



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

Date: Tuesday, 24 May 2022
Time: 3pm
Location: Loddon Shire Council Chambers,
Wedderburn

AGENDA

Council Meeting

24 May 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 26 April 2022.
2. The minutes of the Council Meeting of 26 April 2022.
3. The minutes of the Confidential Council Meeting of 26 April 2022.
4. The minutes of the Council Forum 10 May 2022.

REPORT

Seeking approval of the unconfirmed minutes of the previous meetings.

6 ADVISORY MEETINGS**6.1 RECORD OF ADVISORY MEETINGS**

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 record of the following advisory meetings :

1. Council Briefing 26 April 2022.
2. Council Forum 10 May 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.

Meeting details	Briefing
Date	26 April 2022
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth Cr Murphy Cr Straub
Staff/Stakeholder representatives	Lincoln Fitzgerald, Chief Executive Officer Jude Holt, Acting Director Community Wellbeing Steven Phillips, Director Operations Amanda Wilson, Director Corporate Lynne Habner, Manager Executive and Commercial Services Louise Johnston, Statutory Planning Coordinator Glenn Harvey, Manager Development and Compliance
Items discussed.	<ol style="list-style-type: none"> 1. PLANNING PERMIT APPLICATION 5652 – WILD GAME PET MEAT PROCESSING FACILITY, 194 DUNOLLY INGLEWOOD ROAD, INGLEWOOD 2. COUNCIL MEMBERSHIPS – VLGA AND ALGWA 3. General business: <ul style="list-style-type: none"> • Caravan Park leasing • March 2026 Regional Victoria Commonwealth Games • Serpentine and Mitiamo Recreation Reserves • Japanese Encephalitis Virus
Conflict of Interest Disclosures - Councillor/officer making disclosure	Nil
Councillor/officer left room	

Meeting details	Forum
Date	10 May 2022
Councillor Attendees	Cr Beattie Cr Holt Cr Jungwirth Cr Murphy Cr Straub
Staff/Stakeholder representatives	Lincoln Fitzgerald, Chief Executive Officer Wendy Gladman, Director Community Wellbeing Steven Phillips, Director Operations Amanda Wilson, Director Corporate Lynne Habner, Manager Executive and Commercial Services Deanne Caserta, Manager Financial Services Jude Holt, Project Officer David Southcombe, Manager Assets and Infrastructure Louise Johnston, Statutory Planning Coordinator Glenn Harvey, Manager Development and Compliance Phillip Walker, Project Officer Amy Holmes, Manager Community Wellbeing Kate Pallister, Community Wellbeing Officer Birchip Cropping Group representatives
Items discussed.	<ol style="list-style-type: none"> 1. DRAFT COMMUNITY LOCAL LAW 2022 2. ENDORSEMENT OF RISK MANAGEMENT POLICY AND RISK MANAGEMENT FRAMEWORK 3. 2022 NATIONAL GENERAL ASSEMBLY 4. 2022/23 PROPERTY VALUATIONS 5. MAV RULE REVIEW 6. General business: <ul style="list-style-type: none"> • Ambulance response times • Commonwealth Games 2026 • Councillor only meetings • Leave of absence • Victoria Police Loddon Safety Committee • Candidate Forum
Conflict of Interest Disclosures - Councillor/officer making disclosure	Nil
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 May 2022

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.

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: Tuesday, 10 May 2022 12:10:39 PM
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Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Stephenson, Carolyn Phillips, Steven	Decision Reports	Planning permit application 5652 - Wild Game Pet Meat Processing Facility, 194 Dunolly Inglewood Road, Inglewood
<p>RESOLUTION 2022/59</p> <p>Moved: Cr Wendy Murphy Seconded: Cr Linda Jungwirth</p> <p>That Council, having considered all matters which the Planning and Environment Act, 1987 requires it to consider, determines to issue a Notice of Decision to Refuse planning permit application 5652 for the use and development of the land for a wild game pet meat processing facility on the following grounds:</p> <ol style="list-style-type: none"> 1. The proposed use falls within the definition of 'industry' and as such is a prohibited use in the Rural Living Zone. 2. The proposal is not consistent with the objectives of the Planning Policy Framework and Local Policy Framework relating to the use of land within the Rural Living Zone. 3. The proposal is contrary to the decisions guidelines at Clause 35.03-5 of the Rural Living Zone particularly as the use is not compatible with adjoining and nearby uses. <p style="text-align: right;">CARRIED</p> <p>02 May 2022 10:30am Stephenson, Carolyn Notice of refusal sent to applicant and objectors on 27th April 2022</p> <p>02 May 2022 10:34am Stephenson, Carolyn - Completion Action completed by Stephenson, Carolyn</p>			

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Hargreaves, Michelle Wilson, Amanda	Decision Reports	Audit and Risk Committee Remuneration Report
<p>RESOLUTION 2022/60</p> <p>Moved: Cr Gavan Holt Seconded: Cr Wendy Murphy</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. increases the quarterly remuneration paid to independent members of the Audit and Risk Committee to \$505.00, effective the quarter commencing 1 May 2022 			

Division: Council	Date From:
Committee:	Date To:
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Action Sheets Report

2. maintains payment of an extra quarter remuneration to the Chair during a one year term

3. maintains a travel reimbursement for independent members of the Audit and Risk Committee, paid at the rate that Councillors are reimbursed for travel.

CARRIED

29 Apr 2022 11:46am Caserta, Deanne - Reallocation
 Action reassigned to Hargreaves, Michelle by Caserta, Deanne - Michelle to draft and send the letters. Purchase orders have been raised for new amounts.

10 May 2022 12:04pm Hargreaves, Michelle
 Letters sent 5 May t Committee members

10 May 2022 12:04pm Hargreaves, Michelle - Completion
 Action completed by Hargreaves, Michelle

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Caserta, Deanne Wilson, Amanda	Decision Reports	Fees and Charges for the year 1 July 2022 to 30 June 2023

RESOLUTION 2022/61

Moved: Cr Linda Jungwirth
 Seconded: Cr Neil Beattie

That Council approves the Fees and Charges for the year 1 July 2022 to 30 June 2023 for the purposes of seeking public comment with the Draft Budget and Draft Financial Plan, and notification of residential accommodation charges.

CARRIED

29 Apr 2022 11:47am Caserta, Deanne
 Advertisement and press release finalised and published to website for community review.

29 Apr 2022 11:47am Caserta, Deanne - Completion
 Action completed by Caserta, Deanne

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Caserta, Deanne Wilson, Amanda	Decision Reports	Seeking Feedback for the 2022/23 Draft Annual Budget and Draft Financial Plan 2022/23 to 2031/32

Action Sheets Report	Division: Council Committee: Officer:	Date From: Date To: Printed: Tuesday, 10 May 2022 12:10:39 PM
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RESOLUTION 2022/62

Moved: Cr Neil Beattie
 Seconded: Cr Wendy Murphy

That Council:

1. seek feedback on the Draft Budget in accordance with the Community Engagement Policy
2. adopt the proportion of rates raised within various valuation categories as follows:
 - Rural Production to have a differential rate 12% lower than the General (Residential, Commercial and Other) differential rate
3. agree that the above distribution of rates raised demonstrates fairness and equity across the municipality
4. implement a differential rate to be struck between categories of Rural Production and General as follows:
 - General (Residential, Commercial and Other) - 0.002786 Cents in the Dollar of Capital Improved Value
 - Rural Production - 0.002451 Cents in the Dollar of Capital Improved Value
5. apply a Municipal Charge of \$229 to all properties, except where an exemption has been granted for a Single Farm Enterprise under the Local Government Act 1989
6. apply a Garbage Charge of \$389 per Residential Garbage Service (140 Litre Bin) and \$529 per Commercial Garbage Service (240 Litre Bin)
7. apply a Kerbside Recycling Service Charge of \$147 per service (240 Litre Bin)
8. seek feedback on the Draft Financial Plan in accordance with the Community Engagement Policy.

CARRIED

29 Apr 2022 11:47am Caserta, Deanne

Advertisement and press release finalised and published to website for community review.

29 Apr 2022 11:47am Caserta, Deanne - Completion

Action completed by Caserta, Deanne

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Southcombe, David Phillips, Steven	Decision Reports	Draft Asset Plan 2022

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: Tuesday, 10 May 2022 12:10:39 PM
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<p>RESOLUTION 2022/63</p> <p>Moved: Cr Wendy Murphy Seconded: Cr Neil Beattie</p> <p>That Council authorise public consultation for the draft Asset Plan seeking public comment for a period of 20 days.</p> <p style="text-align: right;">CARRIED</p> <p>10 May 2022 8:41am Southcombe, David Asset Plan has been put out for public consultation 10 May 2022 8:42am Southcombe, David - Completion Action completed by Southcombe, David</p>
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Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Pallister, Kate Gladman, Wendy	Decision Reports	Aboriginal Community Partnership Plan 2019-21 extension
<p>RESOLUTION 2022/64</p> <p>Moved: Cr Wendy Murphy Seconded: Cr Linda Jungwirth</p> <p>That Council endorse the extension of the Aboriginal Community Partnership Plan 2019-21 for a period of 12 months, and approve the proposed 2022 Action Plan.</p> <p style="text-align: right;">CARRIED</p> <p>09 May 2022 12:02pm Pallister, Kate - Completion Action completed by Pallister, Kate</p>			

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Habner, Lynne Fitzgerald, Lincoln	Decision Reports	Birchip Cropping Group Young Farmer Network proposal
<p>RESOLUTION 2022/65</p> <p>Moved: Cr Neil Beattie</p>			

Division: Council	Date From:
Committee:	Date To:
Officer:	Printed: Tuesday, 10 May 2022 12:10:39 PM

Action Sheets Report

Seconded: Cr Linda Jungwirth

That Council resolve to participate in the Birchip Cropping Group Young Farmer Network and contribute \$10,000 per year for three years, to be funded from the Economic Development budget.

CARRIED

04 May 2022 2:04pm Habner, Lynne
sent email to BCG on 4 May 2022 to confirm Council's agreement to participate in network.

04 May 2022 2:05pm Habner, Lynne - Completion
Action completed by Habner, Lynne

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Caserta, Deanne Wilson, Amanda	Decision Reports	Finance Report for the Quarter Ending 31 March 2022
RESOLUTION 2022/66			
Moved: Cr Gavan Holt			
Seconded: Cr Neil Beattie			
That Council			
1. receives and notes 'Finance Report for the quarter ending 31 March 2022'			
2. approves budget revisions included in the report for internal reporting purposes only			
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 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.			
CARRIED			
29 Apr 2022 11:47am Caserta, Deanne			
For information.			
29 Apr 2022 11:48am Caserta, Deanne - Completion			
Action completed by Caserta, Deanne			

Meeting	Officer/Director	Section	Subject
Council 26/04/2022	Caserta, Deanne	Decision Reports	Review of the Disposal of Council Assets Policy v2

Action Sheets Report	Division: Committee: Council Officer:	Date From: Date To: Printed: Tuesday, 10 May 2022 12:10:39 PM
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Wilson, Amanda
RESOLUTION 2022/67 Moved: Cr Gavan Holt Seconded: Cr Wendy Murphy That Council adopts the Disposal of Council Assets Policy v2.
CARRIED
29 Apr 2022 11:48am Caserta, Deanne Sent for finalisation and publishing to the internet. 29 Apr 2022 11:48am Caserta, Deanne - Completion 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

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

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

1. Recommendation
 That Council receive and note the Councillors' reports

REPORT

Each Councillor will present a report at the meeting.

Cr Beattie

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

Cr Holt

Municipal Association of Victoria	
Audit and Risk Committee	
Special Committees Of Council (Section 65 Community Asset Committees): 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	
Other Council activities	
DATE	Activity

Cr Jungwirth

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

Cr Murphy

Calder Highway Improvement Committee

Local Government Women’s Charter	
Australia Day Committee	
Healthy Minds Network	
Special Committees Of Council (Section 65 Community Asset Committees):	
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	
Other Council activities	
DATE	Activity

10 DECISION REPORTS**10.1 RECOGNITION OF COMMUNITY PLANNING COMMITTEE - KINGOWER**

File Number: FOL/21/2952
Author: Martin Mark, Community Development Officer
Authoriser: Sarah Perry, Manager Community Support
Attachments: Nil

RECOMMENDATION

That Council formally recognise the Kingower Development and Tourism Committee Inc. as the Community Planning Committee for the Kingower community.

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 Forum of April 2019, the criteria and framework for community groups to become the recognised *Community Planning Committee* was discussed. Following further work the Community Planning Framework (the Framework) including criteria was endorsed at the Council Meeting of November 2019.

BACKGROUND

The Framework was developed to assist communities as they develop local community plans, and to formalise the relationship between the community planning committees and Council.

As detailed in the Framework, community groups that:

- are incorporated,
- have community planning detailed in their constitution's purpose, and
- who have a membership structure that allows wider community participation,

are eligible to request formal recognition from Council as a community planning committee.

Following this initial transition period, access to Council's annual community planning funding program will be prioritised to those groups who have received formal recognition, and who have developed their community plan consistent with the principles of the Framework.

It was intended that groups would be in a position to meet the requirements of the Framework and request Council recognition by the end of 2020. Due to delays caused by COVID-19 restrictions, it is more likely that the requirements to be eligible for formal recognition will now be completed by the remaining groups during and up to the end of 2022, allowing them to seek recognition from Council as community planning committees.

ISSUES/DISCUSSION

The Kingower Development and Tourism Committee Inc. (Committee) has requested Council recognition as a community planning committee and have demonstrated that they meet the minimum requirements as detailed in the Community Planning Framework:

Community	Community planning group	Request for recognition received	Information request form received	Incorporated	Constitution purpose includes community planning	Open membership
Kingower	Kingower Development and Tourism Committee Inc.	Yes	Yes	Yes	Yes	Yes

The Committee has finalised the development of their new Community Plan and representatives plan to attend the June 2022 Council Forum to present this plan and its priorities to Council.

COST/BENEFITS

Formal recognition signals to the community that the group has agreed to:

- develop a community plan in accordance with the principles outlined in the Framework,
- have open membership for community members, and
- be representative of their community.

The community plan committee, in turn, provides the conduit for the community to represent their collective views, ideas and strategic direction to Council and beyond.

The cost to Council has been determined based on incorporation fees, general administration, and the insurance coverage required by the incorporated association.

The table below outlines the monetary support to be provided to the Kingower Development and Tourism Committee Inc. on an annual basis:

Community Planning Committee	Proposed allocation – Administration	Proposed allocation - Insurance	Total
Kingower Development and Tourism Committee Inc.	\$200	\$1,050	\$1,250

RISK ANALYSIS

The COVID-19 pandemic halted momentum early in 2020 for all groups as they transitioned to meet the recognition requirements of the Framework and commence the review and/or redevelopment of their community plan.

This has delayed the initial transition timeframe with the likely completion for all groups now being at the end of 2022.

By transitioning to the parameters around Council's framework, the community planning committee for Kingower will be operating in the spirit of the framework and providing assurance around open membership and representation of the Kingower community's views.

CONSULTATION AND ENGAGEMENT

The requirement of a letter and details for request of formal recognition has been explained to the Kingower Development and Tourism Committee Inc., and followed up with written information and a template to support the process.

10.2 INGLEWOOD EUCALYPTUS DISTILLERY MUSEUM - FEE WAIVER APPLICATION

File Number: FOL/21/6877
Author: Steven Phillips, Director Operations
Authoriser: Lincoln Fitzgerald, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council resolve to reimburse Inglewood Eucalyptus Distillery Museum Inc. the planning permit application fee of \$1,570.60 from its Community Planning Project Budget allocation.

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 Inglewood Eucalyptus Distillery Museum Inc. have applied for a planning permit for the development of an extension to the museum building by adding an Annex to the western elevation of the existing building. They have requested that Council waive the planning permit application fee of \$1,570.60. There stated benefits to the community includes tourism and housing items of heritage significant to Loddon Shire. They have paid the planning application fee and are seeking that is be reimbursed. The planning application has been assessed and a permit has been issued.

Council has allocated \$114,158 from its Community Planning Program to support this project. This is insufficient to complete this project and the Inglewood Eucalyptus Distillery Museum Inc. are seeking the remaining required funds to complete this project from other sources.

Having given this matter due consideration there are three options that could resolve this application as follows:

1. refuse the application for a fee waiver as it has been paid, demonstrating a capacity to pay.
2. reimburse the fee from the Planning Application Fees – Statutory Fees.
3. reimburse the fee from the Community Planning Project Budget of \$114,158 as Council has set these funds aside to support this project (recommended).

It is Council officer's recommendation that option 3 is the most reasonable course of action as Council has allocated significant funds to support this project.

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 reimbursement of the planning application fee will be covered by Council funds that are set aside to support this project.

RISK ANALYSIS

The risks associated with this fee waiver is considered low.

CONSULTATION AND ENGAGEMENT

Council officers have discussed this matter with the Manager Community Support.

10.3 RISK MANAGEMENT POLICY AND RISK MANAGEMENT FRAMEWORK

File Number: FOL/19/426637
Author: Amanda Wilson, Director Corporate
Authoriser: Lincoln Fitzgerald, Chief Executive Officer
Attachments: 1. Risk Management Policy v6
2. Risk Management Framework v3
3. Risk Management Implementation Plan v1

RECOMMENDATION

That Council:

1. Approves the Risk Management Policy
2. Approves the Risk Management Framework
3. Notes the Risk Management Implementation 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

There have been many discussions over the past year about development of a suite of risk management documents, which includes presentation of consultancy work by CT Management.

BACKGROUND

In February 2020, the Audit and Risk Committee received an internal audit report "*Review of Risk Management Framework ISO 31000:2018 (incl. Risk Awareness Survey)*." There were six improvement recommendations in the audit:

1. Risk Management Policy and Framework did not incorporate key aspects or great details about ISO31000:2018 (this standard replaces the 2009 Standard)
2. Risk management induction process is required to reinforce new staff understanding of Council's risk management processes
3. A Risk Appetite Statement has not been established
4. Risk management register has some shortfalls
5. There is no Risk Management Implementation Plan
6. KPI's for risk management have not been identified.

ISSUES/DISCUSSION

Effective risk management promotes an environment where everyone can make informed decisions that support achievement of Council's vision and strategic objectives.

A risk management system for the organisation has been developed that includes five key documents:

- Risk Appetite Statement
- Risk Management Policy
- Risk Management Framework

- Risk Management Implementation Plan
- Risk Management Procedure.

Approval of the Risk Management Policy and Risk Management Framework addresses dot point 1 in the abovementioned internal audit report and provides two of the key documents in the risk management system.

The Risk Management Policy includes a commitment to assign authority, responsibility and accountability for managing risk at appropriate levels within the organisation. This is documented in the Risk Management Framework which outlines how risk management aligns to ISO31000:2018.

COST/BENEFITS

The benefits of having current risk management documents is the guidance that management has around risk management for Council.

There are no costs related to the approval of the documents presented.

RISK ANALYSIS

The documents are part of a suite of core risk management documents for Council designed to promote best practice risk management.

CONSULTATION AND ENGAGEMENT

The draft documents were presented to the Loddon Leaders and relevant staff with risk management responsibilities, the Policy Review Group, and Management Executive Group for review prior to presentation to the Audit and Risk Committee. The Audit and Risk Committee endorsed the documents for Council's approval at the 2 May 2022 meeting.



RISK MANAGEMENT POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Corporate
INTERNAL COMMITTEE ENDORSEMENT:	Audit and Risk Committee
APPROVED BY:	Council
DATE ADOPTED:	24/05/2022
VERSION NUMBER:	6
REVIEW DATE:	23/05/2023
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Risk Management Framework Risk Management Implementation Plan Risk Management Procedure Risk Appetite Statement Occupational Health and Safety Policy ISO 31000:2018 Risk Management Guidelines
RELATED LEGISLATION:	Local Government Act 2020 Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2017
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document1

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.



RISK MANAGEMENT POLICY

1 PURPOSE

The purpose of this policy is to define Loddon Shire Council's commitment to risk management, and to help understand and proactively manage the effects of uncertainty on achievement of Council's objectives.

"The purpose of risk management is the creation and protection of value. It improves performance, encourages innovation and supports the achievement of objectives identified in the Council Plan."¹

Risk management is an important element in supporting the Community Vision of *"Creating a community where everyone is welcome and has the opportunity to live, work and thrive"*, and Council's Vision of *"Loddon will be a resilient, sustainable and prosperous community of communities"*.

2 SCOPE

This policy applies to the Councillors and employees (including full time, part time, casual employees, agency staff and students). The policy is also applied in the management of contractors, volunteer groups and consultants of Council. The Audit and Risk Committee is a key stakeholder of this policy.

3 POLICY

ISO 31000:2018 defines risk as "the effect of uncertainty on objectives. An effect is a deviation from the expected. It can be positive, negative, or both, and can address, create or result in opportunities or threats."

Council is committed to enterprise wide risk management and will proactively manage risk in accordance with the *Australian Standard AS ISO 31000:2018: Risk management - guidelines* which documents the principles, framework, and process for achieving best practice in risk management.

To support this commitment we will:

- review strategic risks that can cause a shift in the strategic objectives documented in the Council Plan
- integrate risk management into decision making about core business operations and potential changes to services or programs by communicating Council's appetite for risk in the Risk Appetite Statement
- assign authority, responsibility and accountability for managing risk at appropriate levels within the organisation and document this in the Risk Management Framework which outlines how risk management aligns to ISO31000:2018
- ensure the necessary resources are allocated to managing risk for the whole organisation and to support officers responsible for managing risks relevant to their roles
- communicate this policy through the organisation by providing it on Council's website and discussing it at the Risk Management Meeting and leadership group meetings
- consider whether the policy should be reviewed before its scheduled date at the Risk Management Meeting should the internal and/or external environment change

¹ Standards Australia Limited/Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2



RISK MANAGEMENT POLICY

- identify and report a suite of key risk indicators that monitor our progress and maturity in risk management as per Recording and Reporting section of the Risk Management Framework

4 RISK MATRICES CALCULATIONS

The methodology for calculating risk ratings is not documented in *ISO 31000:2018*. Therefore, the *Standards Australia, HB266:2010 Guide for managing risk in not-for-profit organisations*² has been referenced in developing Council’s risk matrix.

The risk calculation matrices are in:

- Appendix A: the nature and magnitude of consequences of threat risk
- Appendix B: the likelihood of events or consequences occurring
- Appendix C: the threat risk matrix

The threat risk matrix represents the inherent risk; this can be modified through risk controls and treatments which are applied through the risk assessment process, which is documented in the Risk Management Framework.

5 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Consequence	The outcome of an event affecting objectives. A consequence can be certain or uncertain and can have positive or negative direct or indirect effect on objectives. ³
Control	A measure that maintains and/or modifies risk. ⁴
Inherent risk	Represents the amount of risk that exists in the absence of controls. ⁵
Likelihood	The chance of something happening. ⁶
Residual risk	Is the amount of risk that remains after controls are accounted for. ⁷
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected. It can be positive, negative, or both, and can address, create or result in opportunities or threats. ⁸

6 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.

² Standards Australia Limited/ Standards New Zealand, HB266:2010: Guide for managing risk in not-for-profit organizations
³ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2
⁴ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2
⁵ <https://www.fairinstitute.org/blog/inherent-risk-vs-residual-risk-explained-in-90-seconds>, Accessed: 1 March 2022
⁶ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2
⁷ <https://www.fairinstitute.org/blog/inherent-risk-vs-residual-risk-explained-in-90-seconds>, Accessed: 1 March 2022
⁸ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p1



RISK MANAGEMENT POLICY

7 REVIEW

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



RISK MANAGEMENT POLICY

APPENDIX A: CONSEQUENCE CRITERIA

1. Insignificant	2. Minor	3. Moderate	4. Major	5. Extreme
Financial impact⁹				
<\$25K loss	\$25K to <\$100K loss	\$100K to <\$250K loss	\$250K to <\$1M loss	>\$1M loss
People Impact (Councillors, employees, volunteers, contractors, community, clients)⁹				
No lost time injury	Lost time injury <1 week	Lost time injury >1 week and <2 weeks	Lost time injury >2 weeks and <4 weeks	Lost time injury >4 weeks
First-aid treatment not requiring medical treatment	Medical treatment required at hospital or doctor's surgery	Short-term hospitalisation to one or more persons	Extensive injury or impairment to one or more people	Fatality and/or severe irreversible disability to one or more people
Reputation impact⁹				
Results in local gossip: complaint to employee	Results in regional gossip: Complaint to management	Results in regional media coverage; Senior manager departs	Results in state media coverage; or CEO departs	Results in national media coverage: or CEO departs and Councillors are removed
No negative impact on staff turnover	Reputation damage as an employer of choice within the Shire	Reputation damage as an employer of choice within Central Victoria	Reputation damage as an employer of choice within Victorian local government	Reputation damage as an employer of choice outside local government
Service output impact⁹				
Negligible disruption in standard or breadth of service	Short term disruption in standard or breadth of services (less than six months)	Medium term disruption in standard or breadth of services (six months to less than one year)	Long term disruption in standard or breadth of services (over one year and less than two years)	Sustained significant disruption in standard or breadth of service (over two years or ongoing)
Management impact⁹				
Requires some management attention over several days	Requires some senior management attention over many days up to a few weeks	Requires senior management time over several weeks	Requires considerable senior management time over several weeks to a few months	Requires significant senior management time over several months

⁹ Based on Standards Australia/Standards New Zealand, HBB266:2010 Guide for managing risk in not-for-profit organizations, p49



RISK MANAGEMENT POLICY

1. Insignificant	2. Minor	3. Moderate	4. Major	5. Extreme
Legal and compliance impact⁹				
Minor legal issues or minor breach of regulations	Breach of regulations with minor fine or legal costs, or minor litigation	Breach of regulations with investigation by regulator and possible moderate fine. Litigation and costs up to \$500K	Major breach of regulations with significant fines. Litigation involving many weeks of senior management time and costs up to \$1M	Major litigation costing over \$1M. Investigation by regulator resulting in long-term interruption of operations. Possibility of custodial sentence.
Insignificant negative impact on compliance with legislation, regulation, accreditation, standards, and policy	Short term and/or minor compliance breach with legislation, regulation, accreditation, standards, and policy	Medium term and/or moderate breach of compliance with legislation, regulation, accreditation, standards, and policy	Long term and/or major breach of compliance with legislation, regulation, accreditation, standards, and policy	Extreme breach of compliance with legislation, regulation, accreditation, standards, and policy
Environment impact				
Insignificant negative environmental impact	Minor environmental harm with no ongoing damage	Moderate environmental damage requiring short term remediation	Major environmental damage requiring medium term remediation	Extreme environmental damage requiring long term remediation



RISK MANAGEMENT POLICY

APPENDIX B: LIKELIHOOD CRITERIA

Level	Description	Example, detailed description		
5	Almost certain	There is greater than 90% chance of the consequence occurring within the next year.	Consequence is expected to occur in most times during normal operations.	Consequence could occur within days or weeks.
4	Likely	There is 60% to 90% chance of the consequences occurring within the next year.	Consequence will probably occur in most circumstances.	Consequence could occur within weeks or months.
3	Possible	There is 40% to 60% chance of the consequences occurring within the next year.	Consequence may occur under specific circumstances but there is a distinct possibility it won't occur.	Consequence could occur within months to years. No evidence of previous incidents.
2	Unlikely	There is 10% to 40% chance of the consequences occurring within the next year.	Consequence may occur but it is not anticipated.	Consequence could occur within years to decades.
1	Rare	There is less than 10% chance of the consequences occurring in the very long term.	Consequence would only occur under exceptional circumstances.	Consequence is considered a one-in-100 year event.



RISK MANAGEMENT POLICY

APPENDIX C: RISK MATRIX

Likelihood criteria	Consequence criteria				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost certain	5 Medium (1C5L)	10 High (2C5L)	15 High (3C5L)	20 Very High (4C5L)	25 Very High (5C5L)
4 Likely	4 Low (1C4L)	8 Medium (2C4L)	12 High (3C4L)	16 High (4C4L)	20 Very High (5C4L)
3 Possible	3 Low (1C3L)	6 Medium (2C3L)	9 Medium (3C3L)	12 High (4C3L)	15 High (5C3L)
2 Unlikely	2 Low (1C2L)	4 Low (2C2L)	6 Medium (3C2L)	8 Medium (4C2L)	10 High (5C2L)
1 Rare	1 Low (1C1L)	2 Low (2C1L)	3 Low (3C1L)	4 Low (4C1L)	5 Medium (5C1L)

LODDON SHIRE COUNCIL

RISK MANAGEMENT FRAMEWORK



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Signed by Chief Executive Officer

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

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

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1 PURPOSE

The purpose of this framework is to document:

- the principles of Loddon Shire Council's risk management system, commitment to risk management and how that operates internally
- the roles and responsibilities of risk management within Council
- the reporting structures that provide the Council with the appropriate oversight of risk management within the organisation.

Council's Risk Management Policy includes a commitment to: "Assign authority, responsibility and accountability for managing risk at appropriate levels within the organisation and document this in the Risk Management Framework which outlines how risk management aligns to ISO31000:2018."

2 INTRODUCTION

Loddon Shire Council has developed a risk management system that includes:

- Risk Management Policy
- Risk Management Framework (this document)
- Risk Management Implementation Plan
- Risk Appetite Statement
- Risk Management Procedure.

The framework has been developed in line with *ISO 31000:2018*, the Australian Standard for risk management. Council's approach to risk management and how that links to the Standard have been addressed in the framework.

The definition of risk in *ISO 31000:2018* is "effect of uncertainty on objectives."¹ The Standard further notes "An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats."²

As Council's risk maturity increases, the opportunity side of risk will be incorporated into the Risk Management Policy and this framework. For now, this framework is focussed on progressing risk management maturity on the threat side of risk.

3 SCOPE

The Risk Management Framework incorporates all risks faced by Council in achieving its strategic objectives during normal operations. They are categorised as strategic, operational and project risks.

Monitoring and reporting activities that are captured under the Road Management Act 2004 have been excluded from this framework, as they have their own monitoring and reporting requirements embedded in Council's Road Management Plan.

4 RISK MANAGEMENT OBJECTIVES

Effective risk management promotes an environment where everyone can make informed decisions that support achievement of Council's vision and strategic objectives.

The objectives for risk management include:

¹ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p1

² Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p1

- identifying and preparing for uncertain events to reduce their impact should they arise
- supporting achievement of strategic objectives
- ensuring responsibilities and accountabilities are clearly defined
- making the necessary resources and training is available to promote a risk aware organisation
- embedding risk management into everything we do so that it becomes second nature
- promoting a risk culture across the organisation.

If we can achieve these objectives, good risk management will lead to increased performance.

5 TYPES OF RISK

Council is a complex business with a variety of services, programs, and projects. The following risk types are those prevalent to Council.



This framework identifies Strategic Risk, Operational Risk, and Project Risk as the three key groups of risks. The risk management approach for each risk group is identified in this framework.

5.1 Strategic risks

Strategic risks:

- are those risks that can cause a shift in Council’s strategic objectives
- can have a long-term impact or be ongoing
- are those impacted in the most part by external events.

5.2 Operational Risks

Operational risks:

- relate to the delivery of services and programs
- can have short-term or long-term impact, or be ongoing
- are those impacted by internal or external events.

5.3 Project risks

Project risks:

- relate to the delivery of specific projects, and are the risk of an uncertain event or condition having an effect on project outcomes
- impact the project itself, and the life of the risk is limited to project delivery
- are those impacted by internal or external events.

6 ISO31000:2018 RISK MANAGEMENT – GUIDELINES

Council’s Risk Management Policy and Risk Management Framework are the foundation documents that outline Council’s commitment to risk management. The policy and framework are aligned to the *ISO 31000:2018*, which articulates the principles, framework, and processes for achieving best practice in risk management, as per Figure 1³.

The Standards are considered best practice documents, and used widely to provide a consistent guide on a particular topic.⁴

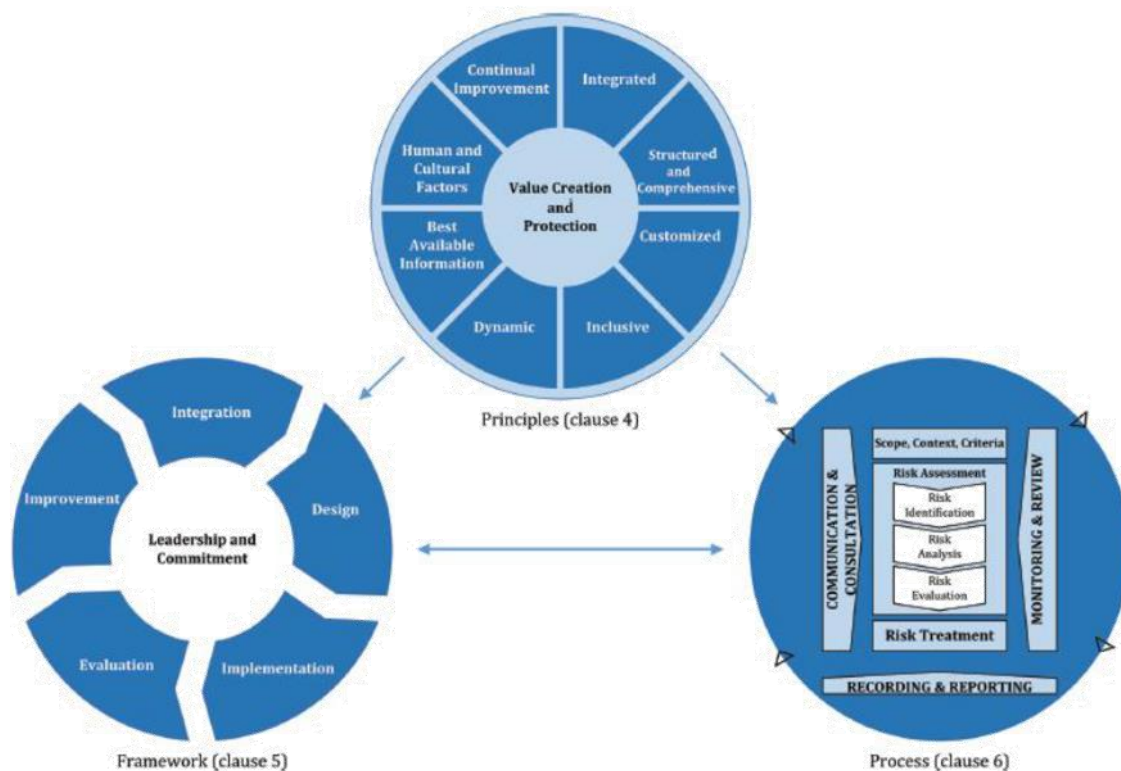


Figure 1 — Principles, framework and process

³ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, pv

⁴ ISO (International Organisation for Standardization) is an independent, non-governmental international organisation with membership from national standard bodies. It brings together experts to share knowledge and develop International Standards that support innovation and provide solutions to global challenges (<https://www.iso.org/about-us.html>, Accessed: 9 March 2022)

7 PRINCIPLES

The principles outlined in Figure 2 provide guidance on the characteristics of effective and efficient risk management, communicating its value and explaining its intention and purpose. The principles are the foundation for managing risk⁵.

Each of the principles must be evidenced for Council to be implementing effective and enterprise-wide risk management and will serve as points of reference for periodically reviewing the maturity of risk management at Council. The principles are:

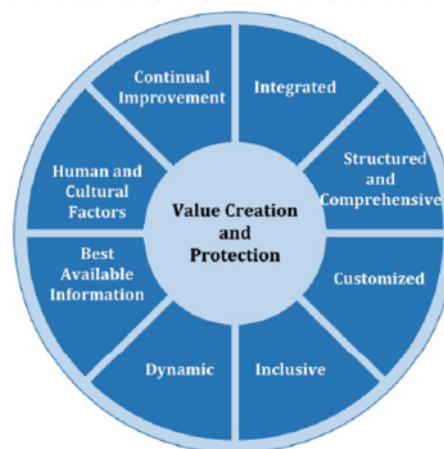


Figure 2 — Principles

- a) **Integrated:** Risk management is an integral part of all activities.
- b) **Structured and comprehensive:** A structured and comprehensive approach to risk management contributes to consistent and comparable results.
- c) **Customised:** The risk management framework and process are customised and proportionate to the external and internal context related to Council's objectives.
- d) **Inclusive:** Appropriate and timely involvement of stakeholders enables their knowledge, views and perceptions to be considered. This results in improved awareness and informed risk management.
- e) **Dynamic:** Risks can emerge, change or disappear as the external and internal context changes. Risk management anticipates, detects, acknowledges and responds to those changes and events in an appropriate and timely manner.
- f) **Best available information:** The inputs to risk management are based on historical and current information, as well as on future expectations. Risk management explicitly takes into account any limitations and uncertainties associated with such information and expectations. Information is timely, clear and available to relevant stakeholders.
- g) **Human and cultural factors:** Human behaviour and culture significantly influence all aspects of risk management at each level and stage.
- h) **Continual improvement:** Risk management is continually improved through learning and experience⁶.

When these attributes are evidenced in the organisation, Council will have a high level of risk maturity. The Risk Management Implementation Plan will assist in developing this maturity over time.

⁵ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p3

⁶ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p3

8 FRAMEWORK

The purpose of the risk management framework is to assist Council in integrating risk management into significant activities and functions.

The effectiveness of risk management will depend on its Implementation into the governance of Council, including decision-making.⁷ The framework elements are:



Figure 3 — Framework

8.1 Leadership and commitment

8.1.1 Governing body

Council is ultimately responsible for risk management, and discharges the day-to-day responsibility for risk to management.

Under the Local Government Act 2020 (The Act), Section 53 mandates establishment of an Audit and Risk Committee by Council. This Council has an active Audit and Risk Committee, which has oversight responsibility for risk management on behalf of the Council.

Council evidences its commitment to risk management through the reporting structure that ensures a summary of all Audit and Risk Committee Meetings are reported to the Council. It also ensures that risk related documents, such as the Risk Management Policy, this framework, Risk Appetite Statement and Risk Management Implementation Plan, are endorsed by the Audit and Risk Committee before approval by Council.

8.1.2 Operations

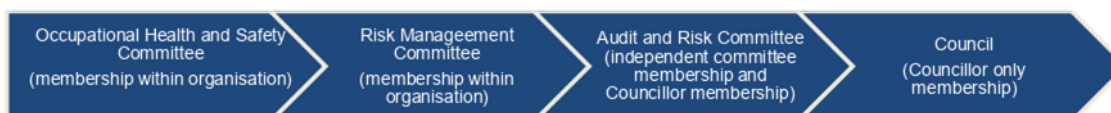
Risk management is fully supported and endorsed by Council’s Management Executive Team (MEG) and Loddon Leaders (management). These groups play an integral leadership role in the organisation.

8.2 Integration

It is stated in *ISO 31000:2018* that **everyone in an organisation has responsibility for managing risk**.

Council’s approach provides an integrated model for risk management with responsibilities, with Council as the highest authority, through the layers of the organisation to individual teams who operate in a risk-focused environment.

The meeting structure for the various reporting lines for risk management has been coordinated to ensure that information flows from the ground roots of the organisation all the way to the Council. Its implementation is as follows:



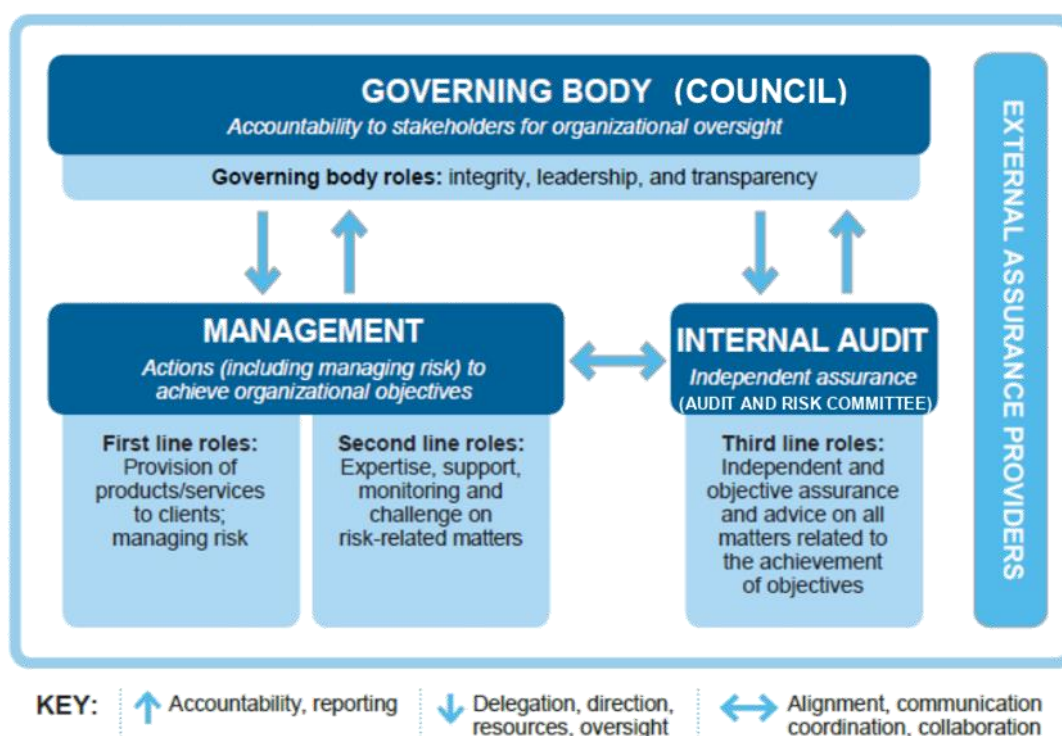
⁷ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p4

Integration is further achieved through Council’s internal control environment, which is based on the three lines model in managing risk.

The three lines model incorporates:

1. Management controls and internal control measures (own and manage the risks).
2. Financial controls, risk management processes, quality controls, security (such as delegations), inspection and compliance (oversee risks).
3. Assurance oversight (internal and external audit).

This diagram⁸ models Council’s governance framework through the three lines model, which ensures Council is included in the reporting and awareness structure through the Audit and Risk Committee.



⁸ <https://www.iaa.org.au/technical-resources/professionalGuidance/the-iaa's-three-lines-model> Accessed: 11 May 2022.
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8.2.1 The first line: operational management

As the first line, managers own and manage risks and are responsible for implementing mitigating actions to address process and control deficiencies.

They are accountable for the maintenance of effective internal controls and for executing risk and control procedures on a day-to-day basis.

Management identifies, assesses, controls, and mitigates risks, guiding the development and implementation of internal policies and procedures and ensuring that activities are consistent with goals and objectives.

This information is reported through the Risk Management Committee.

8.2.2 The second line: oversee risks

The second line comprises various risk management and compliance functions to help build, maintain and monitor the first line controls.

Functions include:

- risk management functions by management that assist risk owners in identifying and analysing risks in their areas of the organisation, ensuring they are monitored and acted upon when they are outside tolerance, and reported in accordance with documented procedures
- compliance functions to monitor various specific risks such as noncompliance with applicable laws and regulations, finance, governance, procurement, occupational health and safety and project management.

Specific responsibilities of these functions include:

- identifying and recording emerging risks
- monitoring existing risks
- following the risk management framework protocols
- adhering to policies and procedures
- identifying shifts in Council's internal and external environment
- responding to emerging issues and changing regulatory risks
- undertaking training on risk management processes
- assisting in the development of processes and controls to manage risks.

This information is reported through the Risk Management Committee and Audit and Risk Committee.

8.2.3 The third line: internal audit

The internal audit function provides Council and management with comprehensive assurance based on the highest level of independence and objectivity.

This function is overseen by the Audit and Risk Committee and provides assurance on the effectiveness of governance, risk management, compliance, and internal controls, including the manner in which the first and second lines achieve risk management and control objectives.

The function actively contributes to effective organisational governance providing best practice conditions are met, such as:

- the function is independent (external contractor)
- it performs its role in accordance with recognised international standards for the practice of internal auditing
- it reports and is able to perform its duties independently, reporting through to the Audit and Risk Committee, which has independent membership
- it has an active link to Council via Councillor membership on the Audit and Risk Committee and biannual reporting to Council.

In addition to the internal audit function, the Audit and Risk Committee reviews the annual Financial Statements and Performance Statement, which are audited by the Auditor-General Victoria's contractor; sometimes referred to as the fourth line.

This information is reported to the Audit and Risk Committee and the Council.

8.3 Design

8.3.1 Understanding the organisation and its context

Council is a complex business, and has significant external contexts under which it operates. This is more prevalent now with the global spread and impact of COVID-19 impacting across the world, but also impacting at a very local level.

ISO31000:2018 includes "social, cultural, political, legal, regulatory, financial, technological, economic and environmental factors, whether international, national, regional or local"⁹ and each of these are relevant to Council's business.

Internally, Council operates in a highly regulated environment, and that is reflected in many of the internal contexts identified below. In many ways, a regulated environment can be easier to implement frameworks such as this Risk Management Framework because roles, responsibilities, accountabilities and delegated authorities are very clear, and easy to communicate.

"Internal context may include, but is not limited to:

- Council's vision, mission and values;
- governance, organisational structure, roles and accountabilities;
- strategy, objectives and policies; culture;
- standards and guidelines adopted by the organisation;
- capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, intellectual property, processes, systems and technologies);
- data, information systems and information flows;
- relationships with internal stakeholders, taking into account their perceptions and values; contractual relationships; and
- commitments."¹⁰

The consequence table in the Risk Management Policy has various consequence types associated with Council's operations which address many of the contextual items listed.

8.3.2 Articulating risk management commitment

Council's commitment to risk management is articulated in the governance structure whereby Council is the approval authority for all key risk documents such as the Risk Management Policy, this framework, Risk Management Implementation Plan, and Risk Appetite Statement. Review and approval of these documents provides Council with the appropriate oversight of risk within the organisation.

8.3.3 Assigning organisational roles, authorities, responsibilities and accountabilities

The roles and responsibilities for risk management are provided in the Local Government Act 2020, Council's committee charters and terms of reference, and positions descriptions for staff. They are fully documented in Section 9: Roles and Responsibilities within this framework.

⁹ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p6

¹⁰ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p6

8.3.4 Allocating resources

The Director Corporate is the key resource for risk management and is supported by the Governance Team. This team oversees risks under the “governance-risk-compliance” spectrum, which includes broad corporate risks and regulatory risk.

Council has an OHS, Risk Management and Fire Prevention Officer whose responsibility it is to facilitate the development of a culture of best practice in safety risk management (OH&S) across the organisation.

However, risk management is everybody's responsibility at Council and this requires an ongoing awareness of the environment. The Director Corporate assists teams with identification and assessment of their risks and development of risk registers. Managers are available to support their teams to increase their awareness and knowledge of risk management relevant to their area of operations.

8.3.5 Establishing communication and consultation

The importance of communication and consultation around risk management cannot be underestimated. It serves as a preventative tool, and a response tool as a learning activity where incidents are reported back to the organisation.

To ensure risk management is communicated broadly across the organisation:

- there are online learning and development modules targeted at specific risk areas (such as fraud and corruption, privacy, etc.)
- there is a dedicated risk management webpage for the intranet to support staff
- the OHS, Risk Management and Fire Prevention Officer provides items in the monthly staff newsletter to increase awareness
- there are safety conversations at team levels
- there is an Occupational Health and Safety Plan, an Occupational Health and Safety webpage, and an annual learning and development calendar that captures safety compliance training
- there is a Health and Wellbeing webpage on the intranet, and an annual calendar promoting health and wellbeing initiatives.

8.4 **Implementation**

Everyone within Council has a role within the risk management program, and is encouraged to identify risks and have them registered and reported through the appropriate channels.

Specifically, the Council, through the Local Government Performance Reporting Framework, is responsible for identifying its strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies for those risks.

The Audit and Risk Committee has oversight of the governance, compliance and risk environment, and ensuring that the internal control environment is sufficient, and where it needs improving, recommending inclusion of internal audit reviews in the Strategic Internal Audit Plan.

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

- actively identifying and assessing current and emerging risks and ensuring they are accurately reflected in the Operational Risk Register
- embedding a risk management culture across the organisation through their actions and advocacy for the risk management program
- providing advice on continual improvement of the management of risk.

The Director Corporate has the ultimate organisational responsibility for the risk management program ensuring:

- all risk management documents are reviewed and updated through the authorising environment
- any risks outside appetite are escalated, as per Section 9.5: Monitoring and Review of this framework
- reporting is provided to the Risk Management Committee, Audit and Risk Committee, and Council.

The OHS, Risk Management and Fire Prevention Officer is responsible for occupational health and safety risk and promoting a safety culture.

Project managers and project officers are responsible for managing risks related to their specific projects.

8.5 Evaluation

The core risk management documents are subject to regular review to ensure they remain relevant for Council's operations. The Risk Management Implementation Plan, which is the plan to drive continuous improvement in risk management, is subject to annual review to ensure completion of current actions and develop new actions to increase risk maturity at Council. During its review, the effectiveness of the risk management program is evaluated to ensure activities are adding value, and risk management maturity is increasing.

8.6 Improvement

8.6.1 Adapting

Council reviews strategic risks every six months to understand any changes to the internal or external context.

The Audit and Risk Committee annually reviews the Strategic Internal Audit Plan, a risk based plan that identifies internal audit reviews that address the most significant risks and/or add the best value to Council's operations.

The Risk Management Committee assesses emerging operational risks from changes to the external and internal environment, and ensuring that risk assessments are undertaken for newly identified risks.

Project managers and project officers have an ongoing role throughout the life of projects to ensure that the internal and external context is reviewed and risks assessed accordingly.

8.6.2 Continually improving

The Risk Management Implementation Plan identifies actions to increase Council's risk management maturity under the headings of:

- Risk management framework
- Risk management process
- Risk culture.

The actions in the plan will progressively be completed, and progress will be reported back to Council via the Audit and Risk Committee.

The plan will be reviewed annually to ensure new actions are captured and monitored. In the same way, the core risk management documents are subject to regular review to ensure they remain relevant for the Council.

9 PROCESS

“The risk management process should be an integral part of management and decision-making and integrated into the structure, operations and processes of the organisation. It can be applied at strategic, operational, programme or project levels.”¹¹ The elements of the process are:

9.1 Communication and consultation

Communication of the risk management process is a fundamental part of best practice risk management and of an enterprise risk management framework.

Section 8.3.5 identifies the communication and consultation mechanisms.

9.2 Scope, context and criteria

9.2.1 Defining the scope

The Council, through the Local Government Performance Reporting Framework, is responsible for identifying its strategic risks to Council’s operations, their likelihood and consequences of occurring and risk minimisation strategies for those risks.

In accordance with the Act, the Council has provided the Audit and Risk Committee with responsibility for overseeing risk management. Specifically, the Committee is responsible for overseeing strategic risks and operating risks.

The Risk Management Committee is responsible for assessing operating risks.

Council officers are also responsible for identifying and assessing operational and project risks in their area of Council operations.

Project managers and project officers are responsible for assessing project risks.

The OHS, Risk Management and Fire Prevention Officer is responsible for safety risk in the organisation.

The Achievement Program Committee is responsible for promoting wellbeing activities across the organisation that support the work of the Occupational Health and Safety Committee in emotional or mental health safety.

9.2.2 External and internal context

As risk identification, assessment, and analysis is undertaken at officer level, it is undertaken from knowledge about the internal and external context for that officer’s role and team’s operations.

9.2.3 Defining risk criteria

The Standard states: “the organisation should specify the amount and type of risk that it may or may not take, relative to objectives.”¹²

Council’s Risk Management Policy identifies the likelihoods and consequences for Council’s risks. The consequence are set with consideration of Council’s not-for-profit environment, and have been informed by *Standards Australia Limited/Standards New Zealand, HB266:2010 Guide for managing risk in not-for-profit organizations* and identifies a number of consequence types that Council must consider.

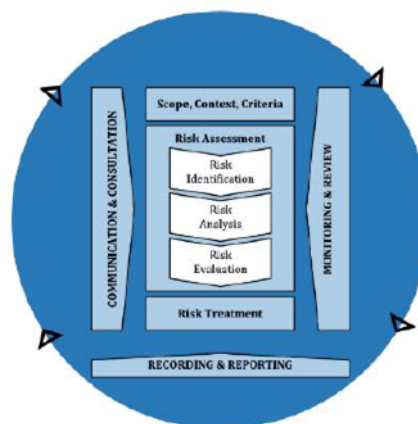


Figure 4 – Process

¹¹ Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p9

¹² Standards Australia Limited, *ISO Australian Standard 31000:2018 Risk Management – Guidelines*, p10

9.3 Risk assessment

Risk assessment is the overall process of risk identification, risk analysis and risk evaluation, each of which are detailed below.

Risk assessments are conducted systematically and collaboratively, with input from key stakeholders and using the best available information and further investigation as required.

9.3.1 Risk identification

The purpose of risk identification is to find and describe risks that may prevent Council achieving its objectives, and should consider:

- what events could prevent achievement of objectives and how impactful they are on this
- vulnerabilities in systems and processes that need to be addressed
- changes in the external and internal context that may be creating emerging risks.

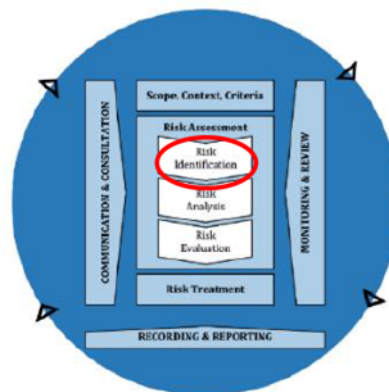


Figure 4 – Process

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

Forum	Details
Communication and awareness	Advice by staff to managers or OHS, Risk Management and Fire Prevention Officer which result in an incident report
	Advice by community members to Council of a potential or actual risk which may result in an incident report
Meeting structure	Tool box meetings for outdoor staff
	Direct care staff and maternal and child health staff in-service meetings
	Occupational Health and Safety Committee meetings
	Achievement Program Committee meetings
	Risk Management Committee meetings
	Loddon Leaders meetings
	Audit and Risk Committee meetings
All staff meetings	
Event	Incidents or accidents that happen in the workplace or in the community environment that are reported to Council and investigated for root cause
Audits	Internal audit program, which is a risk based program focusing on new or emerging risks, identified on an annual basis, with scope to change priorities if needed
	Insurance audits
	WorkSafe safety audits
Processes	External (financial) audits
	Requirement for contractors to meet minimum compliance standards prior to being engaged
	Workplace inspections which are undertaken twice per year
Documentation	Business impact analysis from the Business Continuity Plan which are undertaken; one directorate per quarter
	Registers for hazardous substances are reviewed periodically

The product from risk identification is a risk statement. A good risk statement incorporates the following elements:



Example:

The requirement by Council to limit annual rates increases under the Fair Go Rates System parameters (Cause) limits Council's ability to raise rating revenue annually (Risk) which may result in Council becoming financial unsustainability over time (Impact).

Consideration of each element above will ensure risk statements are sufficiently clear for others to understand.

9.3.2 Risk analysis

The purpose of risk analysis is to understand the nature of the risk, the likelihood of it happening, the consequence of it happening, and whether we have any mitigating controls in place to reduce the risk.

This process enables each of the identified risks to be consistently rated so that the relative priority of risk treatments can be determined.

Informal risk analysis is undertaken daily by officers during their work, much of the time without even thinking of it. An example of this is wiping water off the kitchen floor so no one slips on it.

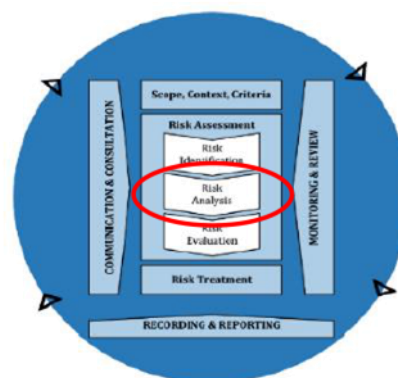
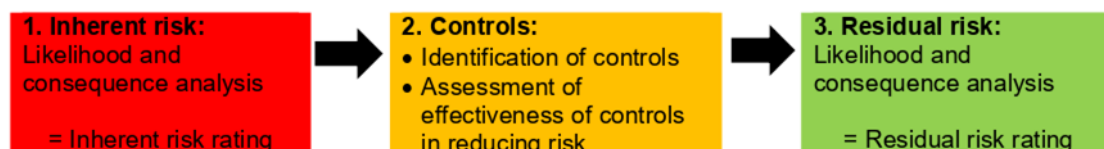


Figure 4 – Process

Formal risk analysis is undertaken with a software program (Reliansys Risk Module) that records the risk, and where analysis of the risk is undertaken. It is a three step approach (as per below), and inputs into this program create risk registers.



9.3.2.1 Inherent risk

Inherent risk is the risk assessment undertaken without considering any controls. It is an important first step in analysing the risk to understand the whole impact of the risk should controls not be effective, or fail. This is an analysis of worst-case scenario.

9.3.2.2 Current controls

A control is a measure or action that modifies or regulates risk. The goal is to modify the risk down to a lower rating. Controls include policies, procedures, work practices and processes, technology, just to name a few.

Controls can be:

1. Preventive: a control that prevents a risk from occurring
2. Detective: a control that detects risks prior to them occurring or while they are in motion
3. Corrective: controls that are put in place after a risk event occurs to reduce the impact of the risk.
4. Reactive: a control that is put in place after an risk event

The effectiveness of controls is an important consideration when analysing risk, and Council's software program provides guidance on how to assess controls.

9.3.2.3 Residual risk

The residual risk is the amount of risk that remains after controls are documented, and represents the risk in its current state. It is important that the risk analysis is undertaken over time on each risk to understand whether the residual risk remains, and whether it sits within risk appetite.

In order to undertake risk analysis the Risk Management Policy must be referenced, as it has the Consequence Criteria (in Appendix A) and the Likelihood Criteria (in Appendix B).

In addition to this, the Risk Management Procedure will assist risk owners in the analysis and use of Reliansys Risk Module.

9.3.3 Risk evaluation

The purpose of risk evaluation is to compare the risk analysis results against Council's risk appetite to determine where additional action is needed. The ideal scenario is to implement controls to a risk level that is acceptable to Council (i.e. within the risk appetite) with surety that the controls are effective.

If this does not happen, possible decisions include:

- do nothing
- further investigate to better understand the risk
- maintain existing controls
- increase controls
- reconsider strategic objectives
- consider risk treatment options.

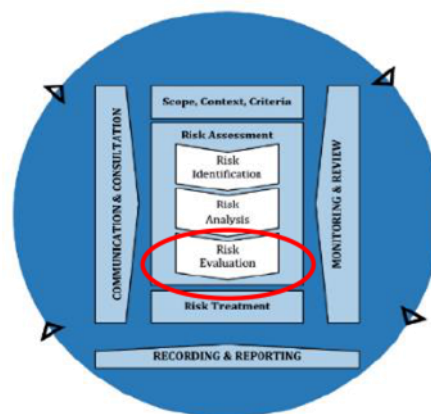


Figure 4 — Process

Any risks that have a residual risk rating of Very High (unconditional) and High (conditional) must have treatments identified and implemented with the objective of improving the control environment and reducing the likelihood, consequence, or both.

9.4 Risk treatment

9.4.1 Selection of risk treatment options

Risk treatments are designed to minimise the risk. Deciding on the most appropriate risk treatment will be undertaken by "balancing the potential benefits derived in relation to the achievement of the objectives against costs, effort or disadvantages of implementation."¹³

Risk treatment involves an iterative process of:

- formulating and selecting risk treatments
- planning and implementing risk treatments
- assessing effectiveness of risk treatments
- deciding whether the resulting residual risk is acceptable
- taking further treatment actions if the residual risk is not acceptable.

¹³ Standards Australia Limited, ISO Australian Standard 31000:2018 Risk Management – Guidelines, p10
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Examples of risk treatments are:

Risk treatment	Application of risk treatment
Take risk	Pursue an opportunity that falls within Council's risk appetite
Remove risk source	Remove whatever is creating the risk for Council
Change likelihood or consequence	<ul style="list-style-type: none"> • Train staff in procedures • Test procedures to ensure they are sound • Implement monitoring and control program, e.g. Fraud and Corruption Control Plan • Implement a strong governance framework for policies and procedures • Corrective actions resulting from incident reports • Implement Business Continuity Plan • Implement Disaster Recovery Plan (for IT) • Regularly review instruments of delegation of powers, duties and function • Risk-based internal audit program
Share the risk	Transfer part or all of the risk through insurance contracts, outsourcing the risk through commercial contracts, partnerships, etc.
Avoid the risk	Decide not to start or continue with the activity that gives rise to the risk
Retain the risk	Accept the risk by choice as the risk falls within the Council's risk appetite

9.4.2 Preparing and implementing risk treatment plans

Risk treatment plans provide documentation of corporate assumptions and actions, which helps during reassessment of risks in identifying the rationale for why a risk treatment was selected.

A risk mature organisation will implement risk treatment plans where required following risk evaluation. Council has not previously implemented risk treatment plans, but this will be a continuous improvement activity embedded through the work of the Risk Management Committee.

9.5 Monitoring and review

In addition to being an important continuous improvement activity, monitoring and review of the risk registers ensures that risk assessments and risk treatments are current for the objectives of the Council.

Monitoring will be incorporated into reporting cycles as follows:

- Council will monitor strategic risks every six months.
- The Audit and Risk Committee will monitor strategic and operational risks every quarter, with strategic risks provided in quarter 1 and 3 and operational risks provided in quarter 2 and 4.
- The Risk Management Committee will monitor operational risks.
- The Occupational Health and Safety Committee will monitor safety risks, which includes assessment of near misses, hazards, and safety incidents.
- The Management Executive Group, project managers and project officers will monitor project risks throughout the life of a project.
- All risk owners will monitor their specific risks, and escalate them through the appropriate channels when they are outside of risk appetite.

Reporting of risks is covered in the next section of this framework; however, between reporting cycles, risks should be monitored and must be escalated where a risk rating is increased through the review.

Strategic risks and project risks are subject to specific monitoring and review outside this framework.

The following are the monitoring and review parameters for escalation of **operational risks**:

Residual risk level	Risk acceptance	Recommended management response	Timeframe	Responsibility
Very high	Unacceptable region: Action required: Risk can only be allowed to continue under exceptional circumstances and with the approval of CEO.	Immediate notification to the CEO	Immediate	Relevant director
		Risk activity is to cease unless the CEO agrees that it can continue; however, risk treatment plans must be implemented as a priority	Interim action within 7 days	Risk owner with support from relevant manager
			Detailed risk treatment plan within 14 days	Risk owner with support from relevant manager
			Weekly monitoring, or more if directed by CEO	Risk owner
Reported to Audit and Risk Committee at next meeting		Director Corporate with support from risk owner		
High	Tolerable region: Monitoring required: Risk mitigation efforts must increase to reduce the risk as far as reasonably practicable, unless cost significantly outweighs the benefit or reduction is impracticable.	Immediate notification to relevant director	Immediate	Relevant manager
		Risk monitored, and if the threat remains after 14 days, a risk treatment plan must be developed and implemented	Interim action within 14 days	Risk owner with support from relevant manager
			Detailed risk treatment plan within 30 days	Risk owner with support from relevant manager
			Fortnightly monitoring, or more if directed by relevant director	Risk owner
Reported to Audit and Risk Committee at next meeting		Director Corporate with support from risk owner		
Medium	Tolerable region: Monitoring required: Confirm risk mitigation efforts are effective in reducing the risk as far as reasonably practicable.	Risk monitored	Quarterly	Risk owner
		Continue to manage as part of ongoing operations		Risk owner
		Review quarterly, or if anything changes within the quarter		Risk owner

Residual risk level	Risk acceptance	Recommended management response	Timeframe	Responsibility
Low	Acceptable region: No action required: No further risk reduction actions are required	Risk monitored	Annually	Risk owner
		Continue to manage as part of ongoing operations		Risk owner
		Review annually, or if anything changes within the year		Risk owner

9.6 Recording and reporting

The risk management process and its outcomes are recorded in a strategic risk register, project risk registers, and various operational risk registers.

The purpose of recording and reporting is to:

- provide an enterprise-wide risk profile to the Management Executive Group, Audit and Risk Committee and Council
- understand whether the risk profile is within Council's risk appetite
- drive best practice in risk management which will improve performance management
- provide good information to inform decision-making.

The governance framework for risk management ensures that reporting is provided to Council through the committee structure that includes the Health and Safety Committee, Risk Management Committee and the Audit and Risk Committee, and this has been documented earlier in this framework. The following is the reporting cycle for risk management:

Reporting to	Minimum review frequency	Reporting by	Authorising and reporting mechanism
Strategic risk			
Council	Six-monthly, as per Local Government Act 2020 and Local Government Performance Reporting Framework	Audit and Risk Committee (through the Director Corporate)	<i>For approval:</i> Detailed report of "strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies"
	As required if Council changes strategic direction	Audit and Risk Committee (through the Director Corporate)	<i>For approval:</i> Detailed report around change in strategic direction and the impact on the current Strategic Risk Register
Audit and Risk Committee	Six-monthly, as per Local Government Act 2020 and Local Government Performance Reporting Framework	Director Corporate	<i>For endorsing:</i> Detailed report of "strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies"

Reporting to	Minimum review frequency	Reporting by	Authorising and reporting mechanism
	As required if Council changes strategic direction	Director Corporate	<i>For endorsing:</i> Detailed report around change in strategic direction and the impact on the current Strategic Risk Register
Project risk			
Management Executive Group	Report following completion of each project phase	Project managers	<i>For monitoring:</i> Detailed report about key projects and their risk status: financial, time, stakeholder, etc.
Operational risk			
Council	Six monthly, as per the Local Government Act 2020	Audit and Risk Committee (through the Director Corporate)	<i>For approval:</i> Summary report through Audit and Risk Committee Biannual Report of Activities of the Committee
	As required if internal or external context changes significantly or Council changes programs or services	Audit and Risk Committee (through the Director Corporate)	<i>For approval:</i> Detailed report around change in context or services or programs and the impact on the current Operational Risk Register
Audit and Risk Committee	Six-monthly (in the quarters that Strategic Risk is not provided to the Committee)	Director Corporate	<i>For endorsing:</i> <ul style="list-style-type: none"> • Overall risk profile • Detail of very high and high risks and any risk treatment plans in place • New and emerging risks • Detailed report of operational risks • Summary of Risk Management Committee Meeting
	As required if internal or external context changes significantly or Council changes programs or services	Director Corporate	<i>For endorsing:</i> Detailed report around change in context or services or programs and the impact on the current Operational Risk Register

Reporting to	Minimum review frequency	Reporting by	Authorising and reporting mechanism
Risk Management Committee	Quarterly report	Director Corporate	<i>For monitoring:</i> <ul style="list-style-type: none"> • New and emerging risks • Detail of very high and high risks and any risk treatment plans in place • Sample assessment of risks across directorates • Summary of OH&S Committee Meeting
Occupational Health and Safety (OH&S) Committee	Quarterly Report	Director Corporate	<i>For monitoring and action:</i> <ul style="list-style-type: none"> • Details of hazards, near misses, and incidents • Details of risk mitigation activities
Management Executive Group	Quarterly report	Director Corporate	<i>For monitoring:</i> <ul style="list-style-type: none"> • New and emerging risks • Risk profile and changes to the profile from the previous quarter • Detail of very high and high risks and any risk treatment plans in place

10 ROLES AND RESPONSIBILITIES

Risk management is an integral part of an organisation’s governance structure, and exists to ensure that the organisation achieves its objectives. It is therefore, aligned to performance management. **Every member of the organisation has a responsibility to manage risk.**

10.1 Council

Although risk management is a day-to-day responsibility of management, as the most senior authority, risk management is the ultimate responsibility of Council. Council delegates via the Act oversight responsibility for risk management to the Audit and Risk Committee.

The reporting structure ensures that Council is provided with regular reports on risk management via the Quarterly Audit and Risk Committee Report, which is presented to Council following each Audit and Risk Committee Meeting, and includes the minutes and any internal audit reports presented at the meeting.

Under Section 9(2)(c) of the Act, Council must give effect to the overarching governance principles in the performance of its role, which includes: “the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted”.

The Council also considers a six-monthly report on the Committee’s activities in accordance with Section 54(5) of the Act.

Under the Local Government Performance Reporting Framework, Council has the responsibility of producing six-monthly reports on strategic risks to Council's operations, their likelihood and consequence of occurring, and risk minimisation strategies.

In addition to the above, Council's responsibilities are to:

- perform its role as a Council and makes decisions in the context of risk
- review and approve the Risk Management Policy, Risk Management Framework, and Risk Appetite Statement
- review and approve the Risk Management Implementation Plan ensuring that actions are completed and new actions identified to progress risk management maturity.

10.2 Audit and Risk Committee

The Audit and Risk Committee is an independent advisory committee to Council. The Audit and Risk Committee Charter outlines the committee's responsibilities, of which risk management is one.

The Committee meeting agendas include some aspect of risk management, including outstanding audit actions that have been identified through internal audits to mitigate risks, half yearly updates on the actions in Risk Management Implementation Plan, and sector reports from Local Government Inspectorate, Auditor-General Victoria, Ombudsman Victoria and the Independent Broad-Based Anti-Corruption Commission.

Section 54(5) of the Act states the committee must:

- a) prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
- b) provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.

In addition to this report, the minutes of the Audit and Risk Committee and any internal audit reports presented at the meeting are provided to the Council at the Council Meeting following the Audit and Risk Committee Meeting.

The Audit and Risk Committee reviews and endorses risk management documents before they are presented to Council for approval.

10.3 Risk Management Committee

The Risk Management Committee Terms of Reference outlines the committee's responsibilities, and as risk maturity increases, it is expected the Terms of Reference will evolve over time.

10.4 Management Executive Group

The Management Executive Group, comprising the Chief Executive Officer and three directors, are advocates of best practice risk management for the organisation. To provide them with oversight of the risk management environment, they are provided with quarterly reports around Council's risks. This ensures that they are aware of new and emerging risks and understand the status of the risk profile.

10.5 Managers

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

10.6 Director Corporate

The overarching coordination of risk management for Council lies with the Director Corporate, who has a key role in developing and reviewing risk management documentation, facilitating the Audit and Risk Committee, managing outstanding actions resulting from internal audit reviews that identify risk mitigation activities, providing advice to staff, and monitoring the effectiveness of Council's risk management software.

10.7 OHS Risk Management and Fire Prevention Officer

The OHS Risk Management and Fire Prevention Officer has responsibility for workplace safety, and undertakes significant work in ensuring that safety hazards, near misses and incidents are managed.

10.8 Staff, contractors and volunteers

10.8.1 Staff

The induction process for staff articulates Council's commitment to provide a safe environment for staff, the community, and travelling public. To support this commitment, every position description developed for Council staff includes a standard OH&S clause.

An induction module around general risk management is being developed to provide staff with the knowledge and expectations around risk management while working with Council.

10.8.2 Contractors

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

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

10.8.3 Volunteers

Council engages volunteers for the delivery of a range of services to the community. Council's Volunteers' Code of Conduct, which is being developed, will contain minimum standards expected of volunteers around safe operating practices.

In addition to this, there will be a dedicated volunteer induction portal that will require new volunteers to adhere to compliance such as Working with Children Checks, Police Checks, etc.

10.9 Community Asset Committees

Community Asset Committees are created under Section 65 of the Local Government Act 2020 (formally Section 86 of the Local Government Act 1989). They exist to undertake functions, duties or powers on behalf of Council.

Community Asset Committees are bound by an Instrument of Delegation that documents functions, duties, or powers that they undertake on behalf of Council. Committees are advised that they must operate within their delegation to be afforded public liability protection by Council.

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

Council officers are available to meet with committees on request to provide information and support.

11 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Consequence	The outcome of an event affecting objectives. Objectives can be strategic objectives outlined in the Council Plan, specific project objectives, or objectives relating to standard Council operations and activities. A consequence can be certain or uncertain and can have positive or negative direct or indirect effect on objectives. ¹⁴
Control	A measure that maintains and/or modifies risk. ¹⁵
Inherent risk	Represents the amount of risk that exists in the absence of controls. ¹⁶
Likelihood	The chance of something happening. ¹⁷
Residual risk	Is the amount of risk that remains after controls are accounted for. ¹⁸
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected. It can be positive, negative, or both, and can address, create or result in opportunities or threats. ¹⁹
Risk appetite	The amount of risk the Council is willing to accept in pursuit of strategic objectives.
Risk assessment	The overall process of risk identification, analysis, and evaluation. ²⁰
Risk management	Coordinated activities to direct and control an organisation regarding risk. ²¹

12 TRAINING

Training in risk management concepts and the risk management process will be provided for staff upon induction and refresher training. To support a commitment to this, training has been identified on the Risk Management Implementation Plan as an ongoing action.

13 REVIEW

All risk management documentation is reviewed regularly to ensure it remains current for Council activities. This framework, as a newly created document, will be subject to an annual review in the first instance, which will then be extended to a periodic review after its currency has been tested.

¹⁴ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2

¹⁵ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2

¹⁶ <https://www.fairinstitute.org/blog/inherent-risk-vs.-residual-risk-explained-in-90-seconds>, Accessed: 1 March 2022

¹⁷ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p2

¹⁸ <https://www.fairinstitute.org/blog/inherent-risk-vs.-residual-risk-explained-in-90-seconds>, Accessed: 1 March 2022

¹⁹ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p1

²⁰ ²⁰ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p11

²¹ ²¹ Standards Australia Limited/ Standards New Zealand, ISO 31000:2018 Australian Standard Risk Management Guidelines, p1

LODDON SHIRE COUNCIL

RISK MANAGEMENT IMPLEMENTATION PLAN



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
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RELATED LEGISLATION:	Local Government Act 2020 Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2017
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This document is available in alternative formats (e.g. larger font) if requested.

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1 PURPOSE

The purpose of this Risk Management Implementation Plan is to document a path to transition Council into enterprise risk management¹. It should be acknowledged that the first iteration of this plan will be focussed on implementing the foundations to build on risk management maturity over time. For this reason, this plan will be reviewed annually to monitor completion of actions and to add new actions to further mature Council in risk management.

2 BUDGET IMPLICATIONS

It is not anticipated that additional budget will be required to implement the actions in this plan.

3 RISK ANALYSIS

This plan has been documented to provide a roadmap to increase risk management maturity within Council. The achievement of this will help the organisation in managing its current risks, understanding when risks are emerging, and improving risk maturity to a level where risk management increases performance.

4 INTRODUCTION

In trying to achieve best practice in overall governance (which comprises governance-compliance-risk), Council, the Management Executive Group and Loddon Leaders must demonstrate a commitment to a culture of risk management in the organisation.

Council has developed a risk management system that includes a Risk Management Policy, Risk Management Framework, Risk Appetite Statement, Risk Management Procedure and this Risk Management Implementation Plan.

It has been developed in line with *ISO 31000:2018*, the International Standard for risk management, which applies a best practice approach.

The five documents articulate:

- the objectives of the risk management system
- Council's commitment to managing risk
- roles and responsibilities in risk management within the organisation
- a plan to increase the focus on risk management and ensure that Council's governance framework provides risk reporting to the appropriate audiences.

It is acknowledged that risk management is being undertaken already in the organisation and that Council already has a focus on risk management through:

¹ "ERM provides a framework for [risk management](https://en.wikipedia.org/wiki/Enterprise_risk_management), which typically involves identifying particular events or circumstances relevant to the organization's objectives (threats and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall", https://en.wikipedia.org/wiki/Enterprise_risk_management, accessed 09/05/2022.

- general awareness and constant discussion across the organisation
- assessment of risk when prioritising projects and capital works
- an active Audit and Risk Committee
- embedded incident management practices.

However, it is also acknowledged Council currently does not operate under an enterprise risk management model as:

- there are individual risk registers across the business that are not communicated across the organisation
- there are areas of the business without risk registers
- there appears to be a knowledge gap in formal risk management practices
- there is low awareness of the formal risk management tool available.

This Risk Management Implementation Plan should help to overcome the risk management deficiencies that exist, and start to increase the focus on risk management across the organisation.

5 DESIRED STATE

In order to identify the actions required to deliver best practice risk management, it is important to articulate and acknowledge what we are aiming to achieve, which for Council should include, but will not be limited to:

- a business intelligence tool that consolidates all risk registers into an enterprise risk register and provides the Audit and Risk Committee with consolidated reporting, such as an enterprise risk profile
- high level strategic reporting of key performance indicators and key risk indicators that provide trend analyses to identify any “red flags” related to trends of indicators
- an active and engaged Risk Management Committee of senior managers and other key stakeholders that monitors risks right across the organisation, regardless of the Committee members’ area of expertise and knowledge
- an agreed reporting structure that provides the Audit and Risk Committee with the right information at the right time to provide comfort that risk is being managed across the organisation
- assessment of emerging risks by the Risk Management Committee that are reported to the Audit and Risk Committee before being reported to the Council
- a culture where every decision is made from a risk-reward perspective assessing how each decision impacts delivery of the strategic objectives
- a fully integrated governance-risk-compliance (GRC) model where work in one area complements the other areas
- an environment where risk management becomes a seamless part of everyone’s work.

6 ACTION PLAN

The actions in the following table have been identified as important to start the process of transitioning Council into an enterprise risk management environment. The initial actions are broken into the areas of:

- Risk management framework
- Risk management process
- Risk culture.

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It is expected that best practice at the framework and process level will support a maturity in risk culture throughout the organisation.

In addition to risk specific actions, other actions that will facilitate better risk management, but are not specifically risk actions, have been included as "Other strategies to improve risk".

6.1 Risk management framework

1F	Review the Risk Management Policy to ensure it aligns with ISO31000:2018 and recent risk management internal audit report	Policy approved by Council, after endorsement by the Audit and Risk Committee (A&R)	Director Corporate	A&R: May 2022 Council: June 2022
2F	Review the Risk Management Framework to ensure it aligns with ISO31000:2018 and recommendations from the risk management internal audit report	Framework approved by Council, after endorsement by the Audit and Risk Committee	Director Corporate	A&R: May 2022 Council: June 2022
3F	Develop a Risk Management Procedure to assist risk owners in how to log and manage risks	Procedure developed and approved by Management Executive Group	Director Corporate	June 2022
4F	Review the Terms of Reference of the Risk Management Committee to ensure the Committee's work is focussed correctly.	Reviewed Terms of Reference approved by the Management Executive Group (MEG)	Director Corporate, in consultation with Loddon Leaders	Loddon Leaders: May 2022 MEG: June 2022
5F	Develop a Risk Appetite Statement	Risk Appetite Statement approved by Council, after endorsement by the Audit and Risk Committee	Director Corporate	A&R: May 2022 Council: June 2022
6F	Provide Audit and Risk Committee with quarterly reports of the status of outstanding actions	Standing agenda item on Audit and Risk Committee of Outstanding Action Report	Director Corporate	May 2022
7F	Develop a reporting framework for risk management that is provided to the	Standing agenda item on Management Executive Group agenda each quarter	Director Corporate	September 2022

	Management Executive Group			
8F	Develop a reporting framework for risk management that is provided to the Audit and Risk Committee	Standing agenda item on the Audit and Risk Committee agenda each quarter	Director Corporate	November 2022
9F	Develop a compliance management framework in accordance with ISO 19600:2014 Compliance Management – Guidelines	Framework approved by Council, after endorsement by the Audit and Risk Committee	Director Corporate	A&R: November 2022 Council: December 2022

6.2 Risk management process

1P	Corporate documentation review to incorporate risk management (Council Report Template, Budget Bids, etc.)	Review undertaken and recommendations provided to the Management Executive Group	Director Corporate	December 2022
2P	Facilitate training sessions for key stakeholders in Risk Management Software	Training undertaken	Governance Coordinator	September 2022
3P	Review the current risk register to confirm strategic risks, ensuring they are documented as true risk statements, and have been assessed and controls documented	Register reviewed and provided to Audit and Risk Committee prior to presentation to Council	Director Corporate	A&R: May 2022 Council: June 2022
4P	Review the current risk register to confirm current operational risk, ensuring they are documented as true risk statements, and have been assessed and controls documented	Register reviewed and provided to Audit and Risk Committee	Director Corporate	November 2022

5P	Assess the current risk management software to understand whether it is fit for purpose, and if not, investigate other risk management software for consideration	Report presented to the Risk Management Committee recommending current or new risk management software	Director Corporate	March 2023
6P	Assess the safety management system against <i>ISO 45001:2018 Occupational health and safety management systems</i> to identify gaps in safety risk governance and implement an action plan from identified gaps	Gap analysis reported to Management Executive Group Action plan developed and reported to Management Executive Group	Director Corporate Director Corporate	December 2022 March 2023
7P	Identify new and emerging risks for all areas of the business	Standing agenda Item for Risk Management Committee	Risk Management Committee members	Progressive reports to Risk Management Committee Meeting

6.3 Risk management culture

1C	Source a risk management culture tool, and undertake a risk maturity assessment to measure the progress towards an enterprise risk management environment Note: This may not be achievable due to previous attempts to find a tool; however, further attempts will be made.	Report provided to the Risk Management Committee Report provided to the Audit and Risk Committee	Director Corporate	November 2023
2C	Undertake a risk maturity assessment to measure the progress towards an enterprise risk	Report provided to the Risk Management Committee	Director Corporate	One year after initial assessment

	management environment	Report provided to the Audit and Risk Committee		
3C	Develop Key Risk Indicators, taking into consideration risk and reward for the business	Key Risk Indicators embedded into Audit and Risk Committee Reporting	Director Corporate	November 2023

6.4 Other strategies to improve risk

10	Review the Strategic Document, Policy and Procedure Framework in accordance with AS/NZS ISO 9001: 2016 Quality Management Systems – Requirements to ensure that all corporate documentation has strong document control and review processes	Framework approved by the Management Executive Group	Director Corporate	September 2023
20	Review the list of overdue documents, as per the Strategic Document, Policy and Procedure Framework, and progressively review all documents until they are up to date and current	Number of overdue items reduces monthly	Director Corporate	December 2022
30	Review and implement project management framework	Revised framework approved by Management Executive Group	Chief Executive Officer	December 2022

7 REVIEW

This plan will be reviewed six monthly to monitor progress with current actions and to record any new actions that have been identified throughout the period.

10.4 RISK APPETITE STATEMENT**File Number:****Author:** Amanda Wilson, Director Corporate**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** 1. Risk Appetite Statement v1**RECOMMENDATION**

That Council approves the Risk Appetite Statement.

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

There have been many discussions over the past year about development of a suite of risk management documents, which includes presentation of consultancy work by CT Management.

BACKGROUND

In February 2020, there was an internal audit report "*Review of Risk Management Framework ISO 31000:2018 (incl. Risk Awareness Survey)*." There were six improvement recommendations in the audit:

1. Risk Management Policy and Framework did not incorporate key aspects or great details about ISO31000:2018 (this standard replaces the 2009 Standard)
2. Risk management induction process is required to reinforce new staff understanding of Council's risk management processes
3. A Risk Appetite Statement has not been established
4. Risk management register has some shortfalls
5. There is no Risk Management Implementation Plan
6. KPI's for risk management have not been identified.

This risk appetite statement addresses dot point 3 in the report.

ISSUES/DISCUSSION

Risk appetite statements have become more common over time as one of the key risk management documents in organisations.

"Risk appetite is the amount of risk you are willing to take in pursuit of your strategic objectives. Defining risk appetite establishes boundaries for prudent decision making and risk taking"¹ as the risk appetite statement documents Council's appetite for risk.

This provides important information to management when they are developing budget bids, reviewing services, programs, and projects, etc. about Council's willingness to take risk in pursuit of achieving strategic objectives outlined in the Council Plan.

To implement the risk appetite statement operationally, risk tolerances are provided around each of the individual risk areas, which determines the maximum risk the organisation is willing to take for a particular strategic objective or category of risk.

¹ Risk-appetite-overview---iia-presentation.pdf, EY, Data unknown

This risk appetite statement provides an overarching risk appetite statement and individual risk appetite statements for various risks. The introduction of risk tolerance (and other risk items such as risk target and risk capacity) will be introduced as risk management matures within Council.

The overarching risk appetite statement covers Council's obligations under Section 9 of the Local Government Act 2020, *Overarching Governance Principles*.

COST/BENEFITS

The benefit of a risk appetite statement is communicating to management the Council's willingness to take risk in pursuit of its strategic objectives.

There are no costs associated with approving or implementing a risk appetite statement.

RISK ANALYSIS

The risk appetite statement is designed to communicate the Council's willingness to take risk in achieving its strategic objectives. This should provide management with the freedom to operate within those boundaries, resulting in a consistent approach across the organisation.

CONSULTATION AND ENGAGEMENT

Internal consultation with the Loddon Leaders management group has occurred in the development of the risk appetite statement and it was then presented to the Audit and Risk Committee who endorsed the document for Council approval at the 2 May 2022 meeting.

LODDON SHIRE COUNCIL

RISK APPETITE STATEMENT



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Corporate
INTERNAL COMMITTEE ENDORSEMENT: APPROVED BY:	Audit and Risk Committee Council
DATE ADOPTED:	24/05/2022
VERSION NUMBER:	1
REVIEW DATE:	27/06/2023
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Management Framework Risk Management Implementation Plan Risk Management Procedure Risk Appetite Statement Occupational Health and Safety Policy ISO 31000:2018 Risk Management Guidelines
RELATED LEGISLATION:	Local Government Act 2020 Occupational Health and Safety Act 2004 Occupational Health and Safety Regulations 2017
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document1

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

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1 PURPOSE

The Risk Appetite Statement has been developed to document the amount of risk Council is willing to take in achieving its strategic objectives. The document will guide Council decision making and provide management with guidance around Council's appetite for risk which will give management the freedom to operate within Council's parameters.

It is one of the key risk management documents within Loddon Shire Council's risk management system; the others include a Risk Management Policy, Risk Management Framework, Risk Management Procedure and Risk Management Implementation Plan. It has been developed in line with *ISO 31000:2018*, the International Standard for risk management, which applies a best practice approach. The documents articulate:

- Council's commitment to managing risk
- the objectives of the risk management system
- roles and responsibilities in risk management within the organisation
- a plan to increase the focus on risk management and ensure that Council's governance framework provides risk reporting to the appropriate audiences.

2 SCOPE

This policy applies to the Councillors and employees (including full time, part time, casual employees, agency staff and students). The policy is also applied in the management of contractors, volunteer groups and consultants of Council. The Audit and Risk Committee is a key stakeholder of this document.

3 BUDGET IMPLICATIONS

It is not anticipated that additional budget will be required to implement the actions in this plan.

4 RISK ANALYSIS

The introduction of a Risk Appetite Statement into Council's suite of documents helps to minimise a disconnect between the risk that Council is willing to take in achieving its strategic objectives and the actions that management takes in delivering them.

5 INTRODUCTION

"Risk appetite is the amount of risk you are willing to take in pursuit of your strategic objectives. Defining risk appetite establishes boundaries for prudent decision making and risk taking."¹

This is the first time Council has documented a Risk Appetite Statement, and it is timely, given the Council Plan 2021-2025 is reasonably new, and will be in effect until 30 June 2025.

"The risk appetite may consist of high-level statements in only one or two paragraphs that in turn drive a more detailed listing of risk tolerances. The two parts work together and in their entirety constitute the risk appetite statement. In documenting the risk appetite statement, organisations should consider that:

¹ Risk-appetite-overview--iia-presentation.pdf, EY, Data unknown

Risk appetite is:

- strategic, aspirational and directly related to the achievement of business objectives
- part of whole-of-organisation governance
- the broad pursuit of risk

while risk tolerance:

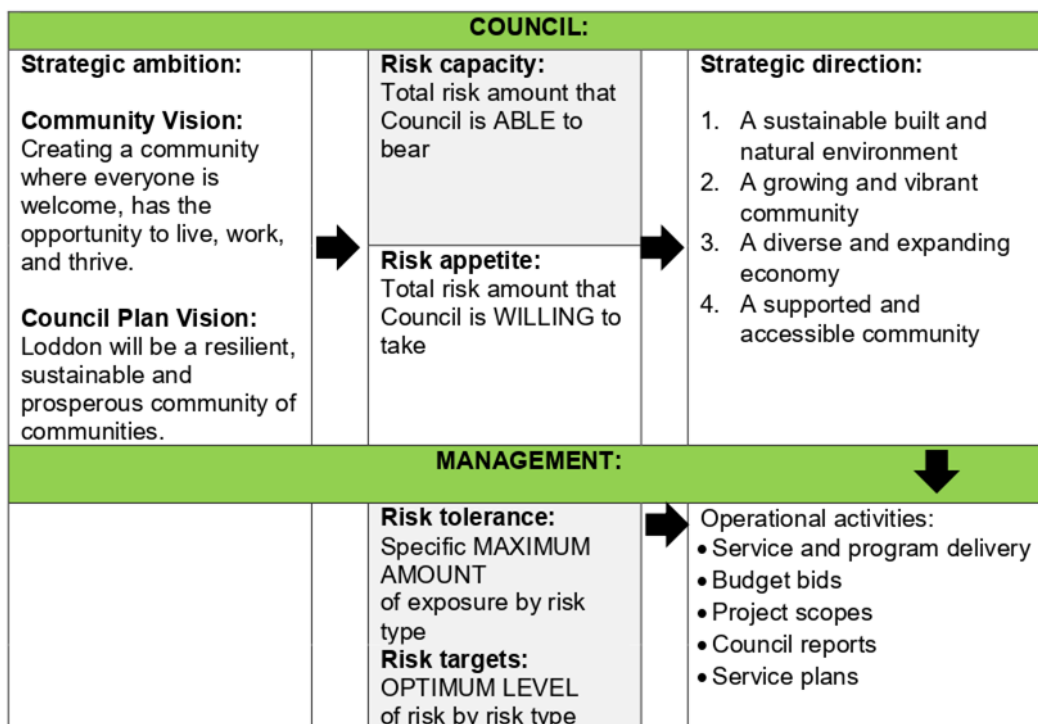
- is tactical and operational
- enables an organisation to control its appetite for risk in line with organisational, strategic objectives
- is the level of risk that can be borne in the context of specific transactions or activities.”²

It is important that the risk appetite is approved by Council as it is the formally accepted “degree of risk that the Council is prepared to accept in pursuit of its strategic objectives”³. It is also important that the Audit and Risk Committee have influence over the document, and endorses it for Council’s approval, as the delegated authority for risk management in Council.

The Risk Appetite Statement provides management with guidance on the level of risk permitted and the boundaries under which it must operate, while encouraging a consistent approach across the organisation.

“A well-articulated risk appetite statement provides a baseline for comparing risk ratings calculated on a risk register, with the tolerance for risk in that category, to determine what controls or actions are required to bring individual risks within the organisation’s risk appetite.”⁴

In terms of the strategic context, the following diagram shows where risk appetite (and its supporting terms) fit within Council:



² Governance Institute of Australia, *Good Governance Guide: Risk appetite statement*, 2019, p1-2

³ Protecht, *Risk Management Presentation*, July 2019

⁴ Governance Institute of Australia, *Good Governance Guide: Risk appetite statement*, 2019, p2

As this is the first Risk Appetite Statement for Council, risk capacity, risk tolerance and risk targets will not be addressed. They will be developed over time as the concept becomes embedded into practice, and knowledge grows around risk management.

6 RISK APPETITE FRAMEWORK

A traffic light system has been applied to identify the level of risk the Council is willing to accept for each risk type, as follows:

Very high appetite	High appetite	Moderate appetite	Low appetite	No appetite
Strategic objective – negative impact balance⁵				
Council is willing to accept a negative impact in order to pursue strategic objective	Council is willing to accept some negative impact in order to pursue strategic objective	Council is willing to accept potential negative impact for pursuit of strategic objective, given equal considerations	Council is only willing to accept a small negative impact in order to pursue strategic objective	Council is not willing to accept any negative impact in order to pursue strategic objective
Risk – reward balance⁶				
Council is willing to accept a very high level of risk, justified by potential reward	Council is willing to accept some risk to justify potential reward	Council takes a balanced approach to risk taking to pursue potential reward	Council takes a cautious approach to risk taking to pursue potential reward	Council takes as little risk as possible to pursue potential reward

7 RISK APPETITE STATEMENT

7.1 Legislative context

There are Local Government Act 2020 requirements for Council in governing the Loddon Shire, which are outlined in the Overarching Governance Principles (Section 9 of the Act), as follows:

- (1) *A Council must in the performance of its role give effect to the overarching governance principles.*
- (2) *The following are the overarching governance principles—*
 - (a) *Council decisions are to be made and actions taken in accordance with the relevant law;*
 - (b) *priority is to be given to achieving the best outcomes for the municipal community, including future generations;*
 - (c) *the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;*
 - (d) *the municipal community is to be engaged in strategic planning and strategic decision making;*
 - (e) *innovation and continuous improvement is to be pursued;*

⁵ <https://deloitte.wsj.com/riskandcompliance/2017/05/25/five-steps-to-developing-a-comprehensive-risk-appetite-framework/>, Accessed 20 April 2020

⁶ <https://deloitte.wsj.com/riskandcompliance/2017/05/25/five-steps-to-developing-a-comprehensive-risk-appetite-framework/>, Accessed 20 April 2020

- (f) collaboration with other Councils and Governments and statutory bodies is to be sought;*
- (g) the ongoing financial viability of the Council is to be ensured;*
- (h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making;*
- (i) the transparency of Council decisions, actions and information is to be ensured.*

7.2 Risk Appetite Statement

The overarching governance principles have been referenced in determining an overarching Risk Appetite Statement to capture the holistic approach to risk. This statement will be supported by individual risk appetite statements associated with the various risk types so it is clear to all stakeholders the risk level that Council is willing to take.

Council's overarching Risk Appetite Statement is:

In creating a community where "everyone is welcome and has the opportunity to live, work and thrive", Council will explore opportunities associated with collaboration, particularly in leveraging national, state, and regional strategic opportunities that plan for the whole region.

To ensure we are operating most effectively, we will implement continuous improvement initiatives and explore innovative activities in seeking to provide positive economic and social outcomes for our communities, while protecting our environment and managing the impacts of climate change.

We will manage our financial position for long-term sustainability, and promote our reputation through transparent and open transactions with our communities, government, staff, and other stakeholders.

We will protect the information we collect and hold, and uphold our requirement to operate within a regulated environment. We do not accept behaviours around fraud and corruption, or unsafe activities that can harm our people.

8 RISK APPETITE STATEMENTS BY RISK TYPE

To support Council's overarching Risk Appetite Statement, the following specific statements have been developed that identify more specifically Council's risk appetite around the different risk types. They should assist management when assessing Council's risk appetite when developing budget bids, project scopes, etc.

Ordinarily, the strategic link would be embedded in this table; however, the strategic links (identified in the Council Plan 2021-2025 are inherent across all of the risk types.

Appetite	Appetite by risk type	Risk appetite details
No appetite	Health and safety	<p>Council has no appetite for practices or behaviours that may lead to our staff, volunteers, contractors, property owners, customers or community members being harmed while interacting with us.</p> <p>Council has no appetite for non-compliance with accepted occupational health and safety practices that may lead to staff being harmed while at work.</p> <p>Council aims to create a safe environment where people are protected from physical or psychological harm, and has safety systems and processes to promote positive health and wellbeing outcomes.</p>
No appetite	Fraud and corruption	<p>Council has no appetite for fraud and corruption perpetrated by Councillors, staff, volunteers, contractors or suppliers, and will respond to allegations of fraud and corruption with an appropriate response.</p> <p>Council will promote an ethical environment through the Fraud and Corruption Prevention Policy and Fraud and Corruption Control Plan that outlines actions to prevent, detect, and respond to fraud and corruption activities.</p>
Low appetite	Compliance risk	<p>Council has a low appetite for non-compliance with regulatory and other obligations.</p> <p>Council is committed to a high level of compliance with relevant legislation, regulation, industry codes and standards and has no appetite for deliberate violation of laws or regulatory requirements.</p> <p>Minor breaches are expected from time to time, but it is expected they will be reported to the Audit and Risk Committee and responded to by management.</p> <p>Council will seek to mitigate compliance risks through adherence to internal policies and good corporate governance.</p>
Low appetite	Reputation	<p>Council has a low appetite for the actions of internal or external parties that compromise our credibility with our community, staff, government at all levels, and other stakeholders.</p> <p>Council will seek to be transparent in decision-making and provide clear communication in order to mitigate this risk.</p>
Low appetite	Information security	<p>Council has a low appetite for loss or misuse of the information it holds, or inability to access core operating systems.</p>

Appetite	Appetite by risk type	Risk appetite details
		<p>Council collects and produces personal, commercial, and sensitive information from staff, property owners, the community, suppliers, and customers, and understands the reputational risks and privacy obligations that accompany the collection, use, disclosure, storage and transfer of such information.</p> <p>Council provides a secure environment for this information and places a high standard on protecting physical and electronic information. Council has implemented security protocols that are designed to protect the information it collects and holds, and the operating systems used throughout the organisation</p>
Moderate appetite	Financial	<p>Council has a moderate appetite for risks associated with ongoing financial sustainability.</p> <p>Council plans for long-term sustainability through the ten-year Financial Plan and Annual Budget, and has implemented financial management policies to ensure that the financial position is managed to an acceptable level.</p> <p>Council acknowledges that opportunities will arise outside of long-term plans, and will explore the merits of those opportunities when they occur.</p>
High appetite	Economic and social sustainability	<p>Council has a high appetite for pursuing activities that promote economic and social sustainability of our communities.</p> <p>Council understands the strength of our communities is through social connections and economic success of our businesses and conducts activities and implements services and programs to support the community.</p>
High appetite	Environmental sustainability	<p>Council has a high appetite for pursuing activities that protect the environment and address climate change risk.</p> <p>Council acknowledges its legislative requirement to plan for and mitigate climate change risks, and considers these impacts through the asset management plans developed for our major infrastructure asset classes.</p> <p>Council acknowledges our natural environment is important to our Shire’s success and participates in regional groups to promote environmental assets.</p>
Very high appetite	Continuous improvement and innovation	<p>Council has a very high appetite for continuous improvement, innovative practices, and exploring what new technologies, services and products can offer our organisation in driving efficiency and improved customer experience.</p> <p>Council acknowledges that not all innovative ideas will be successful, and is willing to accept this.</p>
Very high appetite	Shared services, joint ventures, and strategic partnerships	<p>Council has a very high appetite for opportunities to participate in joint ventures and strategic partnerships that support efficiencies in current services and support additional services and programs for the benefit of the community.</p> <p>Council is involved in strategic partnerships across the region at local government and state government level.</p>

9 REVIEW

The Risk Appetite Statement will be reviewed annually to progress Council's risk management maturity. Review will include the addition of risk tolerance, risk capacity, and risk targets, and will confirm Council's current risk ratings are still relevant.

APPENDIX 1: RISK APPETITE STATEMENT SUMMARY

The following summary has been developed as a resource for management to refer to when assessing programs, services, and projects around Council's risk appetite.

Very high appetite	High appetite	Moderate appetite	Low appetite	No appetite
Strategic objective – negative impact balance ⁷				
Council is willing to accept a negative impact in order to pursue strategic objective	Council is willing to accept some negative impact in order to pursue strategic objective	Council is willing to accept potential negative impact for pursuit of strategic objective, given equal considerations	Council is only willing to accept a small negative impact in order to pursue strategic objective	Council is not willing to accept any negative impact in order to pursue strategic objective
Risk – reward balance ⁸				
Council is willing to accept a very high level of risk, justified by potential reward	Council is willing to accept some risk to justify potential reward	Council takes a balanced approach to risk taking to pursue potential reward	Council takes a cautious approach to risk taking to pursue potential reward	Council takes as little risk as possible to pursue potential reward

⁷ <https://deloitte.wsj.com/riskandcompliance/2017/05/25/five-steps-to-developing-a-comprehensive-risk-appetite-framework/>, Accessed 20 April 2020

⁸ <https://deloitte.wsj.com/riskandcompliance/2017/05/25/five-steps-to-developing-a-comprehensive-risk-appetite-framework/>, Accessed 20 April 2020

10.5 STRATEGIC RISK REPORT**File Number:****Author:** Amanda Wilson, Director Corporate**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** 1. Strategic Risk Report as at 31 March 2022**RECOMMENDATION**

That Council approve the Strategic Risk Report

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 Strategic Risk Report is a six-monthly requirement under the Local Government Performance Reporting Framework.

BACKGROUND

The Victorian Government established the Local Government Performance Reporting Framework in 2014 to ensure that all Councils are measuring and reporting on their performance in a consistent way.

“The primary objective of the LGPRF is to provide comprehensive performance information that meets the needs of a number of audiences. In meeting this objective:

- Councils will have information to support strategic decision-making and continuous improvement.
- Communities will have information about council performance and productivity.
- Regulators will have information to monitor compliance with relevant reporting requirements.
- State and federal governments will be better informed to make decisions that ensure effective, efficient and sustainable system of local government.”¹

¹.

Council has an annual reporting obligation under the Local Government Performance Reporting Framework to provide a response in relation to Risk Reporting. The indicator is: “*six-month reports of strategic risks to Council’s operations, their likelihood and consequences of occurring and risk minimisation strategies*”.

ISSUES/DISCUSSION

Council experiences many different types of risks, and generally, they can be divided into two categories; operational risks or strategic risks.

Generally operational risks are those which would impact achievement of the current objectives or strategy and they are managed within the organisation. Project risks are a form of operational risk. Whereas strategic risks are those risks that may require a change in current strategy and they are managed by the Council.

The Strategic Risk Report provides a list of the current strategic risks, an assessment of the inherent risk level for each risk, the controls in place to reduce or mitigate the risks and their effectiveness, and the residual risk level for each risk.

This report provides the Strategic Risk Report as at 31 March 2022.

The Strategic Risk Register can be found at Section 9 of the report. It contains the type of risk (or external environment that may affect Council), a risk statement for five strategic risks, and the inherent and residual risk levels.

Section 10 contains details about the controls for each of the five risks.

COST/BENEFITS

The benefit of developing the report is an awareness across the organisation of the external environment that may impact Council's ability to achieve its strategic objectives.

It is not anticipated that any costs will occur from development of this report.

RISK ANALYSIS

This report is provided to assess the strategic risks that may impact Council achieving its strategic objectives outlined in the Council Plan 2021-2025. It also addresses the legislative obligations under the Local Government Performance Reporting Framework.

CONSULTATION AND ENGAGEMENT

The Audit and Risk Committee reviewed the Strategic Risk Report at the meeting on 2 May 2022. The Committee endorsed the report and moved a recommendation that Council approve the report.

LODDON SHIRE COUNCIL

STRATEGIC RISK REPORT



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Director Corporate
INTERNAL COMMITTEE ENDORSEMENT: APPROVED BY:	Audit and Risk Committee Council
DATE ADOPTED:	24/05/2022
VERSION NUMBER:	1
REVIEW DATE:	23/05/2023
DATE RESCINDED:	Click here to enter a date.
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Audit and Risk Committee Charter Local Government Performance Reporting Framework Risk Management Policy Risk Management Framework
RELATED LEGISLATION:	Local Government Act 2020 Local Government (Planning and Reporting) Regulations 2014 Occupational Health and Safety Act 2004
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION: Document1

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1 PURPOSE

The Local Government (Planning and Reporting) Regulations 2014 (Regulations) require Council to comply with annual reporting requirements. Part of the requirements are the Local Government Performance Reporting Framework (LGPRF). The indicators within LGPRF are reported Council's Annual Report.

Section 12 (Governance and management checklist) of the Regulations states:

For the purposes of 131(3)(a)(ii) of the Act—

- a) the prescribed governance and management checklist is set out in column 1 of Schedule 1;*
- b) the prescribed form of the results of Council's assessment against the prescribed governance and management checklist is set out in column 2 of Schedule 1.*

Item 19 of the Governance and Management Checklist in Schedule 1 is the requirement for risk reporting which includes “*six-month reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies*” under LGPRF.

2 BUDGET IMPLICATIONS

It is not anticipated that additional budget will be required to implement the actions in this plan.

3 RISK ANALYSIS

This report has been developed to assess the strategic risks that Council faces in achieving its strategic objectives documented in the Council Plan 2021-2025.

4 STRATEGIC VERSUS OPERATIONAL RISKS

Council experiences many different types of risks, and generally, they can be divided into two categories; operational risks or strategic risks.

Generally operational risks are those which would impact achievement of the current objectives or strategy and they are managed within the organisation. Whereas strategic risks are those risks that may require a change in current strategy and they are managed by the Council.

A list of strategic risks have been identified as relating to delivery of the strategic objectives of Council, and form the Strategic Risk Register which forms part of this report.

5 IDENTIFICATION OF STRATEGIC RISKS

Ideally the analysis of strategic risks would be undertaken via consultation (a workshop) with key stakeholders, including Councillors, Audit and Risk Committee, Loddon Leaders and the Risk Management Committee. Due to timing of the requirement of LGPRF to

provide the Council with strategic risks every six months, this report has been developed without such a workshop.

It is acknowledged that there will be varying views about this assessment, particularly around the risks included on the register and the assessment of the inherent and residual risks. They are quite subjective, and opinions will vary as to how reflective they are of the current state.

Each aspect of the Strategic Risk Register can and will be refined during each workshop and additional strategic risks can be considered.

6 ASSESSMENT OF RISKS

In accordance with LGPRF, Council is required to assess its strategic risks every six months, including their likelihood and consequences of occurring and risk minimisation strategies.

The likelihood and consequences are identified in the Risk Management Policy. Appendix A is the Consequence Table, Appendix B is the Likelihood Table, and Appendix C is the Risk Matrix.

6.1 Inherent and Residual Risks

The first level of assessment of each of the strategic risks is inherent risk; the second level of assessment is residual risk. Inherent risk “is commonly defined as “the risk without considering internal controls” or alternatively “a raw risk that has no mitigation factors or treatments applied to it.”

Residual risk on the other hand is commonly defined as “the level of risk remaining after controls have been applied.” Therefore, the difference between inherent risk and residual risk is the controls that are in place to reduce or mitigate the risk.

6.2 Controls

As the residual risk will be determined by the effectiveness of the controls in place, they are rated as Excellent, Good, Fair, Poor, or Non-Existent, as per below:

CONTROL EFFECTIVENESS	DESCRIPTION	COLOR
Excellent controls	Negligible control gaps. Controls treat the root causes of the risks. Controls eliminate the risk. All controls are well designed for the risk. Many lines of defence. Critical controls are quality assured.	Excellent controls
Good controls	There are a few control gaps. A few controls rely on procedural compliance. Several lines of defence. Most controls are well designed for the risk. Risk to health and safety is reduced as far as is reasonably practicable.	Good controls
Fair controls	There are some control gaps. Some controls rely on procedural compliance. A few lines of defence. Risk to health and safety is likely to be reduced as far as is reasonably practicable.	Fair controls
Poor controls	There are many control gaps. Most controls rely on procedural compliance. Single line of defence. Risk to health and safety may not be reduced as far as is reasonably practicable.	Poor controls
Non-existent controls	No effective controls are in place. Risk to health and safety is not reduced as far as is reasonably practicable.	Non-existent controls

They are also grouped as Preventive, which are controls that are designed to prevent a risk from occurring; Detective, which are controls that detect risks from occurring or while they

are in motion; and Reactive, which are controls that are put in place after a risk occurs to reduce the impact.

7 FURTHER IMPLEMENTATION OF CONTROLS

Where a control is identified as less than Excellent, effort will be required to improve the quality of the control environment. New controls can also be identified to focus effort on risk mitigation.

It should be noted that for some strategic risks, even the best controls may not mitigate the overall impact. e.g. A one-in-100 year flood will always cause significant damage regardless of how many effective controls are in place.

8 REVIEW

In accordance with LGPRF, Council is required to assess its strategic risks every six months. This document will be reviewed on a six-monthly cycle, firstly through the Audit and Risk Committee, and then through Council. To fit with the reporting cycle for the Annual Report the review process will be:

Audit and Risk Committee	May	November
Council	June	December

Regular review will provide opportunity to assess the current external context to identify any new or emerging strategic risks. It will also enable strategic opportunities to be included as they are identified.

9 STRATEGIC RISK REGISTER

Risk ID	Risk Description	Risk Category	Inherent Risk Level	Residual Risk Level
32	Council's constrained revenue streams including rating income and grants limits Council's ability to raise revenue, which may result in Council becoming financially unsustainable over time.	Government policy	Medium	Low
56	An ageing and changing demographic within Loddon Shire communities may lead to a shortfall in volunteers in the community and impact on Council's ability to deliver services currently provided by volunteers.	Demography	High	Medium
80	The increase and severity of climate events such as heat, flood, and storm, may lead to a change in the operations of Council to accommodate wetter and drier soils and the impact they have on infrastructure and building assets.	Climate change	Very High	High
182	The extensive use of information technology to provide contemporary and efficient business practices may result in Council's systems being infiltrated by cyber criminals resulting in loss of data or being locked out of Council's core systems.	Cyber security	Very High	High
186	The increase and severity of climate events such as heat, flood, and storm may result in business disruption for Council and lead to a disruption or change to Council's services.	Business continuity	Very High	Very High

10 CONTROLS

The following controls have been applied to each of the five strategic risks identified, which has impacted the inherent risk by reducing it in four of the five risks.

10.1 Risk 32: Revenue

10.1.1 Control measures

ID	Control Measure	Type	Description	Files/Links
1	Departmental Strategic Document	Preventive	Council has developed a Financial Plan that covers 10 years and incorporates all expected income and expenditure.	
3	Monitoring progress	Detective	Council's officers monitor their financial results monthly.	
4	Monitoring progress	Detective	The Audit and Risk Committee and Council review the financial report quarterly	
5	Monitoring progress	Detective	The Financial Statements are subject to external audit	
6	Departmental Strategic Document	Preventive	Asset management plans are developed for infrastructure assets.	
7	Departmental Strategic Document	Preventive	Actions contained in strategic plans are costed across the life of the plan.	
8	Departmental Strategic Document	Preventive	Use of reserves to fund future major projects, purchases and works.	

10.1.2 Control effectiveness

ID	Control Measure	Effectiveness	Description
1 - 99	Departmental Strategic Document	Good controls	The Financial Plan is reviewed annually. It will mature overtime to provide more rigorous data.
3 - 98	Monitoring progress	Excellent controls	Regular monitoring ensures savings are recognised and over expenditures are identified and remedied.
4 - 98	Monitoring progress	Excellent controls	The Audit and Risk Committee is independent and provides assurance over the financial report.
5 - 98	Monitoring progress	Excellent controls	The external audit provides external assurance and comfort that Council is a going concern.
6 - 100	Departmental Strategic Document	Fair controls	Asset management plans will mature over time as they are reviewed and refined.
7 - 99	Departmental Strategic Document	Good controls	The costing of strategic plans enables budgeting of all actions across the life of the plans.
8 - 98	Departmental Strategic Document	Excellent controls	Financial reserves are cash backed, ensuring funds are available for future commitments.

Note: Control Effectiveness 1-99 relates to Control Measure 1; Control Effectiveness 3-98 relates to Control Measure 3, etc.

10.2 Risk 56: Demography

10.2.1 Control measures

ID	Control Measure	Type	Description	Files/Links
1	Communication	Preventive	Recruitment drive for new volunteers using Council's website	
2	Departmental Policies	Preventive	Promote succession planning through Section 65 Governance Manual	
3	Departmental Strategic Document	Preventive	Council is undertaking the Re-Engaging Volunteers in Rural Towns Project to identify ways to support and recruit volunteers in the community.	

10.2.2 Control effectiveness

ID	Control Measure	Effectiveness	Description
3 - 99	Departmental Strategic Document	Good controls	The project is expected to deliver a report summarising opportunities and challenges of volunteering
2 - 100	Departmental Policies	Fair controls	Information is provided on Council's website but not broadly communicated.
1 - 100	Communication	Fair controls	This section of the website is live and may be more visible after the project.

10.3 Risk 80: Climate change

10.3.1 Control measures

ID	Control Measure	Type	Description	Files/Links
1	Innovation	Preventive	Exploration of alternate products or work methods.	
2	Innovation	Preventive	Drought proofing playing surfaces and community facilities with water saving initiatives	
3	Innovation	Preventive	Implementation of innovative design into planning of new or renewal of infrastructure that assists with climate change risk mitigation	
4	Networking	Preventive	Attendance at conferences and forums regarding climate change risk to learn from subject matter experts	
5	Innovation	Preventive	The South West Loddon pipeline project has been completed in the Shire.	

10.3.2 Control effectiveness

ID	Control Measure	Effectiveness	Description
1 - 98	Innovation	Excellent controls	Drought proofing of playing surfaces has been implemented throughout the Shire.
4 - 99	Networking	Good controls	Staff are provided with opportunities to attend conferences and forums.
2 - 98	Innovation	Excellent controls	The installation of turf playing surfaces and water tanks at recreation facilities is very effective
3 - 99	Innovation	Good controls	Building regulations require sustainable design/practices for development of building infrastructure
5 - 98	Innovation	Excellent controls	The South West Loddon pipeline has provided a sustainable water supply.

10.4 Risk 182: Cyber security

10.4.1 Control measures

ID	Control Measure	Type	Description	Files/Links
1	Software	Preventive	We have procured and implemented a Darktrace Device, which detects, monitors and alerts us of any abnormal or unexpected network activity. We have implemented CrowdStrike as a prevention software (additional antivirus software). Alerts are reported to IT for triage and investigation.	
2	Software	Preventive	We are also pricing a SIEM (Security Incident and Event Management) solution as well as the implementation of an outsourced SOC (Security Operations Centre) for 24/7 monitoring and response to cyber security related incidents, given our IT capability does not extend to 24/7.	
3	Training - Competency	Preventive	Councillor and staff training program regarding cybercrime and phishing emails.	
4	Communication	Preventive	Alert emails are provided to registered users from the IT Department when a known threat is identified.	
5	Software	Preventive	Multi-factor authentication has been implemented for remote access to the network.	

10.4.2 Control effectiveness

ID	Control Measure	Effectiveness	Description
1 - 98	Software	Excellent controls	Darktrace and Antigena are as per the Audit Recommendation as excellent detection tools.
2 - 98	Software	Excellent controls	We have outsourced 24/7 monitoring of our systems while we are recruiting.
3 - 101	Training - Competency	Poor controls	Training program is on the intranet but is not part of the core suite of compulsory training program.
4 - 100	Communication	Fair controls	This alerts to current threats to those who are logged on at the time. Others may miss the email.
5 - 98	Software	Excellent controls	MFA is recognised as an effective strategy to prohibit infiltration of systems.

10.5 Risk 186: Business continuity

10.5.1 Control measures

ID	Control Measure	Type	Description	Files/Links
1	Corporate Policies	Preventive	Business continuity management policy and framework	
2	Corporate Policies	Preventive	Business continuity management plan	
4	Work Instructions	Preventive	Implementation of flood levies throughout the Shire - Serpentine	
5	Work Instructions	Preventive	Implementation of flood levies throughout the Shire - Boort	
6	Work Instructions	Preventive	Implementation of flood levies throughout the Shire - Pyramid Hill	
7	Work Instructions	Preventive	Implementation of flood levies throughout the Shire - Bridgewater	
8	Work Instructions	Preventive	The channel bank has been widened in Boort.	

10.5.2 Control effectiveness

ID	Control Measure	Effectiveness	Description
1 - 100	Corporate Policies	Fair controls	To be effective, business impact analysis and scenario testing is required.
2 - 100	Corporate Policies	Fair controls	To be effective, business impact analysis and scenario testing is required.
4 - 99	Work Instructions	Good controls	Levee bank is in place in readiness for use.
5 - 102	Work Instructions	Non-existent controls	Project is subject to a Land Use Activity Agreement process.
6 - 102	Work Instructions	Non-existent controls	Funding has been allocated for the project; redesign and consultation are required.
7 - 102	Work Instructions	Non-existent controls	There are no plans to pursue flood levies in Bridgewater.
8 - 99	Work Instructions	Good controls	The widening of the channel bank has provided practical benefit to flooding in that area.

11 INFORMATION REPORTS**11.1 QUARTERLY ROAD MANAGEMENT PLAN DEFECT RECTIFICATION COMPLIANCE REPORT**

File Number: 14/01/022
Author: Daniel Lloyd, Manager Works
Authoriser: Steven Phillips, Director Operations
Attachments: Nil

RECOMMENDATION

That Council receive and note the Road Management Plan Defect Rectification Compliance Report.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

This is the third 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 3 (01/01/2022 – 31/03/2022)						
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	18	18	0	0	100.0%	314
Loddon Goldfields	23	23	0	0	100.0%	337
Total	41	41	0	0	100.0%	651

During the third quarter of 2021 – 2022 financial year, 100.0% 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 3 (01/01/2022 – 31/03/2022)								
Work Group	Number of Defects				Compliant with RMP			
	Ad hoc	Requests	Defects from inspections	Total	Yes	No	Not complete	%
Loddon Goldfields	27	34	473	534	531	3	0	99.4
Loddon Plains	0	21	349	370	370	0	0	100.0
Shire Wide	7	13	422	442	433	9	0	97.9
Townscape Services	17	3	51	71	71	0	0	100.0
Total	51	71	1295	1417	1405	12	0	99.3

Table 2 comprises a summary of defects that have been identified through programmed inspections, customer requests and works crews identifying and rectifying defects as they find them, known as ad hoc work actions. During the third quarter of 2021 – 2022 financial year, 99.3% of all date imposed defects were completed before their due date. This is 0.7% 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 programmed 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

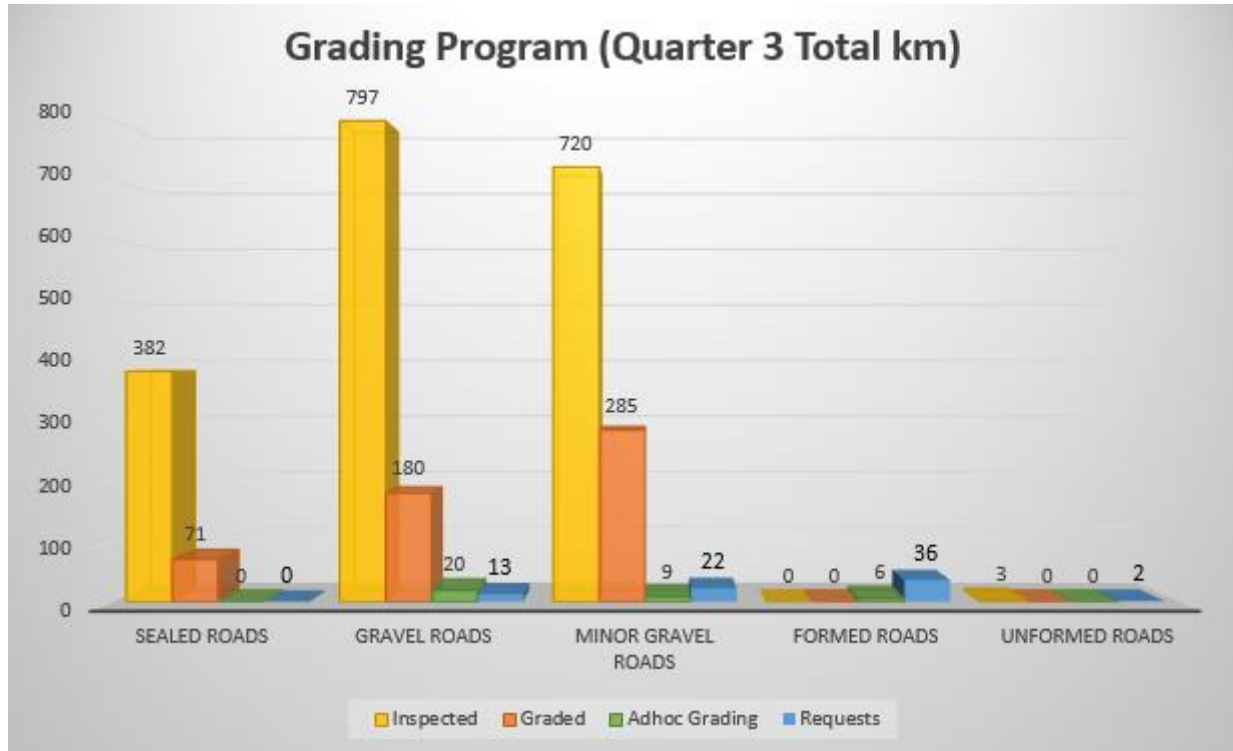
Quarter 3 (01/01/2022 – 31/03/2022)											
Work Group	Number of Grading Work Actions					Compliant with scheduled timeframes				KM Graded	KM Inspected
	Roads Graded	Defects	Requests	Ad hoc	Total	Yes	No	Now completed	%		
Loddon Goldfields	109	0	5	0	114	114	0	0	100.0%	291	1033
Loddon Plains	105	0	23	0	128	128	0	0	100.0%	353	869
Shire Wide	0	0	0	0	0	0	0	0	100.0%	0	0
Total	214	0	28	0	242	242	0	0	100.0%	644	1902

The data in Table 3 indicates that 242 grading work actions were completed in the third 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 third quarter of 2021 – 2022 financial year of the Local Road Maintenance Program is \$4,865,796. The expenditure for the third quarter was \$1,687,704

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.

11.2 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 third report for the 2021-22 financial year, summarising public health activities within the Development and Compliance Department for the months from January 2022 to March 2022.

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/DISCUSSIONPandemic 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.

Japanese Encephalitis Virus (JEV)

Council was advised in early March 2022 that the presence of JEV had been confirmed at a piggery within the Shire. This is the first time that JEV has been detected in Australia and on March 4th the Federal Government declared JEV to be a communicable disease of national significance.

Japanese encephalitis virus (JEV) is a rare but potentially serious infection of the brain caused by a virus spread to humans through mosquito bites. Most JEV infections are asymptomatic, however those with severe infection (less than one per cent) may experience headache, vomiting, disorientation, seizures, coma, and more rarely, permanent neurological complications or death

The presence of JEV has now been confirmed in three piggeries within Loddon Shire, at the request of the Department of Health, Council's Senior Public Health Officer with the assistance of 2 staff members has been undertaking mosquito trapping at the piggeries and around the Bridgewater on Loddon township. Spraying has also been undertaken within Bridgewater Township to reduce the number of adult mosquitos.

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 January 2022 to 31 March 2022		
Governing Legislation	Inspection Outcome	Number of inspections
Food Premises	Compliant*	39
Health Premises	Compliant*	6
Swimming Pools	Satisfactory	4
	Unsatisfactory	1
Residential Tenancies	Compliant*	3
Total number of inspections for reporting period		53

*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 January 2022 to 31 March 2022	
Inspection Type	Number
Tobacco Retailer (including vending machine)	5
Tobacco – Indoor Dining and drinking area	5
Tobacco – Outdoor Dining and drinking area	3
Total number of inspections	13

Septic Systems

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

Table 4: Septic system permits

1 January 2022 to 31 March 2022	
Permit Type	Number
Installation or alteration	8
Certificate to use	5
Total number of Permits	13

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 January 2022 to 31 March 2022	
Activity / Inspection Type	Number
Application Inspection	8
Installation Inspection	3
Final Inspection	5
Total number of inspections	16

Sampling Program

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 summarises the sampling program activities undertaken during the reporting period.

Table 6: Sampling program summary

1 January 2022 to 31 March 2022				
Sample Type	Number	Testing	Outcome	
Swimming Pool	12	Microbiological	Complies	10
			Does not comply	2
Total number of Samples	27			

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 summarises the complaints during the reporting period.

Table 6: Public health complaints

1 January 2022 to 31 March 2022				
Nature of complaint	Number carried over from previous reporting period	Number received	Number resolved	Number currently pursuing resolution
Food Premises	0	0	0	0
Wastewater	1	0	1	0
Other	0	0	0	0
Total	1	0	1	0

COST/BENEFITS

The actual expenditure for the third quarter of the 2021-2022 financial year of the public health unit activities contained within this report is \$29,546

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.

11.3 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 member involved in the preparation of this paper, or involved in the subject matter of the paper.

PREVIOUS COUNCIL DISCUSSION

This is the third 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 and local law compliance 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
- investigate planning scheme breaches and enforce planning permit conditions
- intervention in public nuisance issues.

ISSUES/DISCUSSIONAdministrative

Table 1 provides a summary of administrative functions undertaken.

Table 1: Administrative

Activity	After hours call outs (*)	Littering or illegal rubbish dumping	Local law permits issued
No. actions	0	2	2

(*) 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 3 (1 January 2022 – 31 March 2022)																
Town/Locality	Eddington	Rheola	Newbridge	Tarnagulla	Inglewood	Bridgewater	Wedderburn	Korong Vale	Borong	Boort	Pyramid Hill	Mitiamo	Dingee	Serpentine	Rural/Other	Total
No. identified from previous report period	1	0	1	1	10	0	17	2	2	2	2	1	0	0	1	40
No. resolved during quarter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New action commenced	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
No. currently pursuing	1	0	1	1	10	0	17	2	2	2	2	1	0	0	1	40
Progress Activities																
Site meeting / discussion held	0	0	0	0	2	0	3	0	0	1	0	0	0	0	0	6
Letter to comply issued	0	0	0	0	2	0	1	0	0	1	0	0	0	0	0	4
Occupier has commenced clean-up work	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Notice to comply issued	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2
Contractor engaged for clean-up work	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

The Local Laws officer dedicated to the function was on extended leave throughout most of the reporting period, and then resigned in March 2022. The position is currently vacant, hindering progress in resolving unsightly properties. This is a temporary position that was for a fixed period of two years. There is 12 months of funding remaining for this position.

Animal management

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

Table 3: Summary of animal management activities

Quarter 3 (1 January 2022 – 31 March 2022)						
Activity	Wandering livestock	Trespassing livestock	Dog attack	Domestic animal at large	Distribution of cat traps	General complaints / other
No. of actions	4	2	1	7	3	34

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

Table 4: Impoundment activities

Quarter 3 (1 January 2022 – 31 March 2022)				
Animal type	Impoundments	Returned to owners	Animals rehoused	Animals disposed
Livestock	4	1	3	0
Dogs	3	3	-	0
Cats	1	-	1	0
Feral Animals	-	-	-	4
Total	8	4	4	4

Planning Compliance and Enforcement

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

Table 5: Planning compliance and enforcement activities

Quarter 3 (1 January 2022 – 31 March 2022)					
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	2	2	0	1	3
Native vegetation removal without a permit	3	2	0	1	4
Breach of planning permit	2	0	0	0	2
Dog breeding / animal keeping	4	1	0	0	5

Land used as a store without planning permit	1	0	0	0	1
Occupation of a site without a planning permit	4	0	0	0	4
Total	16	5	0	2	19

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 third quarter of 2021-2022 financial year for the local laws and compliance activities contained within this report is \$44,823. 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 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* 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 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.

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 third 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/DISCUSSIONCurrent Strategic Planning Projects

Table 1 provides a summary of current strategic planning projects and the activities undertaken as part of these projects during the third quarter of the 2021-2022 financial year.

Table 1: Current Strategic Planning Projects

Current Strategic Planning Projects Quarter 3 (1 January 2022 – 31 March 2022)			
Project	Tasks undertaken during the quarter	Future tasks	Estimated project completion
Heritage loan policy	Preparation of a draft that provides conditions and criteria for applications is continuing.	Policy committee review and Council adoption.	October 2022
Ridge Street Residential Development (Stage 2) feasibility assessment.	A report containing concept design and estimated costing has been completed. An additional economic	Presentation to Council.	August 2022

Current Strategic Planning Projects Quarter 3 (1 January 2022 – 31 March 2022)			
Project	Tasks undertaken during the quarter	Future tasks	Estimated project completion
	analysis is currently being prepared to improve the understanding of the cost / benefit of the project.		
Industrial Land Strategy.	A modified brief has been prepared as we were unable to secure a consultant with capacity to respond to the original brief. The modified brief involves some elements of the strategy being undertaken in house and this work has commenced. A consultant is currently preparing a quote for those elements of the project that require outside expertise.	Engage suitable consultant. Complete a discussion paper for consultation.	December 2022
Detailed feasibility assessment of key residential development sites identified in the Settlement Strategy.	Preliminary assessment of the sites has commenced in house.	Seek suitable consultant to provide additional assessment following refinement of the issues.	To be determined
Planning Scheme Review	A draft review report (which provided an assessment of the scheme's performance and currency, and identified the areas for review) was completed in 2020. This report is currently being revisited and discussions have commenced with DELWP to update the review report and prioritise the planning scheme amendments required. DELWP has completed the first step in the revision of the Loddon Planning Scheme. This included a redraft of the planning	Circulation to policy review committee. Presentation and adoption of report by Council. Submission of report to Minister for Planning. Implement the changes.	December 2022

Current Strategic Planning Projects Quarter 3 (1 January 2022 – 31 March 2022)			
Project	Tasks undertaken during the quarter	Future tasks	Estimated project completion
	policy framework (PPF). The updated PPF was approved by DELWP and incorporated into the Loddon Planning Scheme in February 2022.		
Updated flood controls planning scheme amendment (Land Subject to Inundation Overlay and Floodway Overlay).	Council is partnering with North Central Catchment Management Authority (NCCMA) for this project. NCCMA have advised that the updated mapping for the entire Shire will be completed within the next 4-6 weeks and this will be the basis of the planning scheme amendment.	Exhibition of the planning scheme amendment.	December 2022

COST/BENEFITS

The expenditure for the third quarter of the 2021-2022 financial year for the strategic planning activities contained within this report is \$5,023.

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 and the North Central Catchment Management Authority
- other Loddon Shire Council departments
- other municipalities.

11.5 QUARTERLY STATUTORY PLANNING PERMIT ACTIVITY REPORT

File Number:

Author: Louise Johnston, Statutory Planning Coordinator

Authoriser: Glenn Harvey, Manager Development and Compliance

Attachments:

1. Planning Applications Completed in the Quarter
2. Planning Applications Being Processed in the Quarter

RECOMMENDATION

That the Council receive and note the Quarterly Statutory Planning Permit Activity Report for January to March 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 is the third 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 of the financial year 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/DISCUSSIONPlanning 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 third quarter of the 2021-2022 financial year and compares these to the Victorian rural average.

Table 1: Average timeframes for decisions

Month	Quarter 3 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
January	54	53	80%	72.3%
February	51	55	87.5%	68.6%
March	45	35	92%	68.9%
Total Quarterly average	50	53	86.5%	69.9%

During the third quarter of the 2021-2022 financial year 86.5% of all Planning Permit applications were assessed and issued within the timeframes as set in the Planning & Environment Act 1987. This is 16.5% above the rural average, a great result for Council and its planning team.

COST/BENEFITS

The expenditure for the third quarter of 2021-2022 financial year of the statutory planning activities contained within this report is \$55,566.

The total value of application fees generated during this period was \$30,205.

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 Completed in the Quarter

1st January, 2022- 31st March, 2022

Decisions
32

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5653	7/12/2021	49 Brooke Street	Inglewood	Application Complete	Expand existing business to operate as a restaurant, change in operating hours and number of patrons. Waiving of car parking requirements.	Charlie Ross	
5712	2/12/2021	27 Lake View Street	Boort	Application Complete	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	
5717	5/10/2021	25 Specimen Street	Wedderburn	Permit Not Required	Use and development of the land for a dwelling and associated garage	Jennifer Davis	
5718	15/10/2021	12 Main Street	Bridgewater on Loddon	Application Complete	Use and development of the land for a takeaway food and drink premises (coffee van)	Nicole Cox	
5723	25/10/2021	Weeah Street	Inglewood	Application Complete	Development of the land for a dwelling under the BMO	Homes by CDLS	
5725	11/11/2021	Lot 2 Boort-Charlton Road	Boort	Permit Refused	Development of promotional signage	Regional Billboard Co Pty Ltd	
5730	6/12/2021	10-16 Barber Street	Pyramid Hill	Application Complete	Development and use of a Historical Display Museum and new access into a Road Zone 1	Historical Display Museum Group	
5731	23/11/2021	Millers Road	Pyramid Hill	Application Complete	Development of a Dwelling	ISABELLA CAITLYN MILLER	
5733	18/11/2021	3626 Bridgewater-Dunolly Road	Bridgewater	Application Complete	Installation of a pipeline and pump into the Loddon River	Nicholas Bate	Bate Nominees Pty Ltd
5734	8/03/2022	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	
5738	2/12/2021	Calder Highway	Bridgewater	Application Complete	Upgrading of existing signage ***Cultural Sensitivity applies	SLR Consulting Australia Pty Ltd	
5739	2/12/2021	78-80 Burke Street	Newbridge	Withdrawn	Use and development of a dwelling (consolidation of lots) ***Cultural Sensitivity Applies	Shane Muir Consulting Engineers Pty Ltd	
5740	3/12/2021	Richmond Plains-Wedderburn Road	Wedderburn	Application Complete	Use and development of the land to excavate, doze and detect gold in accordance with code of practise mining tenement (PL7326) ***Cultural Sensitivity Applies	Russell Fazzani	

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5743	3/12/2021	Lot CA77 Central Road	Kinypanial	Application Complete	680ML Turkey Nest Dam and pump station complex	Ardal Water Solutions	
5744	7/12/2021	663 Hockings Road	Dingee	Application Complete	Use and development of the land for a second dwelling	Jacinta Taylor	
5745	14/12/2021	117 High Street	Wedderburn	Application Complete	Replacement business identification signage (rebranding from Caltex to Ampol)	SLR Consulting	
5747	20/12/2021	127 Grandview Road	Boort	Application Complete	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	Application Complete	Use and development of the land for a dwelling, buildings and works ancillary to a dwelling and removal of native vegetation	Peter Bogwitz	
5751	25/01/2022	59 Burke Street	Newbridge	Application Complete	Development of a dwelling in the LSIO	Draft Comps Services	
5753	19/01/2022	Bridgewater-Serpentine Road	Salisbury West	Application Complete	Use and development of the land for a dwelling	Daniel Thomas	
5754	18/01/2022	4382 Loddon Valley Highway	Serpentine	Application Complete	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	Withdrawn	Construct a garage in a heritage overlay	Trevor Ralph	
5756	2/02/2022	18 Kiniry Street	Boort	Application Complete	Subdivision of the land into two lots	Sajith D'Silva	SDARC Design & Drafting
5757	3/02/2022	Eucalyptus Distillery, 20 Grant N Street	Inglewood	Application Complete	Development of an extension to the museum building by adding an Annex to the western elevation of the existing building	Murray Baud	Inglewood Eucalyptus Distillery Museum Inc.
5758	28/01/2022	419 Eddington-Laaneoorie Road	Laaneoorie	Application Complete	Construction of a carport associated with a dwelling	Fair Dinkum Builds Bendigo	
5760	11/02/2022	Lot 3 & 4 Newbridge Road	Woodstock on Loddon	Application Complete	Creation of an easement (carriageway) over CA4A & associated buildings and works and a new access into a road within a Transport Zone 2	Samuel Hockly	
5762	10/02/2022	243 Wet Lane	Inglewood	Application Complete	Conversion of a shed to a dwelling	Central Vic Planning Consultants	
5763	15/02/2022	5242 Loddon Valley Highway	Serpentine	Application Complete	Construction of a shed in the LSIO	Ben McLerie	Action Steel
5765	24/02/2022	522 Sylvaterre Road	Pyramid Hill	Application Complete	Use and development of the land for the storage of dangerous goods (DG), and associated buildings and works	Steve Price	Impact Drilling and Blasting

App Number	Lodged	Site Address	Locality	Status	Development Description	Applicant Name	Applicant Organisation
5766	23/02/2022	Maxwells Lane	Woolshed Flat	Application Complete	Development of a non-habitable building less than 100 metres from a designated waterway	Deborah Weber	
5770	16/03/2022	106 Thompson Street	Inglewood	Application Complete	Development of a building less than 20 metres from a road	Colin McEwan	
5775	29/03/2022	85-87 Southey Street	Inglewood	Application Complete	Construction of a veranda under the heritage overlay	Colbrico Pty Ltd T/As Searle Bros	

Planning Applications Being Processed in the Quarter

1st January, 2022-31st March, 2022

Number of Applications
18

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 locction 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
5693	30/07/2021	Bendigo-St Amaud Road	Moliagul	Further Information	Gold mining and 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	Darryn & Michelle Phinn	
5742	27/01/2022	69 Southey Street	Inglewood	Advertising Complete	3 lot subdivision	Shaw Land Surveys	
5752	27/01/2022	Lot 1 Boort-Pyramid Road	Boort	Referral	Amended Application - Replacement of existing signage to reflect the rebranding of Caltex to Ampol - in its current location ***Cultural Sensitivity Applies	SLR Consulting Australia Pty Ltd	
5764	17/02/2022	8 Commercial Road	Tarnagulla	New Application	Development of a relocatable dwelling	Justine Smith	
5767	10/03/2022	358 Hills Road	Barraport West	Advertising Complete	Removal of native vegetation (19 Trees) to allow the development of a lateral irrigator	Angus Parry	Airedale
5768	11/03/2022	Grant Street	Newbridge	Referred	Use and development of the land for a dwelling, removal of native vegetation and associated works	NR Links	

Number	Lodged	Site Address	Site Address Suburb	Status	Development Description	Applicant Name	Applicant Organisation
5769	10/03/2022	317 Cumows Road	Calivil	Advertising Complete	Installation of a drainage flow control structure within the north-eastern corner of the land to allow outflow/stormwater discharge point from the land	Jade Clymo	Calmo Farms
5777	4/04/2022	Wychitella Road	Wedderburn	Further Information	Development of a Dwelling & Sheds	Graham Connell	Black Forest Drafting Service
5780	14/04/2022	92 Victoria Street	Pyramid Hill	Further Information	To keep four dogs- two breeding dogs & two pet dogs	Patricia Quaife	TAQ Mechanical
5781	26/04/2022	845 Old Boort Road	Bears Lagoon	Referred	Development of a shed with a total area of more than 130 metres squared under the LSIO, and within 100 metres of a designated waterway	Brent Williams	BW&A National
5782	28/04/2022	25 Gladstone Street	Tarnagulla	Further Information	Use of the land for a domestic animal husbandry in the Township Zone	Elaine Soane	
5783	2/05/2022	19 McCoy Street	Eddington	Preliminary Assessment	Development of a dwelling under the Environmental Significance Overlay	Jobrian & Helena Trinidad	
5784		1201 Derby Serpentine Road	Bridgewater North	New Application	Removal of native vegetation (1 large tree) for the development of pivot irrigation	David & Sue Collins	

11.6 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 third 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 third quarter of the 2021-2022 financial year, items of significance relating to the activity of Council's building services include:

- 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 quarter of 2020-2021 and the first, second and third quarters 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 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)	Quarter 3 2021-22 (01/01/2022 – 31/03/2022)
No. of new Permits	41	39	45	37
Value of Works	\$4,527,209	\$3,144,433	\$5,782,648	\$4,324,892

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 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)	Quarter 3 2021-22 (01/01/2022 – 31/03/2022)
Certificates of final inspection	24	21	34	31
Occupancy Permits	10	9	9	18

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 third quarter of the 2021-2022 financial year for building services activities was \$3,357. 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.

11.7 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**

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**

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 March 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 third 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 third quarter of the 2021-2022 financial year.

There are 73 individual projects listed including carryovers from the previous financial year 87% of these are either complete or have commenced. Of these projects, 31 are complete and 33 have commenced and/or are under contract. Three projects had been awarded and now require re-quoting due to the contractor withdrawing.

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.

Community Support Projects of Donaldson Park upgrade, Pyramid Hill streetscape and Pyramid Hill Community Centre Design and Construct (stage 1) have been added to the list.

COST/BENEFITS

Attachment 1 gives a summary of progress of individual projects within this program as at 31 March 2022. 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 \$9,800,149. The attachment is including recently completed projects with expenditure figures to be finalised. The expenditure at the end of the third quarter is \$4,688,754, 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 \$11,845,196. Expenditure to date on these active projects is \$1,401,896.

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 2 - Annual Infrastructure Program 2021-2022, No Budget

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	\$ 61,227	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	\$ 56,884	100%	Complete
	LRS1243	Angle Rd, WOODSTOCK WEST	Resheet 0.0 to 1.5km	\$ 28,199	100%	Complete
	LRS1138	Derby-Serpentine Rd, BRIDGEWATER NORTH	Resheet 9.4 to 11.0km	\$ 45,827	100%	Complete
	LRS1184	Wedderburn Brenanah Rd, BREANANAH	Resheet 11.3 to 12.1km	\$ 8,640	100%	Complete
	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	\$ 37,242	100%	Complete
	LRSS0365	Korong Vale-Kinypaniel Rd, KINYSPANIAL	Shoulder Resheet 5.58 to 7.88km	\$ 42,337	100%	Complete
Local Road Construction - Asset Preservation	LRC0487	Bridgewater Raywood Rd	Rehabilitation and widening of existing pavement and seal	\$ 1,087,870	100%	Stage 1 -Complete Stage 2 - Complete
	LRC0496	Laanecoorie-Newbridge Rd	Rehabilitation and widening of existing pavement and seal	\$ 732,323	100%	Complete. Project extended.
	LRC0498	Prairie Rd, PRAIRIE	Reconstruction 4.96 to 7.12km	\$ 414,961	70%	Quarter 4
	LRC0471	Tandarra Serpentine Rd, TANDARRA	Reconstruction 1.3 to 2.14km	\$ 180,623	100%	Complete
	LRC0482	Wedderburn-Wedderburn Junction Road, WEDDERBURN	Reconstruction 1.9 to 2.4km	\$ 16,203	10%	Quarter 4
Local Road Construction - Amenity	AMN 037	Lane b/h E of High St, WEDDERBURN	Sealing of local township road	\$ 77,250	100%	Complete
	AMN 046	Potters Hill La, Market St, and Nixon St, INGLEWOOD	GATT seal upgrade	\$ 42,229	50%	Quarter 4
Local Road Construction - Safety	SAF0039	Dunns Rd, KAMAROOKA NORTH	Removal of Hazardous Trees	\$ 38,978	100%	Complete
	SAF0042	Laucke Access - Lily Street Upgrade - BRIDGEWATER	Widen Existing formation to appropriate clear zone width	\$ 13,332		To be re-quoted. Contractor withdrew after acceptance.
	SAF0043	Signage Instalation for Restricted Structures	Install signs of load limits on restricted structures	\$ 15,200	33%	Commenced

Attachment 2 - Annual Infrastructure Program 2021-2022, No Budget

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Township St Improvement	TSI0386	Lakeview St, BOORT	Kerb and Channel King St to Weaver St (West Side)	\$ 82,519	95%	Carry over - commenced
	TSI0400	Andrews St, BOORT	160m Kerb & Channel	\$ 39,993	100%	Carry over - commenced
	TSI0412	Barber Street, PYRAMID HILL	Construct new footpath on Eastern side of Barber Street.		30%	Commenced
	TSI0456	Sullivan St, INGLEWOOD	230m x 1.5m footpath on one side	\$ 51,740	100%	Complete
	TSI0495	Southey St, INGLEWOOD	130m x 1.5m footpath on west side		10%	Carry over - Commenced
	TSI0496	Belmont St, INGLEWOOD	230m x 1.5m footpath on one side	\$ 65,997	100%	Complete
	TSI0498	Belmont St, INGLEWOOD	330m x 1.5m footpath on one side	\$ 77,250	100%	Complete
	TSI0499	Armstrong St, BOORT	180m x 1.5m footpath on one side			Carry over - May commencement
	TSI0500	Armstrong St, BOORT	145m x 1.5m footpath on one side			Carry over - May commencement
	TSI0501	McMillans Rd, BOORT	170m x 1.5m footpath West Side			Carry over - May commencement
	TSI0502	Nelson St, NEWBRIDGE	210m x 1.5m footpath East side			Carry over - May commencement
	TSI0524	Kerr St, WEDDERBURN	100 x 2m footpath renewal			Awarded
	TSI0513	Commercial Rd Footpath, TARNAGULLA	185m x 3.8m footpath renewal			Awarded
	TSI0402	High St Footpath Renewal, WEDDERBURN	175m x 1.8m footpath renewal			Awarded
TSI0444	Grant St Kerb & Channel Renewal, INGLEWOOD	Old Kerb and Channel needs to be replaced			Awarded	
Local Bridges and Culverts	LBCC0370	Pickles Rd	Replace box culvert	\$ 233	100%	Complete
	LBCC0379	Baileys Rd Bridge (SN0164)	Replace bridge	\$ 738,540	100%	Complete
	LBCC0421	Godfrey St Bridge, WEDDERBURN	Replace culvert and upgrade	\$ 85,900	15%	Carry over - Awarded - Culverts on site
	LBCC0404	Gladfield Road Box Culvert Replacement	Culvert Replacement	\$ 163,278	100%	January commencement, culverts in place, wingwalls to be cast
Reseals	34 Projects	Multiple	Reseal Program. 34 Roads, 58 segments	\$ 135,385	20%	Commenced March 2022 - Completion May 2022

Attachment 2 - Annual Infrastructure Program 2021-2022, No Budget

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Urban Drainage	TSD0148	Arnold Rd, BRIDGEWATER	Existing pipe is damaged	\$ 44,786	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	\$ 59,425	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.	\$ 750	80%	Quarter 4
	PGC032	Progress Park, NEWBRIDGE	Install a BBQ and shelter	\$ 19,413	90%	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		0%	Quarter 4
	PGC041	Lions Park East, PYRAMID HILL	Replace barbecue shelter and benches	\$ 19,414	50%	Shelter purchased. Awaiting Building permit.
	PGC043	Shire Wide	Completion of remainder of public bin replacements			Carry over to 2022-23
	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	\$ 12,483	100%	Complete

Attachment 2 - Annual Infrastructure Program 2021-2022, No Budget

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
Buildings	BLD047	Botanic Gardens, INGLEWOOD	Septic tank and field replacement			Awaiting DELWP approval
	BLD048	Town Hall, INGLEWOOD	Install deck in atrium		20%	Carry over - Re-quote
	BLD066	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.		15%	Commenced April 2022
	BLD069	Public Toilets, SERPENTINE	New septic field (rest stop toilets)	\$ 1,676	10%	Arranging moving of underground power and water lines.
	BLD078	Memorial Hall, BOORT	Foundation restumping	\$ 6,440	20%	Commenced
	BLD079	Croquet Club, BOORT	Water supply from pool upgrade	\$ 17,723	100%	Complete
	BLD085	Senior Citizens, WEDDERBURN	Remove partial wall left of front verandah	\$ 5,179	100%	Complete
	BLD040	Public Toilets, TARNAGULLA	Replace waste water system - dispersal field	\$ 1,883	20%	Carry over - Quarter 4 - Awaiting DELWP approval
	BLD092	Public Toilets, EDDINGTON	Replace floor tiles and cubicle doors	\$ 5,996	80%	Anticipated quarter 4 completion
	BLD093	Public Toilets, TARNAGULLA	Install floor tiles and replace cubicle doors		80%	Anticipated quarter 4 completion
	BLD046	Public Hall, EDDINGTON	Septic Tank and field replacement	\$ 2,657	5%	Awaiting DELWP approval
	BLD007	Asbestos removals	Asbestos audits	\$ 49,646	100%	Complete
	BLD099	James Boyle Hall, BOORT	Sound shell gutter replacement		100%	Complete
	BLD027	Public Toilets, KORONG VALE	Upgrade sewer pipes	\$ 205	100%	Carry over to 2022-2023
	BLD096	Community Centre, EAST LODDON	Paint exterior	\$ 32,797	100%	Complete
	BLD102	Building Emergency Works Allocation	Allowance for emergency works	\$ 730	50%	Ongoing
BLD103	Building Floor Plan Updates	Providing new floor plan drawings for nominated list of buildings		100%	Complete	
BLD104	Building Compliance audits & minor rectification works	Undertake 12 x buildings audits (1 per month) & minor rectification works		80%	Ongoing	

Attachment 2 - Annual Infrastructure Program 2021-2022, No Budget

Category	Project No.	Project Name	Project Details	Expenditure	% Activity	Comments
	BLD100	Community Facilities Sewage Project, TARNAGULLA	Three waste points from Public Toilets, Town Hall and Community Centre. Primary waste management at site then all pipe to a secondary processing, then onto filter array located across Sandy Creek at old oval.		10%	Awaiting DELWP approval. Designs completed
	BLD101	EPU Waste Water Project, DINGEE	Septic tank and filter system. Septic field will need to be fenced with a gate for access.		5%	Design to be completed
	BLD097	Historical Society Building, WEDDERBURN (KORONG)	Construction of addition building for kitchen and toilets		0%	Quarter 4

Total \$ 4,688,754

Attachment 2: Other Projects

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	Our Regions, Our Rivers (Caravan Parks)	\$ 1,108,282	PMC, PO, MEC	95%	Council in discussions with contractor to finalise project
4	Pyramid Hill Flood Mitigation Works	\$ -	PMC, PO	10%	Design complete, Landowner consultation commenced
5	Pedestrian crossing - Coutts St, Boort	\$ 21,994	PO, MAI	90%	Crossing complete. Lighting to be installed
6	Donaldson Park Construction	\$ 63,390	MCS, PMC	10%	Tender close June 2022
7	Pyramid Hill Streetscape	\$ 43,155	MCS, PMC	10%	Tender close May 2022
8	Pyramid Hill Community Centre Design and Construct	\$ -	MCS, PMC	5%	Tender awarded for design phase

Total \$ 1,401,896.00

Responsible Officer

PMC	Project Management Coordinator
PO	Project Officer/Engineer
MAI	Manager Assets and Infrastructure
BMO	Building Maintenance Officer
MEC	Manager Executive and Commercial Services
MCS	Manager Community Support

11.8 AUDIT AND RISK COMMITTEE BIENNIAL REPORT**File Number:****Author:** Amanda Wilson, Director Corporate**Authoriser:** Lincoln Fitzgerald, Chief Executive Officer**Attachments:** 1. Audit and Risk Committee Biannual Report: February 2022**RECOMMENDATION**

That Council notes the Audit and Risk Committee Biannual Report: February 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

A biannual report from the Audit and Risk Committee is a requirement of the Audit and Risk Committee Charter and the Local Government Act 2020.

BACKGROUND

The Audit and Risk Committee provides support to Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, assurance activities including internal and external audit and Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

Section 9 (c) of the Charter states:

The Chairperson (through the Director Corporate) will prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum. One of these reports will be prepared after the meeting at which the annual financial report and the annual performance statement have been considered and recommended to Council for adoption, such report indicating how the Committee has discharged its responsibilities as set out in this Charter for the previous year.

Under Section 54(5) of the *Local Government Act 2020*:

An Audit and Risk Committee must—

- a) prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and*
- b) provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.*

ISSUES/DISCUSSION

The Audit and Risk Committee Biannual Report: February 2022 is provided as an attachment.

The report encompasses the activities of the Audit and Risk Committee for the November 2021 to February 2022 period. Activities reported on includes the internal audit program, meetings, outstanding audit actions and the focus areas for upcoming six months.

Assessment against the Committee Charter is provided within the report and includes status updates for financial and performance reporting; internal control environment, risk management, fraud prevention systems and controls; internal audit; external audit and compliance management.

COST/BENEFITS

The benefit of this report is providing all Councillors with oversight of the work of the Audit and Risk Committee.

There is no costs associated with development of this report.

RISK ANALYSIS

The Audit and Risk Committee has risk management oversight for the Council and monitors, reviews, endorses and advises Council on the matters as set out in the Charter.

The report has been presented to the Audit and Risk Committee at the 2 May 2022 meeting.

LODDON SHIRE COUNCIL

AUDIT AND RISK COMMITTEE BIANNUAL REPORT: FEBRUARY 2022



DOCUMENT INFORMATION

DOCUMENT TYPE: Strategic document

DOCUMENT STATUS: Draft

POLICY OWNER POSITION: Director Corporate

INTERNAL COMMITTEE ENDORSEMENT:
APPROVED BY: Audit and Risk Committee
Council

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

VERSION NUMBER: 1

REVIEW DATE: [Click here to enter a date.](#)

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RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES: [Click here to enter text.](#)

RELATED LEGISLATION: [Click here to enter text.](#)

EVIDENCE OF APPROVAL:

Signed by Chief Executive Officer

FILE LOCATION: Document2

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

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1 PURPOSE

The Audit and Risk Committee has been established in accordance with Section 53 of the Local Government Act 2020 (the Act). The committee provides support to Council in discharging its oversight responsibilities related to:

- financial and performance reporting
- risk management
- fraud prevention systems and control
- maintenance of a sound internal control environment
- assurance activities including internal and external audit and
- Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

It acts in this capacity by monitoring, reviewing, endorsing and advising on the above matters as set out in the Committee's Charter.

Section 9 (c) of the (draft) Charter states:

The Chairperson (through the Director Corporate) will prepare a report to Council through the Chief Executive Officer on the Committee's activities twice per annum. One of these reports will be prepared after the meeting at which the annual financial report and the annual performance statement have been considered and recommended to Council for adoption, such report indicating how the Committee has discharged its responsibilities as set out in this Charter for the previous year.

This requirement is in addition to the legislative requirement under Section 54(5) of the *Local Government Act 2020* which states:

An Audit and Risk Committee must—

- a) prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and*
- b) provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.*

2 BUDGET IMPLICATIONS

This report does not impact the operational budget.

3 RISK ANALYSIS

Through the Council, the Audit and Risk Committee has oversight responsibilities in relation to risk management.

4 SCOPE

This report encompasses the activities of the Audit and Risk Committee for the November 2021 to February 2022 period. There were two meetings held during the period on 11 November 2021 and 24 February 2022

5 COMMITTEE MEMBERSHIP

The Committee consists of five members appointed by Council, four of whom are independent members. The Committee membership for this reporting period included independent members:

Member	Initial appointment date	Current term's appointment date	End of current term
Rod Poxon	1 May 2015	1 May 2018	30 April 2022
Jarrah O'Shea	1 May 2019	1 May 2019	30 April 2023
Rod Baker	1 May 2012	1 May 2020	30 April 2024
Rachelle Tippett	1 May 2021	1 May 2021	30 April 2025

Cr Gavan Holt is the Councillor Representative for the Committee, with Cr Neil Beattie as his proxy.

At the February Meeting the Committee recommended Rod Baker continue as Chair in 2022. The Council approved that appointment on 22 March 2022, along with the reappointment of Rod Poxon for a final term.

6 REMUNERATION

Remuneration is reviewed annually in accordance with the Consumer Price Index for *All Groups – Melbourne for December Quarter to December Quarter*. The current remuneration for independent Committee Members is:

1. Remuneration payable to Independent Committee Members of the Audit and Risk Committee of \$490.00 per meeting
2. An extra quarterly payment to the Chair during a one-year term
3. Payment of a travel reimbursement for Independent Committee Members paid at the rate that Councillors are reimbursed for travel.

7 COMMITTEE MEETINGS

Committee meetings are scheduled quarterly in February, May, August, and November, with the allowance for special meetings or circulating resolutions where required.

7.1 Committee meeting attendance

The following outlines the Committee Members' attendances for meetings in the reporting period:

Name	November 2021 Meeting	February 2022 Meeting	Total	Percentage of Attendance
Rod Baker	✓	✓	2	100%
Rod Poxon		✓	1	50%
Rachelle Tippett	✓	✓	2	100%
Jarrah O'Shea	✓		1	50%
Cr Gavan Holt	✓	✓	1	100%
Cr Neil Beattie	N/A	N/A	2	100%

In addition to Committee Members, attendance includes:

- The Chief Executive Officer
- Director Corporate
- Governance Officer
- Administration Officer Corporate Services.

After the development of the agenda, relevant officers are invited to attend to discuss their items and any internal audit reports related to their work.

8 COMMITTEE GOVERNANCE

8.1 Committee Charter

Council was required to approve a new Committee Charter under the Local Government Act 2020. The sector developed a template for use by all councils, which outlines the responsibilities of the Audit and Risk Committee. The charter is supported by an annual work plan that ensures all responsibilities of the Audit and Risk Committee are addressed.

There have been multiple reviews of the Audit and Risk Committee Charter. A further reviewed Charter is provided in the May 2022 agenda for consideration by the Committee.

8.2 Annual Work plan

The Annual Work plan requirements have been documented in Council’s compliance software “Reliansys” to provide good corporate knowledge on the reports that are required to be presented to the Committee, when they are due, and who needs to provide them. The software will assist in the development of agendas.

9 ASSESSMENT AGAINST COMMITTEE CHARTER

In accordance with the Committee’s Charter, the Committee is responsible for:

- Financial and performance reporting
- Internal Control Environment
- Risk Management
- Fraud Prevention Systems and Controls
- Internal Audit
- External Audit
- Compliance Management.

Each of the key responsibilities has been assessed against agenda items and action during the reporting period, with comments provided.

9.1 Financial and Performance Reporting

Details	Status
At least annually review significant accounting and external reporting issues, including complex or unusual transactions, transactions and balances in areas where judgement is required, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report and the audit thereof;	Complete: A report was presented to the Committee on 24 February 2022.

Details	Status
At least annually review changes to the Local Government Performance Reporting Framework and understand the impact of those changes on Council's performance indicators;	Not applicable: This report will be provided at the May 2022 meeting.
Review the annual financial report and annual performance statement and consider whether they are complete, consistent with information known to Committee members, reflect appropriate accounting treatments and adequately disclose Council's financial performance and position;	Not applicable: This report will be provided at the August 2022 meeting.
Review with management and the external auditors the results of the audit, including any difficulties encountered by the auditors and how they were resolved;	Not applicable: This report will be provided at the August 2022 meeting.
Recommend the adoption of the annual financial report and annual performance statement to Council; and	Not applicable: This report will be provided at the August 2022 meeting.
Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.	Complete: A report was presented to the Committee at both meetings.
In accordance with section 40(2) of the Local Government Act 2020 (Reimbursement of expenses of Councillors and members of a delegated committee) Council must provide details of all reimbursements under this section to the Audit and Risk Committee.	Complete: A report was presented to the Committee at both meetings.

9.2 Internal Control Environment

Details	Status
Review the adequacy and effectiveness of key policies, systems and controls for providing a sound internal control environment. This should be done on a rotational basis over a three to four year period;	Complete: Policies and other strategic documents relevant to the Committee work have been presented to the committee. They include: <ul style="list-style-type: none"> • Procurement Policy (for endorsing) • Community Vision and Council Plan (for information) • Financial Plan (for information).
Determine whether systems and controls are reviewed regularly and updated where required;	Complete: The internal control environment is reviewed through internal audit reviews.
Monitor significant changes to systems and controls to assess whether those changes significantly impact Council's risk profile;	Complete: A report was presented to the Committee on 11 November 2021.
Ensure that a programme is in place to test compliance with systems and controls;	Complete: A report was presented to the Committee on 24 February 2022.
Assess whether the control environment is consistent with Council's Governing Principles.	Complete: A report was presented to the Committee on 11 November 2021.

9.3 Risk Management

Details	Status
Review annually the effectiveness of Council's risk management framework;	Outstanding: Key risk management documents will be presented to the Committee at the May 2022 meeting. They include: <ul style="list-style-type: none"> • Risk Management Policy • Risk Management Framework • Risk Management Implementation Plan • Risk Appetite Statement • Strategic Risk Report.
Review Council's risk appetite statement and the degree of alignment with Council's risk profile;	In progress: The Risk Appetite Statement was presented to the Committee on 11 November 2021 for consideration. It was not approved by Council.
Review Council's risk profile and the changes occurring in the profile from meeting to meeting;	Complete: A report was presented to the Committee on 11 November 2021.
Review Council's treatment plans for significant risks, including the timeliness of mitigating actions and progress against those plans;	Complete: A report was presented to the Committee on 11 November 2021.
Review the insurance programme annually prior to renewal; and	Outstanding: A report will be presented to the committee at the May 2022 meeting.
Review the approach to business continuity planning arrangements, including whether business continuity and disaster recovery plans have been regularly updated and tested.	Complete: A report was presented to the Committee on 11 November 2021.

9.4 Fraud Prevention Systems and Controls

Details	Status
Review Council's Fraud Prevention policies and controls, including the Fraud and Corruption Control Plan and fraud awareness programme at least very two years;	Outstanding: The Committee has accepted a scope for review of the Fraud and Corruption Policy and Fraud and Corruption Control Plan in line with the new international standard, which will be undertaken during the next reporting period.
Receive a verbal report from management about actual or suspected instances of fraud or corruption including analysis of the underlying control failures and action taken to address each event; and	Complete: A report was presented to the Committee at both meetings.
Review reports by management about the actions taken by Council to report such matters to the appropriate integrity bodies.	Complete: This forms part of the verbal report (above).

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9.5 Internal Audit

Details	Status
Review the Internal Audit Charter regularly to determine that it provides an appropriate functional and organisational framework to enable Council's internal audit function to operate effectively and without limitations;	Outstanding: The Internal Audit Charter was provided in draft to the Committee at the August 2021 meeting. It appears that the "further work" requested by the Committee is still outstanding. The Charter will be reviewed and returned to the Committee for review.
Review and approve the three year strategic internal audit plan, the annual internal audit plan and any significant changes to them;	Outstanding: The Internal Audit Plan will be presented to the Committee at the May 2022 meeting.
Review progress on delivery of annual internal audit plan;	Complete: A report was presented to the Committee at both meetings.
Review and approve proposed scopes for each review in the annual internal audit plan;	Complete: Refer to item 10.1 of this report.
Review reports on internal audit reviews, including recommendations for improvement arising from those reviews;	Complete: Refer to item 10.1 of this report.
Meet with the leader of the internal audit function at least annually in the absence of management;	Not applicable: To be scheduled at the August 2022 meeting.
Monitor action by management on internal audit findings and recommendations;	Complete: A report was presented to the Committee at both meetings.
Review the effectiveness of the internal audit function and ensure that it has appropriate authority within Council and has no unjustified limitations on its work;	Outstanding: This action has been included in the Annual Work Plan and will be included in the May 2022 Agenda.
Ensure that the Committee is aware of and appropriately represented with regard to any proposed changes to the appointment of the internal audit service provider, including being appropriately briefed on the need for any proposed change;	Not applicable: The internal audit contract ends on 1 May 2023.
Recommend to Council, if necessary, the termination of the internal audit contractor.	Not applicable:

9.6 External Audit

Details	Status
Annually review and approve the external audit scope and plan proposed by the external auditor;	Complete: A report was presented to the Committee on 11 November 2021.
Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope of work or access to information;	Not applicable: This item will be addressed during the end of financial year audit.
Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and are acted upon in a timely manner;	Complete: A report was presented to the Committee at both meetings.

Details	Status
Review the effectiveness of the external audit function and ensure that the Victorian Auditor General's Office (VAGO) is aware of the Committee's views;	Complete: A report was presented to the Committee on 11 November 2021.
Consider the findings and recommendations of any relevant performance audits undertaken by VAGO and monitor Council's responses to them; and	Complete: A report was presented to the Committee at both meetings.
Meet with the external auditor at least annually in the absence of management.	Not applicable: To be scheduled at the August 2022 meeting.

9.7 Compliance Management

Details	Status
Review the systems and processes implemented by Council for monitoring compliance with relevant legislation and regulations and the results of management's follow up of any instances of non-compliance;	Complete: A report was presented to the Committee on 11 November 2021.
Review the processes for communicating Council's Employee Code of Conduct to employees and contractors and for monitoring compliance with the Code;	Complete: A report was presented to the Committee on 24 February 2022.
Obtain briefings on any significant compliance matters; and	Complete: A report was presented to the Committee on 24 February 2022.
Receive reports from management on the findings of any examinations by regulatory or integrity agencies (whether related to investigations at Council or other agencies), such as the Ombudsman, IBAC, Victoria Government Inspectorate, etc. and monitor Council's responses.	Complete: A report was presented to the Committee on 11 November 2021.
Review reports on Gifts, Benefits and Hospitality.	Complete: A report was presented to the Committee on 11 November 2021.

There are six outstanding items; five of the six are scheduled for May 2022. The remaining item will be addressed by August 2022.

10 INTERNAL AUDIT PROGRAM

10.1 Reports provided to the Committee

During the reporting period the Committee was provided with the following internal audit documents. Fieldwork has commenced on Fleet Management, Data Governance has been deferred pending the appointment of a Manager Information Technology, and Fraud and Corruption Control will commence for an August 2022 report.

Audit Name	Audit Scope	Audit Report
Fleet management (including fuel usage)	November	
Data governance	February	
Fraud and Corruption Control	February	
Review of caravan parks		November
Follow up audit recommendations		February

10.2 Outstanding Actions List

At the commencement of the reporting period there were 66 actions outstanding. At the end of the reporting period there were 69 actions outstanding, 41 current and 28 overdue.

Audit	High risk	Medium risk	Low risk	Total
Human resources and payroll			1	1
Privacy responsibilities		1		1
Occupational health and safety		4	1	5
Records management		2		2
Recreation reserves management		4		4
Risk management framework	2	9	2	13
Swimming pool management		4		4
Whole of life costing		2		2
Asset management and maintenance		5		5
Capital project management		14	3	17
Victorian Protective Data Security Standards (VPDSS)	2	9		11
Management of caravan parks			4	4
Total	4	54	11	69

There has been extensive consultation with relevant officers about progress of actions and the relevance of old actions remaining on the list.

It was noted during May 2022 agenda preparation that a number of actions have been completed. At the time of preparing this report, the number had reduced to 49 actions; nine low risk, 36 medium risk, and four high risk.

Of the four high risk actions, two relate to induction and training for risk management which can progress once the documents are approved. The remaining two actions relate to VPDSS and will remain outstanding until a Manager Information Technology is recruited.

11 FOCUS FOR THE NEXT REPORTING PERIOD

11.1 Annual performance review

The Committee was provided with a link to a self-assessment survey that will be reported to the May 2022 Audit and Risk Committee Meeting. The results of the survey will be discussed and any improvement initiatives identified. The survey is undertaken in accordance with the Audit and Risk Committee's Charter requirements.

11.2 Financial Statements and Performance Statement

Reporting for the 2021/22 financial year will be presented to the Committee at the August 2022 meeting. At that meeting the Committee will have an "in camera" meeting with the internal and external auditors.

11.3 Risk management

Should the risk management documents being presented to the Committee in May be approved by Council, work will commence on embedding those documents into the organisation. The actions in the Risk Management Implementation Plan will commence.

11.4 Outstanding audit actions

Focus will continue on completing outstanding actions, particularly those that are assessed as high risk and those that are overdue. Management is investigating an alternate software program for monitoring of audit actions which should facilitate better reporting and oversight of actions in the future.

11.5 New software

The software implementation program should commence early in 2022/23. After implementation the Committee will be able to be provided with a full list of current actions.

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)

14.2 Request to write off bad debt

This matter is considered to be confidential under Section 3(1)(f) 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 personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

This report contains information relating to a ratepayer.

14.3 C528 - Pyramid Hill Streetscape

This matter is considered to be confidential under Section 3(1)(a) and (g(ii)) 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 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.

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 28 June 2022 at Wedderburn commencing at at 3pm.

There being no further business the meeting was closed at [enter time](#).

Confirmed this.....day of..... 2022

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