reflect</li> </ul>
Works Management	<ul style="list-style-type: none"> <li>▪ Reflect</li> </ul>

The asset management system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

**11.2 Improvement plan**

The asset management improvement plan generated from this asset management plan is shown in Table 22.

**Table 22 - Improvement plan**

Task	Responsible Person	Resource Type	Timeline
Council should undertake proactive CCTV inspection of underground stormwater pipes which, according to present condition data, are near the end of their useful life. Useful lives should be reviewed and updated according to the outcomes of these investigations.	Asset Management Coordinator	Internal	As resources permit
Develop community levels of service. Community service levels should then be translated into technical levels of service which should be incorporated into future revisions of this asset management plan.	Manager Assets & Infrastructure	Internal	As resources permit
Review renewal modelling after CCTV inspections have been undertaken	Manager Assets & Infrastructure	Internal	As resources permit
Undertake hydraulic modelling of the stormwater network and map areas of where capacity issues exist. Medium and long-term climate risk projections should be incorporated to determine total drainage capacity required.	Manager Assets & Infrastructure	Internal	As resources permit
Implement a criticality framework to identify and record critical stormwater drainage assets. This should involve seeking input from operational teams and other staff with working knowledge of the performance of the drainage network.	Manager Assets & Infrastructure	Internal	As resources permit

It will be necessary to determine the priority of the actions in this improvement plan, allocate a responsible officer and identify resource needs. This is to ensure that the implementation of these improvement actions align with Council’s overall asset program. This prioritisation and allocation of resources should be consistent with Council’s Asset Management Strategy and overall asset management framework.

**11.3 Monitoring and review procedures**

The asset management plan will have a life of **four years** and will be completely reviewed and updated in order to inform the development of the Community Plan, Council Plan, and the Financial Plan. This asset management plan will be reviewed and update in accordance with Council’s deliberative engagement practices as set out in its *Community Engagement Policy*.

**11.4 Performance measures**

Performance measures will be developed to ensure that work practices and the asset management plan are reflective of each other.

The performance of the asset management plan shall be monitored against the following criteria in accordance with the process detailed below.

- renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation.
- scheduled condition surveys – to confirm that they were undertaken as required.
- maintenance of asset information systems - to ensure that stored data is current and accurate.
- external factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

**12 APPENDICES****12.1 Appendix A – Recreational, leisure and community facilities risk assessments**

No	Risk	Likelihood	Consequence	Risk severity
1	Investment and decision making not effective	Likely	Moderate	High
2	Localised flooding and possible damage/ inconvenience due to flooding.	Possible	Minor	Medium
3	Stormwater assets become unfit for intended purpose and no longer meet required standards	Possible	Major	High
4	Pollution of natural waterways	Possible	Moderate	Medium
5	Failure of stormwater pump stations	Possible	Minor	Medium



**10.6 VIDEO LIVESTREAMING OF COUNCIL MEETINGS**

**File Number:** FOL/19/45618  
**Author:** Christine Coombes, A/Manager Executive and Commercial Services  
**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer  
**Attachments:** 1. Minutes Extract - July 2021 Video Livestreaming of Council meetings  
2. Minister's Good Practice Guideline MCPG-1: Virtual Meetings

**RECOMMENDATION**

That Council resolve to continue the Council meeting when:

- video livestreaming technical difficulties occur,
- and, or due to the unavailability of staff.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

At the 27 July 2021 Council Meeting Councillors agreed to video live stream Council Meetings, extract attached.

At the 25 January 2022 Council Meeting, Councillors resolved that Council resume standing orders with no video livestreaming. This resolution was passed because the video livestream experienced technical difficulties, however the Council Chamber was open to the public for in-person attendance.

At the 8 February 2022 Council Forum, Councillors discussed the issue of meetings being interrupted by technical difficulties during video livestreaming and the legislative changes proposed by the State Government which will impact the long term future of video livestreaming.

**BACKGROUND**

Audio livestreaming of Loddon Shire Council meetings commenced in May 2020 to allow the public to hear proceedings due to COVID restrictions, which prevented public access.

Video livestreaming of meetings commenced in August 2021.

**ISSUES/DISCUSSION**

At the January 2022 Council meeting, the video livestreaming was subjected to technical difficulties which initially caused the meeting to be suspended. Councillors resolved to continue with meeting business once a period of 15 minutes had elapsed given in-person attendance at the Chamber was available to the public.

Councillors discussed the requirement to review the July 2021 resolution to provide scope of when technical difficulties occur, to allow Council business to continue to be discussed.

Loddon Shire Council Chambers are open to the public for in person attendance, this provides the opportunity for public witness of Council business.

**COST/BENEFITS**

The cost of video livestreaming is significant due to the staffing resources required to manage this process. Loddon Shire Council most efficiently manages this utilising in-house resources. Other

Councils outsource this work to a contactor. It is not proposed in this report that video livestreaming would not continue, however in the event of technical difficulties, this would allow Council to transact business on behalf of the community without interruption.

**RISK ANALYSIS**

1. The legislative environment supporting video livestreaming is evolving. For example the COVID-19 Omnibus (Emergency Measures) and Other Acts or amendments which introduced mechanisms into the Local Government Act 2020 to allow for virtual meetings. Details are included in the Minister's Good Practice Guideline, as attached.
2. If the requirement to video livestream is not changed and a technical difficulty occurs, there is a risk that Council would need to adjourn the meeting until a later date and would not be able to transact Council business in a timely manner;
3. Technical difficulties have the potential to impact on community awareness of key issues;
4. Technical difficulties interrupting livestreaming could impact on Council's reputation for transparency and professionalism;
5. The cost of video livestreaming has not currently been quantified, a more detailed review will be necessary to understand current costs and the cost to improve this service if it is to continue in the long term.

**CONSULTATION AND ENGAGEMENT**

Councillors discussed this matter at the February Council Forum.

**ORDINARY COUNCIL MEETING AGENDA**

27 JULY 2021

**12.1 VIDEO LIVESTREAMING OF COUNCIL MEETINGS****File Number:** FOL/21/28**Attachments:** Nil**MOTION**

That Council video stream all Ordinary Council Meetings beginning with the August meeting due to be held on 24 August 2021

**RATIONALE**

Currently Loddon Shire stream our Ordinary Council Meetings but only by audio. Most other Councils video stream the meetings. Our seven adjoining council areas of Buloke, Central Goldfields, Gannawarra, Campaspe, Bendigo, Mount Alexander and Northern Grampians all use video for live streaming.

I note that in the 2020 Community Satisfaction Survey, while the overall satisfaction score for Consultation and Engagement was higher than the Statewide result, Inglewood and Tarnagulla residents gave the lowest score for Consultation and Engagement.

As the Tarnagulla Ward Councillor responding to what my community is telling me, I see video streaming as an easy step to improve communication and bring us in line with what is standard practice for most Local Government Areas.

I move that Loddon Shire Council video stream all Ordinary Council Meetings beginning with the August meeting due to be held on 24 August 2021.

I, Cr Linda Jungwirth, commend this Notice of Motion to Council.



The Hon Shaun Leane MP

Minister for Local Government  
Minister for Suburban Development  
Minister for Veterans

121 Exhibition Street  
Melbourne, Victoria 3000 Australia  
Telephone: +61 3 8392 2240  
DX 210074

## Minister's Good Practice Guideline MGPG-1: Virtual Meetings

### Purpose

The Victorian Government's *COVID-19 Omnibus (Emergency Measures) Act 2020* introduced mechanisms into the *Local Government Act 2020* (the Act) to allow for virtual council meetings so that councils can continue to make decisions during the coronavirus pandemic.

These measures were in force from 1 May 2020 and extended until 26 April 2021 by the *COVID-19 Omnibus (Emergency Measures) and Other Acts Amendment Act 2020*. Under the *Justice Legislation Amendment (System Enhancements and Other Matters) Act 2021* they have been further extended until 26 April 2022.

This extension will enable councils to continue to represent their communities and make critical decisions about the future.

This good practice guideline has been re-issued to support councils to continue to conduct council meetings virtually under Part 12 of the Act. Compliance by a council with a relevant good practice guideline can be used as evidence that the council has complied with the corresponding requirement under the Act.

This re-issued guideline takes effect from 26 April 2021 until 26 April 2022.

### Responsibilities of councillors and council staff

Councillors and council staff must continue to comply with the Councillors Code of Conduct, the Local Government Acts 1989 and 2020, local laws and other Acts and policies as prescribed.

### Requirements for conducting virtual council meetings

*Requirement 1: Ordinary business of council can continue by electronic means of communication*

Section 394 of the Act allows councillors and members of delegated committees, special committees and governing bodies of regional libraries to participate in meetings remotely by electronic means of communication. The intention is to ensure the ordinary business of council can continue through the use of electronic communication.

A member's attendance can only be recorded as present where the member can confirm that they meet all three of the following:

- They can hear proceedings;

Issued on 12 April 2021



- They can see other members in attendance and can be seen by other members;
- They can be heard (to speak).

Councils are encouraged to consider and adopt specific rules that provide guidance to the Chair when the three conditions cannot be met but a quorum is present.

A quorum of council members is breached where a member forming a quorum cannot meet the above requirements.

Disclosure of conflicts of interest and rules relating to conflicts of interest remain. Councils must ensure members can be removed from proceedings where required.

*Requirement 2: All virtual meetings of councils where public access is required under the Act must be made publicly available*

Where councils take up the option to conduct virtual meetings, all council meetings and joint meetings of councils must be streamed live through the council's website.

Delegated committees and special committees can elect to either stream their virtual meetings live or make a recording available on the council's website following the meeting.

Confidential council meetings or confidential/closed sections of council meetings are not required to be streamed live and will not need to be electronically recorded.

Where a council experiences technical difficulties in broadcasting a meeting, the meeting must be adjourned until the issue is resolved, or must be postponed to another time and date in accordance with council's meeting procedures, local laws or governance rules.

It may be prudent for the Chair to indicate at the commencement of a meeting that, if technical problems are encountered by the council, the meeting will be adjourned until resolution or postponed.

Councils are not responsible for any data usage charges or technical difficulties a member of the public may experience in accessing the livestream or recordings of meetings.

Meeting type	Live streamed	Recording to internet
<b>Council meeting</b>	Required for open meetings	Optional
<b>A joint meeting of Councils</b>	Required for open meetings	Optional
<b>A meeting of a delegated committee or joint delegated committee</b>	Required for open meetings if not recorded to internet	Required for open meetings if not live streamed
<b>A meeting of a governing body of a regional library</b>	Not applicable	Not applicable

Meeting type	Live streamed	Recording to internet
A meeting of a special committee	Required for open meetings if not recorded to internet	Required for open meetings if not live streamed

*Requirement 3: Representation at council meetings by members of the public*

Councils are encouraged to make arrangements for members of the public who wish to appear before council to do so through virtual means or other alternatives, including allowing written statements to be read out at the virtual council meeting or posted before the meeting.

From 1 May 2020 to 26 April 2022 (the prescribed period) Councils do not need to provide access for members of the public to physically attend meetings. Providing public access to livestreamed events satisfies the public attendance test during the prescribed period.

*Requirement 4: Confidentiality*

Councils must ensure that confidential items are dealt with in an electronically secure environment. Councillors must be able to demonstrate to the Chair’s satisfaction that the location from which they are participating is secure enough to ensure deliberations remain confidential.

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*I have issued this guideline pursuant to section 87 of the Local Government Act 2020 (Vic).*  
 The Hon Shaun Leane MP



**The Hon Shaun Leane MP**  
**Minister for Local Government**



**11 INFORMATION REPORTS****11.1 PUBLIC HEALTH QUARTERLY ACTIVITY REPORT**

**File Number:** 12/02/001  
**Author:** Teresa Arnup, Senior Public Health Officer  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Public Health Quarterly Activity Report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2021-22 financial year, summarising public health activities within the Development and Compliance Department for the months from October 2021 to December 2021.

**BACKGROUND**

Loddon Shire Council is responsible for the administration and enforcement of a number of Acts including the:

- Food Act 1984
- Public Health and Wellbeing Act 2008
- Residential Tenancies Act 1997
- Environment Protection Act 1970
- Tobacco Act 1987.

Council's Senior Public Health Officer has regular contact with business operators, community groups, homeowners and developers whilst administering the above Acts. Activities undertaken by the staff include inspection of registered premises, the taking of food and water samples, the issuing of septic tank permits and complaint investigations.

**ISSUES/DISCUSSION**Pandemic Response

Council's Senior Public Health Officer is currently on secondment into the role of Pandemic Coordinator. The Pandemic Coordinator role is a requirement of Council's Municipal Pandemic Plan which was activated in March 2020 due to the declaration of the Coronavirus Pandemic.

Considerable time has been devoted to both roles including community messaging, visiting businesses impacted by the restrictions, management of funding applications, provision of advice to community groups and attendance at briefings. There has been a significant number of enquiries regarding the restrictions and the impacts that they have on community gatherings, community facilities and businesses, and this increases each time changes to the restrictions are announced. This has affected the normal functions significantly of Council's Public Health staff.

When available an additional staff member has been supporting the public health activities in order to address urgent public health duties such as enquiries, complaints and applications.

Registered Premises

Council undertakes annual inspections of premises that are registered under the Food Act, Public Health and Wellbeing Act and Residential Tenancies Act. Inspections are also undertaken of public swimming pools and of properties that are required to meet the requirements of the Tobacco Act. Table 1 provides a summary of the inspections undertaken during the reporting period.

Table 1: Registered premises inspections

1 October 2021 to 31 December 2021		
Governing Legislation	Inspection Outcome	Number of inspections
Food Premises	Compliant*	32
	Major Non Compliance	2
Health Premises	Compliant*	4
Swimming Pools	Satisfactory	3
	Unsatisfactory	6
Residential Tenancies	Compliant*	3
<b>Total number of inspections for reporting period</b>		<b>50</b>

\* Compliant includes sites that were fully compliant and some sites that required minor actions to become compliant

Council officers are working with the non-compliant premises to address the issues that were identified.

Tobacco Act

Council is funded to undertake a set number of tobacco inspections throughout the year. Most of the inspections are carried out in conjunction with Food Act inspections; however, a number of them are non-smoking public outdoor venues such as kindergartens, schools, playgrounds and sporting reserves. Table 2 summaries the Tobacco Act activities undertaken during the reporting period.

Table 2: Tobacco Act inspections

1 October 2021 to 31 December 2021	
Inspection Type	Number
Tobacco Retailer (including vending machine)	6
Tobacco – Indoor Dining and drinking area	7
Tobacco – Outdoor Dining and drinking area	3
Public Outdoor Venues	5
<b>Total number of inspections</b>	<b>21</b>

Septic Systems

Table 4 summarises septic system permit applications processed during the reporting period.

Table 4: Septic system permits

1 October 2021 to 31 December 2021	
Permit Type	Number
Installation or alteration	6
Certificate to use	3
<b>Total number of Permits</b>	<b>9</b>

The average processing time for permits to install or alter is twelve days.



Table 5 summarises the activities associated with management of septic tank applications and installed systems.

*Table 5: Septic system activity*

1 October 2021 to 31 December 2021	
Activity / Inspection Type	Number
Application Inspection	5
Installation Inspection	2
Final Inspection	1
Requested	1
Complaint Inspection	2
<b>Total number of inspections</b>	<b>11</b>

### **Sampling Program**

The number of food samples that are to be taken by Council is set annually in the government gazette. The program focuses on the microbiological quality of the food items that are being sampled to ensure that safe food handling practices are being implemented within food premises. The general focus is on sampling locally made and sold food products. This approach to the program also assists local businesses in verifying the content on the food label of their products. Food labelling is quite complex and small home businesses benefit by having their labels checked by the analysis.

During this sampling program Council participated in the state wide free from survey that was organised by the Victorian Food Safety Unit, the survey focused on packaged products and products were sampled for compliance with their own free from statements. As an example products that made a gluten free claim were tested for gluten.

At the commencement of the swimming season all public pools are assessed for water quality, with water samples taken from each pool. Council maintains five public swimming pools and one pool at a caravan park. There are a varying number of pools at each site with each pool being sampled individually.

Table 6 summaries the sampling program activities undertaken during the reporting period.

*Table 6: Sampling program summary*

1 October to 31 December 2021				
Sample Type	Number	Testing	Outcome	
Food	24	Microbiological	Satisfactory*	16
			Unsatisfactory	
		Labelling	Satisfactory	4
			Unsatisfactory	9
		Allergen	Not Detected	8
Detected				
Swimming Pool	3	Microbiological	Complies	3
			Does not comply	
<b>Total number of Samples</b>	<b>27</b>			

\*satisfactory microbiological results include samples that were marginal

In general all unsatisfactory samples were followed up with the businesses that produced and/or sold the product including the swimming pools to ensure remedial actions are taken.

### Public Health Complaints

Council is responsible for the investigation of nuisance complaints under the Public Health and Wellbeing Act. Complaints of nuisance can be complex and time consuming. Table 6 summaries the complaints during the reporting period.

*Table 6: Public health complaints*

<b>1 October to 31 December 2021</b>				
<b>Nature of complaint</b>	<b>Number carried over from previous reporting period</b>	<b>Number received</b>	<b>Number resolved</b>	<b>Number currently pursuing resolution</b>
<b>Food Premises</b>	0	3	3	0
<b>Wastewater</b>	2	2	3	1
<b>Other</b>	0	3	3	0
<b>Total</b>	<b>2</b>	<b>8</b>	<b>9</b>	<b>1</b>

### **COST/BENEFITS**

The actual expenditure for the second quarter of the 2021-2022 financial year of the public health unit activities contained within this report is \$87,136.

Administration of the Acts that the Public Health Officer has responsibility for includes significant fieldwork, with staff regularly in the field engaging with business operators, developers, residents and ratepayers. This investment increases significantly when compliance issues are identified within registered premises and when complaints are received.

The benefits that stem from this investment include:

- improved public health and safety within registered premises
- improved local amenity
- full implementation by Council of our responsibilities under the various Acts and regulations.

### **RISK ANALYSIS**

Failure of Council to adequately administer and enforce the provisions of the applicable legislation would pose the following possible risks:

- the spread of infectious diseases through the community including food poisoning
- a barrier to the new developments and economic growth within Council
- Council's reputation as a regulatory authority
- contamination of the local environment
- failure to meet obligations set within the relevant legislation.

### **CONSULTATION AND ENGAGEMENT**

The Public Health Officer regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts which can range from annual assessments/inspections to the provision of advice for the processing of septic tank permits. Any business operator, developer, residents or ratepayer that is subject to enforcement action is regularly consulted with during the enforcement process.

**11.2 LOCAL LAWS AND PLANNING COMPLIANCE QUARTERLY ACTIVITY REPORT**

**File Number:** FOL/19/115192  
**Author:** David Price, Local Laws \ Planning Compliance Officer  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Local Laws and Planning Compliance Quarterly Activity report.

**CONFLICT OF INTEREST**

There is no conflict of interest for any council staff writing the report, or involved in the subject matter of the report.

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2021-2022 financial year, summarising the local law and planning compliance and enforcement actions taken within the Development and Compliance Department. It provides Council with a high level summary for the purpose of monitoring performance within this area.

**BACKGROUND**

Council is responsible for a range of advisory, compliance and enforcement services to the community and maintains powers under various legislation and Council local laws to enable effective animal management, planning enforcement, local law compliance and fire prevention for community and township amenity.

A number of organisational policies and procedures have been developed, outlining the methodology and circumstances under which Council officers will undertake compliance action. Key areas of focus in respect to compliance action include:

- management of local laws, particularly with respect to unsightly properties
- effective animal management
- control of roadside activities, occupation and utilisation
- investigation of planning scheme breaches and enforcing planning permit conditions
- intervention in public nuisance issues.

**ISSUES/DISCUSSION**Administrative and fire prevention

Table 1 provides a summary of administrative actions undertaken.

Table 1: Administrative activities

Quarter 2 (1 October 2021 – 31 December 2021)			
Activity	After hours call outs (*)	Littering or illegal rubbish dumping	Local law permits issued
No. actions	3	1	8

(\*) Council provides a 24 hour emergency call out service in respect to animal management or local law compliance and enforcement

Unightly properties

A summary of activity statistics and locations that are the subject of compliance with local laws relating to unsightly properties is provided in Table 2. Identified unsightly properties are assessed and prioritised for compliance action.

*Table 2: Summary of unsightly properties activities*

Quarter 2 (1 October 2021 – 31 December 2021)																
Town/Locality	Eddington	Rheola	Newbridge	Tarnagulla	Inglewood	Bridgewater	Wedderburn	Korong Vale	Borong	Boort	Pyramid Hill	Mitiamo	Dingee	Serpentine	Rural/Other	Total
<b>No. identified from previous report period</b>	1	0	2	1	11	0	23	2	3	2	2	2	0	0	0	<b>49</b>
<b>No. resolved during quarter</b>	0	0	3	1	2	0	8	0	1	2	2	1	0	0	0	<b>20</b>
<b>New action commenced</b>	0	0	2	1	1	0	2	0	0	2	2	0	0	0	1	<b>11</b>
<b>No. currently pursuing</b>	1	0	1	1	10	0	17	2	2	2	2	1	0	0	1	<b>40</b>
Progress Activities																
<b>Site meeting / discussion held</b>	1	0	2	1	11	0	16	2	2	2	4	2	0	0	0	<b>43</b>
<b>Letter to comply issued</b>	0	0	2	1	1	0	2	2	2	2	2	1	0	0	1	<b>16</b>
<b>Occupier has commenced clean-up work</b>	1	0	2	1	8	0	17	2	2	2	2	1	0	0	0	<b>38</b>
<b>Notice to comply issued</b>	0	0	0	1	1	0	2	0	1	1	2	0	0	0	1	<b>9</b>
<b>Contractor engaged for clean-up work</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>

Achieving resolution of unsightly property issues can be difficult, with many property owners committing to attend to the issue and in some cases starting the process of cleaning up only to relapse. This requires an approach of escalation of interventions until compliance is reached. Many of these issues involve longstanding patterns of behaviour that will require continual intervention and time to establish significant change in individual's behaviour in order for lasting compliance to be reached.

Animal management

Table 3 provides a high level summary of animal management activities.

Table 3: Summary of animal management activities

Quarter 2 (1 October 2021 – 31 December 2021)						
Activity	Wandering livestock	Trespassing livestock	Dog attack	Domestic animal at large	Distribution of cat traps	General complaints / other
<b>No. of actions</b>	10	6	3	9	12	25

Table 4 summarises animal management activities that resulted in impoundments, encompassing both domestic animals and livestock.

Table 4: Impoundment activities

Quarter 2 (1 October 2021 – 31 December 2021)				
Animal type	Impoundments	Returned to owners	Animals rehoused	Animals disposed
Livestock	4	0	0	0
Dogs	10	4	2	4*
Cats	28	2	26 <sup>^</sup>	0
Feral Animals	3	0	0	3
<b>Total</b>	<b>45</b>	<b>6</b>	<b>28</b>	<b>7</b>

(\*) dog attacks

(<sup>^</sup>) 21 cats were rehoused following a specific trapping program of stray/unowned cats in the Inglewood township

### Planning Compliance and Enforcement

Table 5 provides a summary of planning compliance and enforcement activities undertaken.

Table 5: Planning compliance and enforcement activities

Quarter 2 (1 October 2021 – 31 December 2021)					
Type	No. identified from previous report period	New action commenced	PIN's issued	No. resolved during this quarter	No. currently pursuing resolution
Land use in contravention of planning scheme without a permit	3	2	0	3	2
Native vegetation removal without a permit	7	2	0	6	3
Breach of planning permit	2	1	0	1	2
Dog breeding / animal keeping	2	3	0	1	4
Land used as a store without planning permit	1	0	0	0	1
Occupation of a site without a planning permit	3	1	0	0	4
<b>Total</b>	<b>18</b>	<b>9</b>	<b>0</b>	<b>11</b>	<b>16</b>

Throughout all of the above compliance activities tabled, the Development and Compliance Department aims to work proactively with property and animal owners to achieve a positive outcome within the legislative framework set by the State Government and Council Local Laws.

### **COST/BENEFITS**

The expenditure for the second quarter of 2021-2022 financial year for the local laws and compliance activities contained within this report is \$88,069. As the identified properties are escalated through the compliance process, costs associated with legal proceedings may also be incurred by Council.

The resulting cost to Council can be significant in terms of officer(s) time; particularly undertaking various site inspections across Loddon Shire. Direct monetary costs can be significant should a matter progress to the Victorian Civil and Administrative Tribunal (VCAT) or the Magistrates Court. Therefore, it is of benefit to Council and the community that the Development and Compliance Department work through these matters in a timely and respectful manner to reach an appropriate outcome wherever possible.

Benefits derived from investing in local law and planning compliance activities include:

- improving and maintaining township amenity
- ensuring that appropriate development occurs
- maintaining and improving public safety
- encouraging good domestic animal and livestock management
- reduced bushfire risks.

### **RISK ANALYSIS**

Failure of Council to adequately manage the provisions associated with the Loddon Planning Scheme, Planning and Environment Act 1987 or other applicable legislation including the Domestic Animals Act 1994, Impounding of Livestock Act 1994, Country Fire Authority Act 1958 or Council Local Laws is considered to pose the following risks:

- barrier to development and associated economic growth within Loddon Shire
- inappropriate development
- Council's reputation as a regulatory authority
- public safety that endangers life and property
- adverse amenity of our townships
- increased bushfire hazards.

### **CONSULTATION AND ENGAGEMENT**

Land and animal owners subject to compliance and enforcement actions under the abovementioned legislation and local laws are consulted with at each stage of the process.

<b>11.3</b>	<b>QUARTERLY ROAD MANAGEMENT PLAN DEFECT RECTIFICATION COMPLIANCE REPORT</b>
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**File Number:** 14/01/022  
**Author:** Daniel Lloyd, Manager Works  
**Authoriser:** Steven Phillips, Director Operations  
**Attachments:** Nil

### RECOMMENDATION

That Council receive and note the Road Management Plan Defect Rectification Compliance Report.

### CONFLICT OF INTEREST

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

### PREVIOUS COUNCIL DISCUSSION

This is the first report for the 2021 - 2022 financial year, summarising road network defect rectification compliance against requirements specified within the Loddon Shire Road Management Plan (RMP).

### BACKGROUND

This report is produced quarterly and provides statistical data with respect to the Organisation's performance in managing the road network. Performance is measured through a comparison of actual defect rectification timeframes against requirements specified in the RMP.

### ISSUES/DISCUSSION

Table 1 below provides a summary of the compliance against the schedule of road and street inspection regimes as set in the RMP.

*Table 1: Inspection summary report*

Quarter 2 (01/10/2021 – 31/12/2021)						
Work Group	Number of scheduled inspections	Number completed by due date	Number completed after due date	Number not completed	Compliance	Number of Defects Raised
Loddon Plains	124	124	0	0	100.0%	232
Loddon Goldfields	133	132	1	0	99.2%	335
<b>Total</b>	<b>257</b>	<b>256</b>	<b>1</b>	<b>0</b>	<b>99.6%</b>	<b>567</b>

During the second quarter of 2021 – 2022 financial year, 99.6% of the programmed inspections were completed according to the schedule.

Table 2 below provides a summary of compliance of actual response times for rectification works of defects as detailed in the defect intervention levels and response timetables of the RMP.

*Table 2: Defect rectification summary report*

Quarter 2 (01/10/2021 – 31/12/2021)								
Work Group	Number of Defects				Compliant with RMP			
	Ad hoc	Requests	Defects from inspections	Total	Yes	No	Not complete	%
Loddon Goldfields	0	23	291	314	303	11	0	96.5%
Loddon Plains	1	20	383	404	404	0	0	100.0%
Shire Wide	0	9	360	369	369	0	0	100.0%
Townscape Services	13	2	18	33	33	0	0	100.0%
<b>Total</b>	<b>14</b>	<b>54</b>	<b>1052</b>	<b>1120</b>	<b>1109</b>	<b>11</b>	<b>0</b>	<b>99.1%</b>

Table 2 comprises a summary of defects that have been identified through programed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as ad hoc work actions. During the second quarter of 2021 – 2022 financial year, 99.1% of all date imposed defects were completed before their due date. This is 0.9% below the target of 100% set in the RMP. All defects have now been completed.

Table 3 provides a summary of performance against the unsealed road maintenance grading program, defects as identified through programed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as ad hoc work actions. The maintenance grading program identifies each road segment by its road hierarchy and grading frequency as detailed in the RMP.

*Table 3: Maintenance grading program*

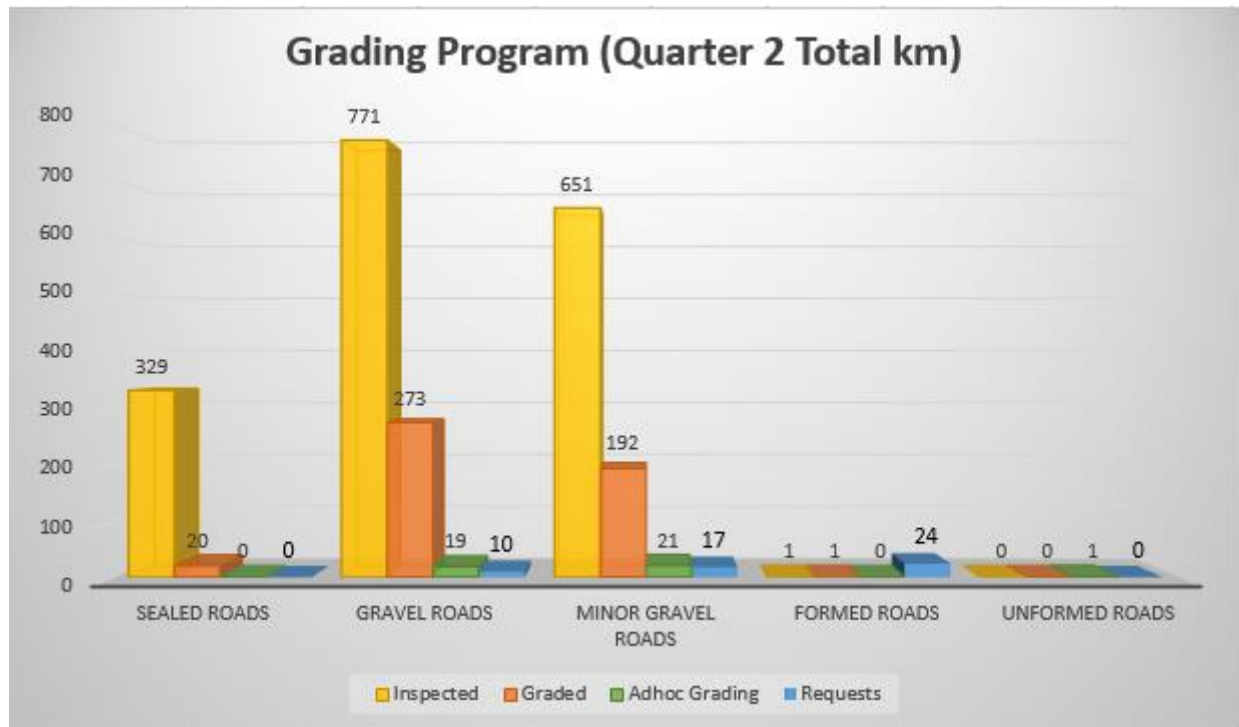
Quarter 2 (01/10/2021 – 31/12/2021)											
Work Group	Number of Grading Work Actions					Compliant with scheduled timeframes				KM Graded	KM Inspected
	Roads Graded	Defects	Requests	Ad hoc	Total	Yes	No	Not completed	%		
Loddon Goldfields	94	1	15	0	110	110	0	0	100.0%	158.6	847
Loddon Plains	155	5	19	0	179	179	0	0	100.0%	417.9	905
Shire Wide	2	0	1	0	3	3	0	0	100.0%	.6	0
<b>Total</b>	<b>251</b>	<b>6</b>	<b>35</b>	<b>0</b>	<b>292</b>	<b>292</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>577</b>	<b>1752</b>

The data in Table 3 indicates that 292 grading work actions were completed in the second quarter of 2021 – 2022 financial year. There is no set level of compliance for the maintenance grading program in the RMP.

A graph has been provided in Chart 1 indicating a breakdown of the grading work actions, by road hierarchy and kilometres. The sealed roads section relates to shoulder grading work actions on the Sealed Road network. The gravel road section includes all grading work actions on Gravel Collector and Gravel Access roads. The Gravel Minor and the Formed Road sections relate directly to Council's road hierarchy and show all grading work action on roads within that hierarchy.



Chart 1: Maintenance Grading Program



**COST/BENEFITS**

The year to date actual expenditure to the end of second quarter of 2021 – 2022 financial year of the Local Road Maintenance Program is \$3,178,092. The expenditure for the second quarter was \$1,330,404

The benefits to the community in complying with the RMP are that it ensures a safe road network.

**RISK ANALYSIS**

Repairing 100% of all date imposed defects before their due date limits Council’s liability for any claims for damage made against Council.

**CONSULTATION AND ENGAGEMENT**

No internal or external consultation is required in the formation of this report.

**11.4 STRATEGIC PLANNING QUARTERLY ACTIVITY REPORT**

**File Number:** 13/01/002  
**Author:** Carolyn Stephenson, Statutory / Strategic Planner  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Strategic Planning Quarterly Activity report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2021-2022 financial year summarising the strategic planning activities undertaken within the Development and Compliance Department.

**BACKGROUND**

Council undertakes strategic land use planning projects to ensure that its planning scheme is robust, relevant and is consistent with the Council Plan.

This report provides an overview of the current activities of the Strategic Planner. The Strategic Planner's time is divided between statutory planning (10 hours per week) and strategic planning (8 hours per week) activities. It is the strategic planning activities that are the subject of this report.

**ISSUES/DISCUSSION**

The ability to undertake strategic planning projects has been inhibited during the past year while recruitment for a Statutory Planning Coordinator has been undertaken. Limited time has been available for strategic projects due to the need for staff to focus on statutory planning applications. Staff members prioritise the processing of permit applications over other activities. Council has been successful in recruiting a Statutory Planning Coordinator. This will enable a number of strategic projects to be re-commenced during 2022.

Current Strategic Planning Projects

Table 1 provides a summary of current strategic planning projects and the activities undertaken as part of these projects during the second quarter of the 2021-2022 financial year.

*Table 1: Current Strategic Planning Projects*

<b>Current Strategic Planning Projects Quarter 2 (1 October 2021 – 31 December 2021)</b>			
<b>Project</b>	<b>Tasks undertaken during the quarter</b>	<b>Future tasks</b>	<b>Estimated project completion</b>
Investigate development of Stage 2 of Ridge Street residential development.	A draft report has been completed.	Review of the draft report before presentation to Council.	April 2022

<b>Current Strategic Planning Projects Quarter 2 (1 October 2021 – 31 December 2021)</b>			
<b>Project</b>	<b>Tasks undertaken during the quarter</b>	<b>Future tasks</b>	<b>Estimated project completion</b>
Heritage loan policy	Preparation of a draft that provides conditions and criteria for applications is continuing.	Policy committee review and Council adoption.	April 2022
Undertake detailed investigation of identified residential growth opportunities in the priority towns to determine yield and estimated development cost.	A contract brief has been prepared.	Seek tenders for the project.	June 2022
Industrial Land Strategy. A recommendation of the Settlement Strategy was to undertake an Industrial Land Strategy to ensure a suitable supply of industrial land as employment is key to population growth.	Quotations for this project have been sought, with three strategic planning firms all declining the project due to current workloads. We will continue to reach out to appropriate consultancy firms with experience in this area.	Engage suitable consultant	A completion date can be set once a consultant has been engaged.
Planning Scheme Review	A draft review report (which provides an assessment of the scheme's performance and currency and identifies the areas for review) was completed in 2020. The first step in the revision of the Loddon Planning Scheme was the redraft of the planning policy framework, which was completed in mid 2021.	Circulation to policy review committee. Presentation and adoption of report by Council. Submission of report to Minister for Planning. Implement the changes.	December 2022
Planning Scheme Amendment – Bridgewater and Dunolly Flood controls	Council is partnering with North Central Catchment Management Authority (NCCMA) for this project. Council and NCCMA are currently considering options for completion of this work, including updating flood controls across the entire municipality.	Exhibition of the planning scheme amendment.	December 2022

**COST/BENEFITS**

The expenditure for the second quarter of the 2021-2022 financial year for the strategic planning activities contained within this report is \$3,087.

Benefits derived from investing in strategic planning managed by the Development and Compliance Department include:

- clearly defined directions for land use and development that are underpinned by research and supported by the community
- a relevant and effective planning scheme that provides for economic development, population growth, attractive townships and protection of heritage and the environment.

**RISK ANALYSIS**

Failure of Council to undertake strategic planning includes:

- outdated planning controls that do not respond to current issues and opportunities
- inappropriate development that compromises the amenity of towns and undermines economic development opportunities
- loss of opportunities for population and residential growth.

**CONSULTATION AND ENGAGEMENT**

The strategic planning staff member consults with a number of stakeholders on a regular basis including:

- community members and organisations
- government agencies including Department of Environment Land Water & Planning, Department of Economic Development Jobs Transport & Resources, North Central Catchment Management Authority
- other Loddon Shire Council departments
- other municipalities.

**11.5 QUARTERLY REPORT: ANNUAL INFRASTRUCTURE PROGRAM 2021-2022 AND OTHER PROJECTS****File Number:** 14.01.001**Author:** Adam Cooper, Project Management Coordinator**Authoriser:** David Southcombe, Manager Assets and Infrastructure**Attachments:** 1. **Annual Infrastructure Program 2021-2022 - Confidential - Confidential**

This attachment is designated as confidential in accordance with Section 3(1)(a) and (g(ii)) of the *Local Government Act 2020*. It contains Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Pursuant to Section 66 (5)(b) of the Local Government Act 2020, If released the information to be received, discussed or considered in relation to this agenda item, may prejudice the commercial position of Council and/or disadvantage a private business, as various negotiations remain pending. **(under separate cover)**

2. **Annual Infrastructure Program 2021-2022 - No Budget**3. **Other Projects - Confidential - Confidential**

This attachment is designated as confidential in accordance with Section 3(1)(a) and (g(ii)) of the *Local Government Act 2020*. It contains Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; AND private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Pursuant to Section 66 (5)(b) of the Local Government Act 2020, If released the information to be received, discussed or considered in relation to this agenda item, may prejudice the commercial position of Council and/or disadvantage a private business, as various negotiations remain pending. **(under separate cover)**

4. **Other Projects - No Budget****RECOMMENDATION**

That Council note the update on progress of the Annual Infrastructure Program 2021-2022 and Other Projects as at the end of December 2022.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This report is for the second quarter of 2021-2022 financial year, providing an update on the progress of the Annual Infrastructure Program. The status of other projects that are delivered by the Assets & Infrastructure Department, but are not part of the Annual Infrastructure Program, are also included in the report.

The Annual Infrastructure Program 2021-2022 was approved at the July 2021 Council meeting with a budget expenditure of \$3,985,985.

## BACKGROUND

This report is produced quarterly and is provided to Council for the purpose of reporting progress of the Annual Infrastructure Program and other projects that the Assets & Infrastructure Department is responsible for delivering.

## ISSUES/DISCUSSION

### Annual Infrastructure Program

Attachment 1 provides a progress summary of the Annual Infrastructure Program for the second quarter of the 2021-2022 financial year.

There are 73 individual projects listed including carryovers from the previous financial year. A total of 21 have been completed, of the remaining 50 projects 40 have commenced or a contract has been awarded.

### Other Projects

In addition to the Annual Infrastructure Program, the Assets & Infrastructure Department is responsible to oversee the delivery of a number of different projects. Attachment 2 provides a summary of the other projects at the end of second quarter of 2021-2022 financial year. All completed projects are removed from subsequent quarterly progress reports.

## COST/BENEFITS

Attachment 1 gives a summary of progress of individual projects within this program as at 30 December 2021. Please note that the attachment includes additional projects such as new grants and carry over projects in addition to the 2021-2022 Annual Infrastructure Program. This brings the total value of projects being delivered to \$9,386,323. The attachment is including recently completed projects with expenditure figures to be finalised. The expenditure at the end of the second quarter is \$3,638,845, this includes payments made against projects completed just after the end of the last financial year.

The Assets & Infrastructure Department is currently managing other significant projects covered in Attachment 2, which are in different stages of progress. The combined value of such projects is \$9,191,120. Expenditure to date on these active projects is \$1,408,057.

## RISK ANALYSIS

There are a number of risks associated with the delivery of the Annual Infrastructure Program and other significant projects. The following is a list of some but not all of the associated risks:

- delivering within timeframe and budget
- meeting community expectations
- delivering projects in accordance with engineering standards
- compliance with procurement legislation.

Council officers are committed to monitoring and managing the risks associated with the Annual Infrastructure Program and other significant projects to ensure that any issues are minimised.

## CONSULTATION AND ENGAGEMENT

The information provided in this report is presented after consultation with the Manager Assets and Infrastructure and the Works Department.

Attachment 1: Annual Infrastructure Program 2021-2022

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Local Road Resheet	LRS1237	Old Leitchville Rd, PYRAMID HILL	Resheet 6.945 to 8.72km	\$ 43,656	100%	Complete
	LRS1192	Williamsons Rd, LAANECOORIE	Resheet 0.0 to 0.6km	\$ 9,541	100%	Complete
	LRS1236	Loddon River Rd, LEAGHUR	Resheet 17.5 to 19.3km	\$ 51,705	100%	Complete
	LRS1243	Angle Rd, WOODSTOCK WEST	Resheet 0.0 to 1.5km	\$ 17,017	100%	Complete
	LRS1138	Derby-Serpentine Rd, BRIDGEWATER NORTH	Resheet 9.4 to 11.0km	\$ 45,827	100%	Complete
	LRS1184	Wedderburn Brenanah Rd, BREANAH	Resheet 11.3 to 12.1km	\$ 8,640	30%	Commenced
	LRS1186	Michael La, NEWBRIDGE	Resheet 0.0 to 0.9km	\$ 24,518	100%	Complete
Local Road Shoulder Sheet	LRSS0367	Wedderburn-Serpentine Rd, GLENALBYN	Shoulder Resheet 3.34 to 5.94km			
	LRSS0365	Korong Vale-Kinypaniel Rd, KINYPANIAL	Shoulder Resheet 5.58 to 7.88km	\$ 50,034	70%	Commenced September
Local Road Construction - Asset Preservation	LRC0487	Bridgewater Raywood Rd	Rehabilitation and widening of existing pavement and seal	\$ 1,081,120	100%	Complete
	LRC0496	Laanecoorie-Newbridge Rd	Rehabilitation and widening of existing pavement and seal	\$ 732,323	100%	Complete.
	LRC0498	Prairie Rd, PRAIRIE	Reconstruction 4.96 to 7.12km			Quarter 3
	LRC0471	Tandarra Serpentine Rd, TANDARRA	Reconstruction 1.3 to 2.14km	\$ 160,359	60%	Commenced October
	LRC0482	Wedderburn-Wedderburn Junction Road, WEDDERBURN	Reconstruction 1.9 to 2.4km	\$ 163		Quarter 3
Local Road Construction - Amenity	AMN 037	Lane b/h E of High St, WEDDERBURN	Sealing of local township road			Cary over - Awarded - February commencement
	AMN 046	Potters Hill La, Market St, and Nixon St, INGLEWOOD	GATT seal upgrade			
Local Road Construction - Safety	SAF0039	Dunns Rd, KAMAROOKA NORTH	Removal of Hazardous Trees	\$ 38,283	100%	Complete
	SAF0042	Laucke Access - Lily Street Upgrade - BRIDGEWATER	Widen Existing formation to appropriate clear zone width	\$ 13,332		Awarded
	SAF0043	Signage Instalation for Restricted Structures	Install signs of load limits on restricted structures	\$ 15,200	33%	Commenced

<b>Township St Improvement</b>	<b>TSI0386</b>	Lakeview St, BOORT	Kerb and Channel King St to Weaver St (West Side)	\$ 82,519	95%	Carry over - commenced
	<b>TSI0400</b>	Andrews St, BOORT	160m Kerb & Channel	\$ 38,327	80%	Carry over - commenced
	<b>TSI0412</b>	Barber Street, PYRAMID HILL	Construct new footpath on Eastern side of Barber Street.			Carry over - February commencement
	<b>TSI0456</b>	Sullivan St, INGLEWOOD	230m x 1.5m footpath on one side	\$ 51,740	100%	Complete
	<b>TSI0495</b>	Southey St, INGLEWOOD	130m x 1.5m footpath on west side		10%	Carry over - Commenced
	<b>TSI0496</b>	Belmont St, INGLEWOOD	230m x 1.5m footpath on one side	\$ 65,997	100%	Complete
	<b>TSI0498</b>	Belmont St, INGLEWOOD	330m x 1.5m footpath on one side	\$ 77,250	100%	Complete
	<b>TSI0499</b>	Armstrong St, BOORT	180m x 1.5m footpath on one side			Carry over - March/April commencement
	<b>TSI0500</b>	Armstrong St, BOORT	145m x 1.5m footpath on one side			Carry over - March/April commencement
	<b>TSI0501</b>	McMillans Rd, BOORT	170m x 1.5m footpath West Side			Carry over - March/April commencement
	<b>TSI0502</b>	Nelson St, NEWBRIDGE	210m x 1.5m footpath East side			Carry over - March/April commencement
	<b>TSI0524</b>	Kerr St, WEDDERBURN	100 x 2m footpath renewal			Awarded
	<b>TSI0513</b>	Commercial Rd Footpath, TARNAGULLA	185m x 3.8m footpath renewal			Awarded
	<b>TSI0402</b>	High St Footpath Renewal, WEDDERBURN	175m x 1.8m footpath renewal			Awarded
<b>TSI0444</b>	Grant St Kerb & Channel Renewal, INGLEWOOD	Old Kerb and Channel needs to be replaced			Awarded	
<b>Local Bridges and Culverts</b>	<b>LBCC0370</b>	Pickles Rd	Replace box culvert	\$ 233	100%	Complete
	<b>LBCC0379</b>	Baileys Rd Bridge (SN0164)	Replace bridge	\$ 738,540	100%	Complete
	<b>LBCC0421</b>	Godfrey St Bridge, WEDDERBURN	Replace culvert and upgrade	\$ 85,900	15%	Carry over - Awarded - Culverts on site, Construction from February
	<b>LBCC0404</b>	Gladfield Road Box Culvert Replacement	Culvert Replacement	\$ 32,278		January commencement, culverts in place, wingwalls to be cast
<b>Reseals</b>	<b>34 Projects</b>	Multiple	Reseal Program. 34 Roads, 58 segments			Awarded - March/April completion



Urban Drainage	TSD0148	Arnold Rd, BRIDGEWATER	Existing pipe is damaged	\$ 30,001	100%	Completed
	TSD0173	Skidders Flat Safety Manual and Site Investigation	Develop a safety manual and engage consultant to inspect reservoir and recommend safety upgrades	\$ 33,332	25%	Carry Over - to be completed in 2021-2022
	TSD0184	Skidders Flat Wedderburn Design	Additional allocation to the Skidders Flat project to allow geotechnical investigation, survey and design of the embankment upgrade		15%	Commenced
	TSD0171	Vernon Street Drainage Alleviation Project, INGLEWOOD	Installation of underground stormwater pipe and easement creation in Primary School ground			Plans being approved - Quarter 3/4 - awaiting Dept Education approval
	TSD0156	Davies Lane, KORONG VALE	Stormwater Drain Extension			Re-tendering in 2022
Parks and Gardens	PGC028	Boort Park Playground Footpath. BOORT	Footpath installation		100%	Complete
	PGC029	The Hill Reserve Works	Car Park, walk track entry, picnic ground. Retaining wall, furniture renewal, public place bin surround, tree assessment and uplift, and planting out native shrubs.		80%	Carry over - Quarter 3/4 - Quarter 2
	PGC032	Progress Park, NEWBRIDGE	Install a BBQ and shelter		80%	Carry over - Quarter 4
	PGC034	Township Tree Identification Project	Tree identification of all street trees within Council township boundaries, parks and open spaces. An audit of tree species on nature strips by township		10%	In progress
	PGC041	Lions Park East, PYRAMID HILL	Replace barbecue shelter and benches			Carry over 2021-2022 - Quarter 3
	PGC043	Shire Wide	Completion of remainder of public bin replacements			Quarter 4
	PGC042	Shire Wide General Allocation	Tree removal and replacment - high priority trees first			Quarter 4
	PGC036	Mitiamo Recreation Reserve Water Supply Tank from Pipeline	Installation of 250 k Litre water tank and pump	\$ 7,882	30%	In progress

<b>Buildings</b>	<b>BLD047</b>	Botanic Gardens, INGLEWOOD	Septic tank and field replacement			Carry over - Quarter 4
	<b>BLD048</b>	Town Hall, INGLEWOOD	Install deck in atrium		5%	Carry over - Re-quote
	<b>BLD066</b>	Mechanics Institute Hall, KORONG VALE	Replace whole outer building fasard including but not limited to Roof, Weatherboards, Windows, Doors, and Fascia. Also maybe significant water rot in frame and restumping in parts.			Awarded - Quarter 3 commencement
	<b>BLD069</b>	Public Toilets, SERPENTINE	New septic field (rest stop toilets)	\$ 1,676	10%	Carry over - Quarter 4
	<b>BLD078</b>	Memorial Hall, BOORT	Foundation restumping	\$ 6,440	20%	Commenced
	<b>BLD079</b>	Croquet Club, BOORT	Water supply from pool upgrade		20%	Carry over - Quarter 3
	<b>BLD085</b>	Senior Citizens, WEDDERBURN	Remove partial wall left of front verandah	\$ 2,937	100%	Complete
	<b>BLD040</b>	Public Toilets, TARNAGULLA	Replace waste water system - dispersal field	\$ 1,883	20%	Carry over - Quarter 4 - Awaiting DELWP approval
	<b>BLD092</b>	Public Toilets, EDDINGTON	Replace floor tiles and cubicle doors	\$ 4,362	25%	Carry over - Quarter 3
	<b>BLD093</b>	Public Toilets, TARNAGULLA	Install floor tiles and replace cubicle doors		20%	Carry over - Quarter 3
	<b>BLD046</b>	Public Hall, EDDINGTON	Septic Tank and field replacement	\$ 2,657	5%	Carry over 2021-2022 - Quarter 4
	<b>BLD007</b>	Asbestos removals	Asbestos audits	\$ 49,646	80%	Ongoing
	<b>BLD099</b>	James Boyle Hall, BOORT	Sound shell gutter replacement		100%	Complete
	<b>BLD027</b>	Public Toilets, KORONG VALE	Upgrade sewer pipes		100%	Complete - no work required
	<b>BLD096</b>	Community Centre, EAST LODDON	Paint exterior	\$ 32,797	100%	Complete
<b>BLD102</b>	Building Emergency Works Allocation	Allowance for emergency works	\$ 730	25%	Ongoing	
<b>BLD103</b>	Building Floor Plan Updates	Providing new floor plan drawings for nominated list of buildings		100%	Complete	
<b>BLD104</b>	Building Compliance audits & minor rectification works	Undertake 12 x buildings audits (1 per month) & minor rectification works		60%	Ongoing	

<b>BLD100</b>	Community Facilities Sewage Project, TARNAGULLA	Three waste points from Public Toilets, Town Hall and Community Centre. Primary waste managemnt at site then all pipe to a secondary processing, then onto filter array located accorss Sandy Creek at old oval.			Quarter 4 - Awaiting DELWP approval
<b>BLD101</b>	EPU Waste Water Project, DINGEE	Septic tank and filter system. Septic field will need to be fenced with a gate for access.			Quarter 4
<b>BLD097</b>	Historial Society Building, WEDDERBURN (KORONG)	Construction of addition building for kitchen and toilets			Quarter 4
<b>Total</b>			<b>\$</b>	<b>3,638,845</b>	

Attachment 2: Other Projects 2020 - 2021

Project no.	Project Description	Expenditure	Responsible Office	Activity %	Comments
1	Boort Levee	\$ 138,345	PMC, PO	25%	Council continuing negotiations with Dja Dja Wurrung.
2	Pyramid Hill Drainage Strategy and Drainage data capture	\$ 26,730	PMC, PO	55%	Draft strategy completed. Multi-year approach.
3	Wedderburn township entrance sign	\$ 28,155	MAI	100%	Complete
4	Our Regions, Our Rivers (Caravan Parks)	\$ 1,108,282	PMC, PO, MEC	95%	Council in discussions with contractor to finalise project
5	Pyramid Hill Flood Mitigation Works	\$ -	PMC, PO	10%	Design complete, Landowner consultation commenced
6	Pedestrian crossing - Coutts St, Boort	\$ -	PO, MAI	10%	Quarter 3
7	Donaldson Park Construction	\$ 63,390	MCS, PMC		Final tender ready plans being completed - Tender quarter 3
8	Pyramid Hill Streetscape	\$ 43,155	MCS, PMC		Final tender ready plans being completed - Tender quarter 3
9					

**Total** \$ 1,408,057.00

Responsible Officer

PMC	Project Management Coordinator
PO	Project Officer/Engineer
MAI	Manager Assets and Infrastructure
BMO	Building Maintenance Officer
MEC	Manager Executive and Corporate Services
MCS	Manager Community Support

**11.6 QUARTERLY STATUTORY PLANNING PERMIT ACTIVITY REPORT**

**File Number:** 13/01/002  
**Author:** Louise Johnston, Statutory Planning Coordinator  
**Authoriser:** Glenn Harvey, Manager Development and Compliance  
**Attachments:** 1. Planning Applications being processed in the quarter  
2. Planning Applications completed in the quarter

**RECOMMENDATION**

That Council receive and note the Quarterly Statutory Planning Permit Activity Report for October to December 2021.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

This is the second report for the 2021- 2022 financial year summarising planning application activities undertaken within the Development and Compliance Department.

**BACKGROUND**

This report covers the planning permit activity for each quarter and provides Council with a high level summary for the purpose of monitoring performance within this area.

Council maintains powers under the Planning & Environment Act 1987, which are delegated to Planning Officers. Applications made under these powers may include but are not limited to the following:

- consideration of a planning application for a new use/development
- consideration of an amendment to an existing planning permit
- secondary consent applications (minor changes)
- extensions of time to existing planning permits.

**ISSUES/DISCUSSION**Planning permit activities

A detailed summary of the status of planning permits can be found in Attachments 1 and 2.

Timeframes

The Planning & Environment Act 1987 requires a 60 day timeframe for the processing of planning applications by councils. The Act details how the 60 days is to be measured following the acceptance of a planning permit application.

Table 1 provides a summary of the average timeframe in which the Development and Compliance Department assessed and issued Planning Permits during the second quarter of the 2020-2021 financial year and compares these to the Victorian rural average.

*Table 1: Average timeframes for decisions*

Month	Quarter 2 of the 2021/2022 financial year			
	Average gross days to determine	Median processing days to determine	Completed within 60 days	Rural average completed within 60 days
October	61	56	100%	72.3%
November	101	43	81.8%	68.6%
December	68	43	94.7%	68.9%
<b>Total Quarterly average</b>	<b>76</b>	<b>47</b>	<b>92.0%</b>	<b>69.9%</b>

During the second quarter of the 2021-2022 financial year 92% of all Planning Permit applications were assessed and issued within the timeframes as set in the Planning & Environment Act 1987. This is 22.1% above the rural average, a great result for Council and its planning team.

### **COST/BENEFITS**

The expenditure for the first quarter of 2021-2022 financial year of the statutory planning activities contained within this report is \$48,953.

Benefits derived from investing in the planning process managed by the Development and Compliance Department include:

- well managed and appropriate development
- well informed community members who understand the value of planning within local government
- applications processed in a timely manner
- correct implementation of regulations and standards

### **RISK ANALYSIS**

Failure of Council to adequately implement the planning scheme poses the following risks:

- inappropriate development which could endanger life and property
- Council's reputation as a Responsible Authority
- breaches of the Planning & Environment Act 1987 requiring compliance action.

Insufficient investment in resources in the Development and Compliance Department may result in extended timeframes for the processing of applications.

### **CONSULTATION AND ENGAGEMENT**

The Planning Staff consult with a number of stakeholders on a regular basis including:

- applicants
- surrounding land owners
- regulatory authorities
- other Loddon Shire Council departments
- other municipalities



**Planning Applications being processed in the quarter**

1 October 2021 - 31 December 2021

Number of Applications
24

Number	Lodged	Site Address	Site Address Suburb	Status	Development Description	Applicant Name	Applicant Organisation
5275	18/04/2018	Boyds Road	Newbridge	Referral	Modify road access to property via Yorkshire Rd & Boyds Rd North & amend location of retarding basin.	Tim Martin	
5407	10/12/2018	16 Park Street	Bridgewater on Loddon	Further Information	Landscaping and 2 Lot Subdivision	Dave Edwards	
5419	25/01/2019	135 Old Logan-Burkes Flat Road	Burkes Flat	Referral	Gold Mining	K R Johnson	Dunolly Gold Developments
5446	17/05/2019	1477 Yorkshire Road	Newbridge	Further Information	Construction & operation mushroom growing associated facilities	Andrew Glatte	Scato Plus
5652	10/03/2021	Tarnagulla Road	Inglewood	Referral	Licensed Wild Game Pet Meat Processing Facility	David Preece	Campaspe Meat Company Pty Ltd
5693	30/07/2021	Bendigo-St Arnaud Road	Moliagul	Referred	Native vegetation removal	Shayne Dixon	
5711	17/09/2021	Lot 1 Newbridge Road	Newbridge	Referred	Use and Development of a Dwelling and associated Buildings and Works, Creation of Access to a Category 1 Road Zone	Daryn & Michelle Phinn	
5712	2/12/2021	27 Lake View Street	Boort	Further Information	The planning permit application is to subdivide an existing building. Consolidate 2 lots facing Cameron street into the 4 lots facing lake view street. ***CULTURAL SENSITIVITY APPLIES	Hadden Farren Land Surveyors	
5725	11/11/2021	Lot 2 Boort-Charlton Road	Boort	Advertising Complete	Development of promotional signage	Regional Billboard Co Pty Ltd	
5739	2/12/2021	78-80 Burke Street	Newbridge	Further Information	Use and development of a dwelling (consolidation of lots) ***Cultural Sensitivity Applies	Shane Muir Consulting Engineers Pty Ltd	
5742	27/01/2022	69 Southey Street	Inglewood	Further Information	3 lot subdivision	Shaw Land Surveys	
5743	3/12/2021	Lot CA77 Central Road	Kinypanial	Ready for Meeting	680ML Turkey Nest Dam and pump station complex	Ardal Water Solutions	
5744	7/12/2021	663 Hockings Road	Dingee	Advertising	Use and development of the land for a second dwelling	Jacinta Taylor	
5747	20/12/2021	127 Grandview Road	Boort	Ready for Meeting	Development of buildings and works associated with the expansion of the existing olive processing facility and alter access to a road in a Road Zone 1	James Golsworthy Consulting	
5748	22/12/2021	Daisy Lane	Wedderburn	Advertising	Use and development of the land for a dwelling, buildings and works ancillary to a dwelling and removal of native vegetation	Peter Bogwitz	



Number	Lodged	Site Address	Site Address Suburb	Status	Development Description	Applicant Name	Applicant Organisation
5751	25/01/2022	59 Burke Street	Newbridge	Further Information	Development of a dwelling in the LSIO	Draft Comps Services	
5752	27/01/2022	Lot 1 Boort-Pyramid Road	Boort	Ready To Advertise	Rebranding signage ***Cultural Sensitivity Applies	SLR Consulting Australia Pty Ltd	
5753	19/01/2022	Bridgewater-Serpentine Road	Salisbury West	Advertising	Use and development of the land for a dwelling	Daniel Thomas	
5754	18/01/2022	4382 Loddon Valley Highway	Serpentine	Advertising	Use and Development of the land for a place of assembly- Historical Air Race & alter access into a Transport Zone 2	East Loddon Historical Society Inc.	
5755	21/01/2022	POST OFFICE RESERVE, 85 Grant Street South	Inglewood	Further Information	Construct a garage in a heritage overlay	Trevor Ralph	
5756		18 Kiniry Street	Boort	New Application	2 Lot Sub-Division	Sajith D'Silva	SDARC Design & Drafting
5757		Eucalyptus Distillery, 20 Grant N Street	Inglewood	New Application	Extension of existing museum building by adding Annex	Murray Baud	Inglewood Eucalyptus Distillery Museum Inc.
5758	28/01/2022	419 Eddington-Laanecoorie Road	Laanecoorie	Referral	Development of a carport	Fair Dinkum Builds Bendigo	
5759	28/01/2022	Lot 17 Wakefield Street	Wedderburn	Further Information	Use and development of the land for a dwelling and associated outbuildings	Charlotte Edwards	

**Planning Applications completed in the quarter**

1 October 2021 - 31 December 2021

Decisions
42

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5456	11/11/2020	4382 Loddon Valley Highway	Serpentine	Withdrawn	Use and development of the land for a place of assembly (Historic Air Race reenactment event) proposed to be held 21 March 2020 Alter access to Road Zone 1 (Loddon Valley Hwy)	Mr Robert Hooke	Serpentine Air Race Committee
5533	1/04/2020	Old Canfields Road	FIERY FLAT	Application Complete	Use and development of a dwelling and associated machinery shed.	Krystal Burney	
5656	26/03/2021	Boort-Kerang Road	Boort	Application Complete	two lot subdivision	Andrew Merrett	Price Merrett Consulting
5663	23/04/2021	Lot 1 Tatchell Road	Glenloth East	Withdrawn	Removal of native vegetation	Leigh Parry	
5668	22/10/2021	722 Inglewood North Road	Powlett Plains	Application Complete	The removal condition one, changes to condition six and changes to the endorsed plans	Xavier Meade	
5682	20/08/2021	28 Ridge Street	Wedderburn	Application Complete	Use and development of the land for a dwelling and associated garage	Sally Quayle	Langdon Building
5684	13/07/2021	Lot 23 Moliagul Drive	Moliagul	Lapsed	Buildings and works associated with the use of the land for a store	John Russell	
5686	2/08/2021	6 Little Lake View Street	Boort	Application Complete	Use and development of the land for two dwellings with associated carparking and swimming pool	Michael Palmieri	SMP Architects
5689	21/07/2021	Vacant Land, Boort-Wedderburn Road	Wedderburn	Withdrawn	Use and development of the land for a dwelling	Peter Nicolaou	Draftwise
5691	20/07/2021	11 Park Street	Bridgewater	Application Complete	Use and development of the land for a dwelling	Muruga Marday	Building Issues
5699	10/09/2021	Lot 1 Tamagulla-Laanecoorie Road	Laanecoorie	Application Complete	Construction of two water storage tanks and associated pump station and other works.	Leanne Cini	Coliban Region Water Corporation
5700	20/08/2021	Lot 2 Wedderburn-Wychitella Road	Skinners Flat	Application Complete	Use and development of the land for a dwelling	Muruga Marday	Building Issues
5702	20/08/2021	Lot 17 Wallaby Way	Wedderburn	Application Complete	Use and development of the land for a dwelling and outbuilding	Robert Andary	Robert Andary Architecture P/L
5703	24/08/2021	106-108 Vernon Street	Korong Vale	Application Complete	Buildings and works (storage shed) under a heritage overlay	GOULBURN VALLEY BUILDINGS	
5704	24/08/2021	Calivil Mail Road	Calivil	Application Complete	2 X 4 Bedroom Dongas and transportable building for other facilities.	Belinda Clymo	
5705	24/08/2021	16-20 Park Street	Bridgewater on Loddon	Application Complete	Use and development of the land for a dwelling	Daniel Lucas	

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5706	27/08/2021	105 Godfrey Street	Boort	Application Complete	Creation of new access to road zone category 1	Vince Pino	
5707	30/08/2021	2403 Echuca-Serpentine Road	Prairie	Application Complete	Use and development of the land for a dwelling	Regional Building Surveying Services	
5708	10/09/2021	167 Borung-Hurstwood Road	Borong	Application Complete	Shed 36m x 13.85m and 498.6m <sup>2</sup> for agricultural machinery storage	Orana Agricultur P/L	
5710	13/09/2021	696 Hercus Road	Calivil	Application Complete	New sheds for Piggery	Livestock Environmental and Planning	
5713	20/09/2021	248 Millers Road	Pyramid Hill	Application Complete	2 Lot Subdivision	Price Merrett Consulting Pty Ltd	
5714	11/11/2021	9 Bernarra Street	Wedderburn	Application Complete	Buildings and works associated with the existing dwelling with a total area of more than 100 metres squared	Peter McHugh	
5715	4/10/2021	Lot 2 Calder Highway	Glenalbyn	Application Complete	Use and development of the land for a dwelling, development of an outbuilding ancillary to a dwelling and removal of native vegetation	Hayden Steel	
5716	7/10/2021	167 Borung-Hurstwood Road	Borong	Application Complete	3 x buildings comprising, an office, staff room and toilet building, along with an undercover area.	Dale Selfox	
5719	13/10/2021	70 High Street	Wedderburn	Application Complete	Use and development of a telecommunications facility (satellite dish)	Ventia Pty Limited on behalf of Telstra Corporation Limited	
5720	12/10/2021	74 Herdmans Road	Loddon Vale	Application Complete	EASEMENT CONDITION IS BEING REMOVED	Goulburn Murray Rural Water Corporation	
5721	13/10/2021	6-12 North Street	Inglewood	Application Complete	2 Lot Subdivision	Bernhard Koolstra	
5722	15/10/2021	Boort Playground Sunnyside Court Reserve, Lot RES1 Sunnyside Court	Boort	Application Complete	To remove the reserve status of the land	LODDON SHIRE COUNCIL	
5724	28/10/2021	2102 Lyons Street	Newbridge	Application Complete	Use and development of the land for a store	Roger Terrill	
5726	3/11/2021	16 Main Street	Bridgewater on Loddon	Application Complete	Extension to an existing dwelling	Mark Saddington	
5727	3/11/2021	Weeah Street	Inglewood	Application Complete	Use and development of the land for a dwelling	Vasiliki Petrogiannis	
5728	5/11/2021	Nine Mile-Wedderburn Road	Wedderburn	Application Complete	Development of the land for a dwelling and shed	Jake Hayes	
5729	15/11/2021	142 Listers Road	Calivil	Application Complete	Buildings and works with a total area of more than 130 metres and less than 100 metres from a waterway	Craig Lister	
5732	16/11/2021	12 Chinamans Lane	Bridgewater	Application Complete	Buildings and works ancillary to an existing dwelling with a total area more than 100 metres squared	Goulburn Valley Buildings	

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5734	22/11/2021	112 High Street	Wedderburn	Application Complete	Extend existing licence to 11am to 11pm on any day of the week including Public Holidays and ANZAC Day, but not Good Friday and extend the red line area.	Wedderburn Korong Vale RSL Sub Branch Inc	
5735	6/12/2021	3 Hospital Street	Inglewood	Application Complete	Part Demolition and construction of a new building (treatment rooms and accommodation), signage and a waiver of car parking.	Inglewood & Districts Health Service	
5736	23/11/2021	210 Newsteads Road	Mincha	Application Complete	EASEMENT CONDITION IS BEING REMOVED	Goulburn Murray Rural Water Corporation	
5737	23/11/2021	413 Yarrowalla West Road	Yarrowalla	Application Complete	THE EASEMENT ITION IS BEING REMOVED	Goulburn Murray Rural Water Corporation	
5741	3/12/2021	Lot 1 Treloar Street	Serpentine	Application Complete	Signage rebranding from Caltex to Ampol	AMPOL Australia Petroleum Pty Ltd	
5746	7/12/2021	22 Allen Street	Korong Vale	Application Complete	Extension to redline plan	Ann McDonald	
5749	14/12/2021	243 McRae Road	Pyramid Hill	Permit Not Required	Replace existing boundary fence	Alison Farrar	
5750	14/12/2021	Inglewood-Powlett Road	Powlett Plains	Application Complete	Buildings and works less than 100 metres from a designated waterway	GK Building Services	

**11.7 QUARTERLY BUILDING SERVICES ACTIVITY REPORT**

**File Number:** 13/06/001, 13/08/001, 13/08/003  
**Author:** Glenn Harvey, Manager Development and Compliance  
**Authoriser:** Steven Phillips, Director Operations  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Quarterly Building Services Activity Report.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council is provided with information quarterly summarising building services activities relating to permits, certificates and statutory enforcement activity undertaken within the Development & Compliance Department. This is the second quarterly report for the 2021-2022 financial year.

**BACKGROUND**

Council provides a range of building services through the Municipal Building Surveyor including the following:

- issuing relevant permits and certificates
- issuing report and consent determinations on matters not complying with the Building regulations
- building advisory and information services including legal point of discharge requests
- consultancy and building control functions
- administrative functions prescribed by the Building Act and Regulations including keeping records relating to the activity of private building surveyors issuing permits within Loddon Shire
- regulatory enforcement of relevant Acts.

The number of building permits, occupancy permits and final inspections is a basic indicator of building development and investment within the Loddon Shire Council area.

**ISSUES/DISCUSSION**

Throughout the second quarter of the 2021-2022 financial year, items of significance relating to the activity of Council's building services include:

- ongoing measures relating to COVID-19 (as with all staff and the community)
- implementation of swimming pool registration requirements
- follow up on enforcement activities including following up Court and Building Appeals items
- ongoing implementation and improvement of software changes.

**Building permits**

Table 1 provides the number and total value of building permits issued for the last two quarters of 2020-2021 and the first and second quarter of 2021-2022. There is variation in the value of permits

throughout any given financial year and this is attributable to the scale and cost of individual projects.

*Table 1: Summary of new building permits issued*

	Quarter 3 2020-21 (01/01/2021 – 31/03/2021)	Quarter 4 2020-21 (01/04/2021 – 30/06/2021)	Quarter 1 2021-22 (01/07/2021 – 30/09/2021)	Quarter 2 2021-22 (01/10/2021 – 31/12/2021)
<b>No. of new Permits</b>	44	41	39	45
<b>Value of Works</b>	\$2,467,359	\$4,527,209	\$3,144,433	\$5,782,648

Table 2 provides a summary of the number of final inspections and certificates of occupancy issued for building permits for each quarter.

*Table 2: Summary of final inspections and occupancy permits*

	Quarter 3 2020-21 (01/01/2021 – 31/03/2021)	Quarter 4 2020-21 (01/04/2021 – 30/06/2021)	Quarter 1 2021-22 (01/07/2021 – 30/09/2021)	Quarter 2 2021-22 (01/10/2021 – 31/12/2021)
<b>Certificates of final inspection</b>	18	24	21	34
<b>Occupancy Permits</b>	17	10	9	9

Council Building Services staff continue to work proactively with Council issued permit holders, sending follow up letters to notify building owners approximately two months before their building permits are due to lapse. This allows owners to arrange a final inspection/occupancy permit or apply for an extension of time for their building permit.

#### Statutory enforcement

Table 3 provides a high level summary of statutory enforcement activities undertaken by the Municipal Building Surveyor.

*Table 3: Summary of statutory enforcement activities*

Type	Actions incomplete from previous report period	New action started	Total actions	Building notice issued	Building order issued	Appeal to Building Appeals Board	Legal action / solicitors letter started this quarter	Legal action ongoing	No. resolved during this quarter
Building damaged by fire	0	1	1	0	0	0	0	0	0

Type	Actions incomplete from previous report period	New action started	Total actions	Building notice issued	Building order issued	Appeal to Building Appeals Board	Legal action / solicitors letter started this quarter	Legal action ongoing	No. resolved during this quarter
Works required to make building safe (including pools)	19	1	20	3	2	1	0	1	0
Carrying out building works without a permit	4	0	4	1	0	0	0	0	0
Works not in accordance with building permit	2	0	2	0	0	0	0	0	0
Illegal occupation of non-habitable building	0	0	0	0	0	0	0	0	0
Building with non-complying essential safety measures	1	0	1	0	0	0	0	0	0

Whilst new issues requiring enforcement are identified regularly, it is also noted there are some longstanding enforcement activities that are ongoing. The time spent on individual items can be significant particularly when it requires escalation to Court. Council officers work to try to resolve matters without legal intervention.

The Manager Development and Compliance is currently also performing the role of Municipal Building Surveyor whilst recruitment for the vacancy is continuing. This is impacting on progressing compliance matters as well as permit applications. Community members that are making Building Permit applications are being advised that there may be some delays in processing their applications due to our current situation. They are also being informed of the alternative of engaging a Private Building Surveyor.

### **COST/BENEFITS**

The expenditure for the second quarter of the 2021-2022 financial year for building services activities was \$5,499. The functions associated with the delivery of the Municipal Building Surveyor service have been delivered by the Manager Development and Compliance.

The cost to Council of enforcement activity can be quite significant, particularly in terms of Council officers' time. This in turn impacts on other activities such as the timeframe for building permits.

Direct monetary costs significantly escalate if matters progress to a Magistrate's hearing or the Municipal Building Surveyor needs to arrange for the work associated with any order to be completed by Council. As such, the Municipal Building Surveyor, together with other Development & Compliance Department staff endeavour to work through enforcement matters in a manner that engages with property owners/occupiers to have required works completed.

### **RISK ANALYSIS**

There are risks associated with all building and development works. As such, it is vital that Building legislation, standards and controls are administered effectively. Failure of Council to adequately enforce the provisions of applicable legislation poses the following possible risks:

- unsafe development and building works which may affect the safety of property owners, occupiers and the general public within Loddon Shire
- Council's reputation as a regulatory authority
- Council being held liable for failure to act in a matter which results in damage to other property, or injury or death to a person
- failure to meet statutory obligations set within relevant legislation.

As part of the risk management process when undertaking enforcement work, the Municipal Building Surveyor makes reference to the building enforcement intervention filter criteria, developed by the Victorian Municipal Building Surveyors Group and which forms part of the procedures covered in Loddon Shire Council's Building Control Policy.

A significant risk within Loddon Shire is unregulated developments, in particular small allotments which are sold to purchasers that have expectations of using it for a cheap home or "weekender". Often the landholder is unable or unwilling to meet the regulatory requirements to safely utilise the site as they desire. This has led to a number of undesirable and potentially unsafe outcomes of unregulated developments. This remains a matter of concern for Council's Municipal Building Surveyor and Local Laws & Planning Compliance Officer.

### **CONSULTATION AND ENGAGEMENT**

The Municipal Building Surveyor regularly engages with business operators, developers, residents and ratepayers during the administration of the various Acts, which can range from essential safety measures assessments/inspections to the provision of advice relating to the need for building permits and other functions administered by the Municipal Building Surveyor under the Building Act and Building Regulations. Any business operator, developer, resident or ratepayer that is subject to enforcement action is regularly consulted with during the enforcement process to give them the opportunity to avoid the escalation of enforcement action.



**12 COMPLIANCE REPORTS**

Nil

**13 URGENT BUSINESS**

In accordance with Council's Governance Rules, Clause 53 provides that at a scheduled or special meeting of Council, business that is not included in the agenda notice must only be considered if no more than one Councillor is absent and the Council resolves that the matter is urgent.

Despite this requirement, a matter that is not included in the agenda notice must not be considered at a Council meeting if it will:

- (a) directly and significantly affect the exercise of a person's rights;
- (b) alter the Council Plan or the budget; or
- (c) commit the Council to expenditure exceeding \$20,000.

**14 CONFIDENTIAL ITEMS****RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 66(1) and 66(2)(a) of the Local Government Act 2020:

**14.1 REVIEW OF CONFIDENTIAL ACTIONS**

This matter is considered to be confidential under Section 3(1)(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 confidential meeting information, being the records of meetings closed to the public under section 66(2)(a).

Pursuant to section 66(5)(b) of the Local Government Act 2020, if released the information to be received, discussed or considered in relation to this agenda item, may disclose confidential meeting information, being the records of meetings closed to the public under section 66(2)(a)

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 March 2022 at Wedderburn commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2021

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