



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

**Date:** Tuesday, 23 June 2020  
**Time:** 3pm  
**Location:** Wedderburn office - public access by virtual audio stream.

# **AGENDA**

**Ordinary Council Meeting**

**23 June 2020**

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**OPENING COMMENT**

THIS MEETING IS BEING RECORDED AND AUDIO STREAMED VIA THE COUNCIL WEBSITE AND FACEBOOK.

**1 OPENING PRAYER**

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

**2 ACKNOWLEDGEMENT OF COUNTRY**

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

**3 APOLOGIES**

**4 DECLARATIONS OF CONFLICT OF INTEREST**

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

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

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

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

**Attachments:** Nil

**RECOMMENDATION**

That Council confirm:

1. The minutes of the Council Briefing of 26 May 2020.
2. The minutes of the Ordinary Council Meeting of 26 May 2020.
3. The minutes of the Council Forum of 9 June 2020.

**REPORT**

Seeking approval of the unconfirmed minutes of the previous meetings.

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

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

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

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

**Attachments:** 1. Action sheet

**RECOMMENDATION**

That Council receive and note the action sheet.

**CONFLICT OF INTEREST**

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

**REPORT**

Refer attachment.

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:	Printed: Thursday, 11 June 2020 2:26:33 PM
Action Sheets Report				

**Outstanding action from previous meetings**

Meeting	Officer/Director	Section	Subject
Council 28/01/2020	Phillips, Steven Pinyon, Phil	New Item	Skidders Flat reservoir
<p>Cr Holt requested that Council staff continue to liaise with Grampians Wimmera Mallee Water regarding changes to the originally proposed arrangements for the supply of permanent recreation water to Skidders Flat, and provide a report to the next Council meeting about progress with finalising the heads of agreement between Council and GWM Water.</p> <p><i>14/02/2020 5:26:20 PM - Steven Phillips</i> Council Staff have been in discussions with GWMWater staff about the terms contained within the Heads of Agreement for several months, with a major sticking point being the allocation of Recreational Water for Skidders Flat Reservoir. GWMWater is seeking that Council acquire a water entitlement up to the maximum volume as listed at Item 5 of Schedule A of the Heads Of Agreement (currently stated as 200 MI) from Northern Victoria trading zone 1A (Goulburn regulated). Council Officers have been able to secure agreement from GWMWater for the allocation of up to 200 MI of Recreational Water once off as an initial allowance. Arrangements are being made to secure a meeting between senior members of Council and GWMWater to continue negotiations over this matter.</p> <p><i>13/03/2020 5:21:57 PM - Steven Phillips</i> The Southwest Loddon Pipeline Steering Committee has a meeting scheduled for Friday 20 March. GWMWater are continuing discussion with Coliban Water to further investigate opportunities for the provision of an ongoing water supply for Skidders Flat Reservoir.</p> <p><i>14/04/2020 5:22:52 PM - Steven Phillips</i> Discussions have been undertaken and an agreement has been reached to honor the provision of recreational water to Skidders Flat.</p> <p><i>11/05/2020 8:42:39 PM - Steven Phillips</i> According to GWMWater staff, a definitive solution to the 200 megalitre problem remains to be found. Discussions are ongoing with GWMWater Staff.</p> <p><i>11/06/2020 2:25:54 PM - Steven Phillips</i> This matter was discussed at the June 2020 Council Forum noting that the supply of water to Skidders Flat is still an outstanding issue. Cr Beattie undertook to contact the Chairman of the Board of GWMWater to discuss how to progress the matter.</p>			

**Actions completed since last meeting**

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 30 April 2020
<p><b>RESOLUTION 2020/65</b></p> <p>Moved: Cr Geoff Curnow Seconded: Cr Colleen Condliffe</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>receives and notes the 'Finance report for the period ending 30 April 2020'</li> <li>approves budget revisions included in the report for internal reporting purposes only</li> </ol>			

Outstanding	<b>Division:</b> <b>Committee:</b> <b>Officer:</b>	Council	<b>Date From:</b> <b>Date To:</b>
<b>Action Sheets Report</b>			<b>Printed: Thursday, 11 June 2020 2:26:33 PM</b>

3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20.

**CARRIED**

*1/06/2020 4:41:37 PM - Deanne Caserta*  
Action completed by: Caserta, Deanne  
For information.

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Morrison, Sharon Morrison, Sharon	Decision Reports	May 2020 Audit Committee Meeting Overview
<b>RESOLUTION 2020/66</b>			
Moved: Cr Geoff Curnow Seconded: Cr Gavan Holt			
That Council:			
1. receives and notes this report on the May 2020 Audit Committee Meeting			
2. receives and notes the confirmed signed minutes of the February 2020 Audit Committee meeting ( <b>attached</b> )			
3. endorses the performance improvement recommendations documented in the:			
(a) "Review of Cash Handling" ( <b>attached</b> )			
4. notes the Outstanding Audit Recommendations			
5. approves version 5 of the Loddon Performance Framework			
<b>CARRIED</b>			
<i>5/06/2020 12:05:39 PM - Sharon Morrison</i> Action completed by: Morrison, Sharon All resolutions have been progressed.			

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Caserta, Deanne Morrison, Sharon	Decision Reports	Surrender of Land Policy v3
<b>RESOLUTION 2020/67</b>			

Outstanding	Division: Committee: Officer:	Council	Date From: Date To:
Action Sheets Report			Printed: Thursday, 11 June 2020 2:26:33 PM

Moved: Cr Colleen Condliffe  
 Seconded: Cr Gavan Holt  
 That Council adopts the Surrender of Land Policy v3

**CARRIED**

*1/06/2020 4:41:27 PM - Deanne Caserta*  
 Action completed by: Caserta, Deanne  
 Finalised and sent for loading to Loddon website.

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Morrison, Sharon Morrison, Sharon	Decision Reports	Cemetery Policy v1
<b>RESOLUTION 2020/68</b>			
Moved: Cr Geoff Curnow Seconded: Cr Neil Beattie That Council: <ol style="list-style-type: none"> <li>1. adopts the Cemetery Policy v1</li> <li>2. pursue funding opportunities for the restoration of the Waanyarra Cemetery</li> <li>3. allocates a maximum amount of \$10,000 annually for the general care, protection and management of the Waanyarra Cemetery.</li> </ol>			
<b>CARRIED</b>			
<i>5/06/2020 12:05:58 PM - Sharon Morrison</i>			
Action completed by: Morrison, Sharon Policy has been added to the internet.			

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Caserta, Deanne Morrison, Sharon	Decision Reports	Review of Financial Hardship Policy
<b>RESOLUTION 2020/69</b>			
Moved: Cr Colleen Condliffe Seconded: Cr Neil Beattie That Council adopts the COVID-19 Financial Hardship Policy v1.			

<p>Outstanding</p> <p><b>Action Sheets Report</b></p>	<p><b>Division:</b> <b>Committee:</b> Council <b>Officer:</b></p>	<p><b>Date From:</b> <b>Date To:</b></p> <p><b>Printed: Thursday, 11 June 2020 2:26:33 PM</b></p>
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**CARRIED**

1/06/2020 4:41:48 PM - Deanne Caserta  
Action completed by: Caserta, Deanne  
Finalised and sent for loading to Loddon website.

Meeting	Officer/Director	Section	Subject
Council 26/05/2020	Habner, Lynne Pinyon, Phil	New Item	RE-OPENING OF THE EAGLEHAWK TO INGLEWOOD RAIL LINK
<p><b>RESOLUTION 2020/80</b></p> <p>Moved: Cr Neil Beattie Seconded: Cr Colleen Condliffe</p> <p>That Council resolve to:</p> <ol style="list-style-type: none"> <li>1. Support the advocacy of the Rail Futures Institute for re-opening of the Eaglehawk to Inglewood rail link, subject to it not being to the detriment of the completion of the Murray Basin Rail Project to its original specifications.</li> <li>2. Write to the Minister for Transport and the Minister for Freight in support of the proposal and seeking information about the State Government's position on the matter.</li> </ol> <p style="text-align: right;"><b>CARRIED</b></p> <p>10/06/2020 1:00:42 PM - Lynne Habner Action completed by: Habner, Lynne Completed. Letters sent to both ministers 10 June 2020.</p>			

**7 MAYORAL REPORT**

**7.1 MAYORAL REPORT**

**File Number:** 02/01/001  
**Author:** Lynne Habner, Manager Executive and Commercial Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**  
 That Council receive and note the Mayoral Report

**REPORT**

The Mayor will present a report at the meeting.

**Cr McKinnon**

<b>North Central Goldfields Regional Library</b>	
<b>Section 86 Committees:</b> East Loddon Community Centre Committee of Management, Pyramid Hill Memorial Hall Committee of Management, Pyramid Hill Swimming Pool Committee of Management and Reserve Committee of Management	
<b>Nature Tourism Advisory Team</b>	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**8 COUNCILLORS' REPORT****8.1 COUNCILLORS' REPORTS**

**File Number:** 02/01/001  
**Author:** Lynne Habner, Manager Executive and Commercial Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** Nil

**RECOMMENDATION**

That Council receive and note the Councillors' reports

**REPORT**

Each Councillor will present a report at the meeting.

**Cr Beattie**

<b>Murray Darling Association</b>	
<b>Rail Freight Alliance</b>	
<b>GMW Connections Project:</b>	
<b>Section 86 Committees:</b> Boort Aerodrome Committee of Management, Boort Development Committee Inc., Boort Memorial Hall Committee of Management, Boort Park Committee of Management, Korong Vale Mechanics Hall Committee of Management, Korong Vale Sports Centre Committee of Management, Little Lake Boort Management Committee Inc., Yando Public Hall Committee of Management	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Condliffe**

<b>Calder Highway Improvement Committee</b>	
<b>Section 86 Committees:</b> Bridgewater on Loddon Development Committee of Management, Campbells Forest Hall Committee of Management, Inglewood Community Sports Centre Committee of Management, Inglewood Lions Community Elderly Persons Units Committee of Management, Inglewood Town Hall Hub Committee of Management, Jones Eucalyptus Distillery Site Committee of Management	
<b>Australia Day Committee</b>	
<b>Central Victorian Greenhouse Alliance</b>	
<b>Central Victoria Rural Women's Network</b>	
<b>Healthy Minds Network</b>	
<b>Loddon Youth Committee</b>	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Curnow**

<b>Loddon Mallee Waste Resource Recovery Group</b>	
<b>Section 86 Committees:</b> Kingower Development and Tourism Committee	
<b>Municipal Emergency Management Plan Committee and Municipal Fire Management Plan Committee</b>	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**Cr Holt**

<b>Municipal Association of Victoria</b>	
<b>Section 86 Committees:</b> Donaldson Park Committee of Management, Wedderburn Community Centre Committee of Management, Wedderburn Engine Park Committee of Management, Wedderburn Mechanics Institute Hall Committee of Management, Wedderburn Tourism Committee of Management	
<b>Audit Committee</b>	
<b>Other Council activities</b>	
<b>DATE</b>	<b>Activity</b>

**9 DECISION REPORTS****9.1 ADOPTION OF THE 2020/21 BUDGET**

**File Number:** 07/01/001  
**Author:** Deanne Caserta, Manager Financial Services  
**Authoriser:** Sharon Morrison, Director Corporate Services  
**Attachments:** 1. 2020/21 Fees and Charges Schedule  
2. 2020/21 Budget

**RECOMMENDATION**

1. That Council:
  - (a) having advertised the Draft Budget and having received one submission, adopt the 2020/21 Budget.
  - (b) having advertised the Draft Fees and Charges Schedule and having received no submissions, adopt the 2020/21 Fees and Charges Schedule.
  - (c) update the Strategic Resource Plan in the Council Plan 2017-2021 to reflect figures included in the 2020/21 Budget.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council was presented with the 2020/21 Draft Budget at a Council Forum on Tuesday 16 April 2020.

Council resolved to advertise the Draft Budget at a Council Meeting on Tuesday 28 April 2020.

**BACKGROUND**

The Draft Budget was placed on public display for 28 days from Saturday 2 May 2020 until Friday 29 May 2020, in accordance with the requirements of Section 223 of the Local Government Act 1989 (the Act).

During this period, copies of the Draft Budget were made available on Council's website and a printed copy posted to ratepayers where requested.

Advertisements were placed in the Bendigo Advertiser on Saturday 2 May and Saturday 9 May 2020. As the Loddon Times is currently not printing, advertising was not available in this newspaper.

**ISSUES/DISCUSSION**

One submission was received during the public display period. This was not targeted at any item within the budget directly, but more a request to ensure that the rating burden was fair and equitable for rural ratepayers.

During the advertisement period Council received notification and prepayment of 50% of 2020/21 funding from the Victoria Grants Commission, this has resulted in adjustments to the relevant areas within the budget document but leaves the same cash surplus result.

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

The fees and charges document did not received any submissions but due to the introduction of a new service, will have a tourism website subscription fee included.

**COST/BENEFITS**

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

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

**RISK ANALYSIS**

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

**CONSULTATION AND ENGAGEMENT**

The Local Government Act 1989 requires that the Draft Budget be available for public comment from a period of 28 days after Council advertisement. After the lapsing of 28 days all submissions received must be provided to Council when deliberating on adoption of the 2020/21 Budget.

# LODDON SHIRE COUNCIL

## FEES AND CHARGES FOR THE YEAR 1 JULY 2020 TO 30 JUNE 2021



## DOCUMENT INFORMATION

DOCUMENT TYPE: Strategic document

DOCUMENT STATUS: Draft

POLICY OWNER POSITION: Manager Financial Services

INTERNAL COMMITTEE ENDORSEMENT: Not applicable

APPROVED BY: Council

DATE ADOPTED:

VERSION NUMBER: 1

REVIEW DATE: 30/06/2021

DATE RESCINDED:

RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:

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

EVIDENCE OF APPROVAL:

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Chief Executive Officer

FILE LOCATION: K:\FINANCE\Budget\2020-21\Fees and Charges\STR  
DRAFT Fees and Charges 2020-21 v1.docx

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

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

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## 1 PURPOSE

This document is provided to Loddon Shire Council staff and customers to provide clear advice on Council's fees and charges for the financial year 1 July 2020 to 30 June 2021.

## 2 BUDGET IMPLICATIONS

The fees and charges included in the document will be incorporated into Council's 2020/2021 Budget.

## 3 FEES AND CHARGES

The fees and charges contained in this document apply for the period 1 July 2020 to 30 June 2021. There may be some alterations to legislated fees and charges contained in the document. Where this occurs, the document will be updated with the new fees and charges, which will be effective at the date deemed in the legislation.

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

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

**D = Discretionary and is set by Council**

### 3.1 Building fees

#### 3.1.1 Building fees

Building fees	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
New dwellings, dwelling additions, sheds, carports, veranda	Application	D	Yes	\$490.00 (Cost Of Building Works (COBW) / \$200.00)
Fences, retaining walls and swimming pools (including safety barriers)	Application	D	Yes	\$440.00
Other classes - fee will be determined depending on type of building e.g. factory, retail shop, workshop etc.	Application	D	Yes	On request
Demolitions	Application	D	Yes	\$515.00
Re-erection of a dwelling	Application	M	Yes	\$900.00 + (COBW / \$200.00)
Retention of building works (Works less than \$5,000)	Application	D	Yes	\$510.00
Retention of building works (Works more than \$5,000)	Application	D	Yes	\$1,020.00
Additional inspections	Inspection	D	Yes	\$190.00

Building fees	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Extensions of time on permits	Application	D	Yes	\$270.00
Application to register swimming pool	Application	M	No	\$31.80
Swimming pool archive search fee	Application	M	No	\$47.20
Lodgement of swimming pool certificate of compliance	Lodgement	M	No	\$20.40
Lodgement of swimming pool certificate of non-compliance	Lodgement	M	No	\$385.00
Swimming pool safety barrier inspection fee	Initial inspection	D	Yes	\$495.00
Swimming pool safety barrier inspection fee	Additional inspection	D	Yes	\$190.00
State Building Levy	Application	M	No	0.128%
Re-erection of a dwelling – bond / surety	Application	D	No	\$10,000.00
Lodgement fee	Lodgement	M	No	\$121.90
Property information	Per application	M	No	\$47.20
Report and consent fee	Application	M	No	\$290.40
Minor amendment fee	Application	D	Yes	\$99.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$86.00
Application under section 29A of the Building Act 1993	Application	M	No	\$85.20
Point of discharge for stormwater	Application	M	No	\$144.70
Inspection compliance report	Application	D	Yes	\$495.00
PoPE fee with a paid entry event (per event)	Application	D	Yes	\$614.00
Temporary structure within paid entry PoPE event	Application	D	Yes	\$119.00
PoPe fee with a free entry event (per event)	Application	D	Yes	\$306.00
Temporary structure within free entry PoPE event	Application	D	Yes	\$59.00
Application for Protection of Public Regulation 116(4)	Application	M	No	\$294.70
Application to build above or below Public Facilities Regulation 134(2)	Application	M	No	\$290.40

### 3.2 Caravan parks

#### 3.2.1 Bridgewater Public Caravan Park

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Cabins</b>				
Cabin (peak period)	Per night 2 people	D	Yes	\$138.00
Cabin additional persons	Per night per person	D	Yes	\$10.00
Cabin (off peak period)	Per night 2 people	D	Yes	\$117.00
Additional person	Per night per person	D	Yes	\$10.00
<b>Sites</b>				
Powered site (peak period)	Per night 2 people	D	Yes	\$41.00
Additional persons	Per night per person	D	Yes	\$6.00
Powered site (off peak period)	Per night 2 people	D	Yes	\$36.00
Additional persons	Per night per person	D	Yes	\$6.00
Powered site (peak period)	Per week 2 people	D	Yes	\$184.00
Additional persons	Per person per night for the week	D	Yes	\$6.00
Powered site (off peak period)	Per week 2 people	D	Yes	\$158.00
Additional persons	Per person per night for the week	D	Yes	\$6.00
Unpowered site (peak period)	Per night 2 people	D	Yes	\$31.00
Additional persons	Per night per person	D	Yes	\$6.00
Unpowered site (off peak period)	Per night 2 people	D	Yes	\$26.00
Additional persons	Per night per person	D	Yes	\$6.00
Unpowered site	Per week 2 people	D	Yes	\$128.00
Additional persons	Per person per night for the week	D	Yes	\$6.00
<b>Other</b>				
Washing machine use	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00

- Peak periods means:
  1. Victorian school holidays
  2. Victorian public holiday long weekends (being Labour Day, Easter, ANZAC Day (if this falls on a Friday or Monday), Queens Birthday, Melbourne Cup and AFL Grand Final).
- Normal check out time is: 10.00am.
- \$12.00 late stay fee: to enable campers to remain on the current site until 6:00pm on the day of check out if the site is not required for new campers to check in.
- Caravan and Motorhome Club Group bookings: A flat discount rate of 10.00% is a offered for both powered and unpowered sites during both peak and non-peak rates under the following conditions:
  1. the group must be a formalized caravan or motorhome club
  2. a group is defined as 10 or more caravans or motorhomes
  3. two night minimum booking
  4. discounts are at the discretion of the Park Managers, who will take into account the demand for occupancy at the time the group booking is required.
- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.
- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions.  
Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

## 3.2.2 Pioneer Caravan Park – Wedderburn

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2020/2021 Adopted fee
Deluxe cabin self-contained	Per night 2 people	D	Yes	\$128.00
Deluxe cabin self-contained	Per week 2 people	D	Yes	\$750.00
Additional to two people staying	Per person per night	D	Yes	\$16.00
Deluxe cabin	Per night 2 people	D	Yes	\$97.00
Deluxe cabin per week	Per week 2 people	D	Yes	\$556.00
Deluxe cabin - more than 2 people staying	Per person per night additional to above	D	Yes	\$16.00
Standard cabin	Per night 2 people	D	Yes	\$87.00
Standard cabin per week	Per week 2 people	D	Yes	\$470.00
Standard cabin – additional to 2 people staying	Per person per night additional to above	D	Yes	\$11.00
<b>Powered sites</b>				
Overnight fee	Per night 2 people	D	Yes	\$21.00
Weekly fee	Per week 2 people	D	Yes	\$102.00
Additional to 2 people staying	Per person per night	D	Yes	\$6.00
<b>Unpowered sites</b>				
Overnight fee	Per night 2 people	D	Yes	\$16.00
Weekly fee	Per week 2 people	D	Yes	\$102.00
Additional to 2 people staying at an unpowered site	Per person per night	D	Yes	\$6.00
<b>Permanent resident</b>				
Weekly fee (GST @ 5.5%)	Per week	D	Yes	\$67.00
Annual fee (GST @ 5.5%)	Per year	D	Yes	\$3,335.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Annual tenant</b>				
Annual fee - holiday caravan site	Per year	D	Yes	\$1,162.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes	
<b>Other</b>				
Washing machine	Per cycle	D	Yes	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00
Storage	Per week	D	Yes	\$11.00
Shower	Per shower	D	Yes	\$8.00

- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions.  
Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

### 3.3 Rental properties

#### 3.3.1 Elderly persons units

Elderly persons units	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Dingee</b>				
Unit 1	Per week	D	No	\$96.00
Unit 2	Per week	D	No	\$96.00
Unit 3	Per week	D	No	\$96.00
Unit 4	Per week	D	No	\$96.00
Unit 5	Per week	D	No	\$96.00
<b>Pyramid Hill</b>				
Unit 1	Per week	D	No	\$82.00
Unit 2	Per week	D	No	\$89.00
Unit 3	Per week	D	No	\$82.00
Unit 4	Per week	D	No	\$82.00
<b>Serpentine</b>				
Unit 1	Per week	D	No	\$96.00
Unit 2	Per week	D	No	\$96.00
Unit 3	Per week	D	No	\$96.00
Unit 4	Per week	D	No	\$96.00
Unit 5	Per week	D	No	\$96.00

### 3.4 Public health

#### 3.4.1 Food Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Registration of premises (class 1)	Each	D	No	\$383.00
Registration of premises (class 2)	Each	D	No	\$296.00
Community group with Liquor Licence (class 2)	Each	D	No	\$158.00
Community group without Liquor Licence (class 2)	Each	D	No	\$110.00
Registration of premises (class 3)	Each	D	No	\$184.00
Community group with Liquor Licence (class 3)	Each	D	No	\$99.00
Community group without Liquor Licence	Each	D	No	\$74.00
Notification of premises (class 4)	Each	M	No	N/A
<b>Not permitted under the Food Act 1984</b>				

Food premises	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Community groups operating a class 2 or class 3 premises less than 10 times per year	For the year	D	No	\$27.00
Inspection and report	Each	D	Yes	\$204.00
Transfer of registration (includes mandatory inspection charge)	Each	D	No	\$189.00
Late payment of annual registration fee (additional charge added to annual registration fee)	Each	D	No	50% of applicable fee
Additional inspection fee (applied to each subsequent inspection beyond the 3 allowed in each registration year)	Each	D	Yes	\$204.00

### 3.4.2 Public Health and Wellbeing Act registration fees

Health premises	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Registration of premises (prescribed accommodation)	Each	D	No	\$212.00
Registration of health premises (undertaking 1 activity)	Each	D	No	\$151.00
Registration of health premises (undertaking 2 or more activities)	Each	D	No	\$173.00
Inspection and report	Each	D	Yes	\$204.00
Late payment of annual registration fee	Each	D	No	50% of applicable fee
Transfer of registration	Each	D	No	50% of applicable fee

### 3.4.3 Residential Tenancies Act and Regulations (caravan parks)

Caravan parks	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Three year registration - as per schedule in regulations	Per site	M	No	As set within Regulation
Transfer of premises - as per schedule in regulations	Each	M	No	As set within Regulation
Transfer inspection report	Each	D	Yes	\$204.00
Application to install a moveable dwelling / rigid annex	Each	D	Yes	\$70.00

3.4.4 Environment Protection Act application fees

Septic tanks	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Installation of new septic tank or significant alterations	Each	D	No	\$507.00
Minor amendments to recently issued permits and completion of expired permit without inspection	Each	D	No	\$79.00
Permit extension - 1 year	Each	D	No	\$177.00
Alteration to an existing septic tank system	Each	D	No	\$271.00
Inspection fee	Each	D	Yes	\$204.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$86.00

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

Aged care services	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Home care – low	Per hour	D	No	\$6.36
Home care – medium	Per hour	D	No	\$16.16
Home care – high	Per hour	D	No	\$35.76
Personal care – low	Per hour	D	No	\$4.72
Personal care – medium	Per hour	D	No	\$9.64
Personal care – high	Per hour	D	No	\$40.00
Respite care – low	Per hour	D	No	\$3.20
Respite care – medium	Per hour	D	No	\$4.88
Respite care – high	Per hour	D	No	\$36.80
Negotiated fee variation – home care	Per hour	D	No	\$2.52
Negotiated fee variation – personal care	Per hour	D	No	\$1.52
Meals on wheels – low and medium	Per meal	D	No	\$9.72
Meals on wheels – high	Per meal	D	No	\$11.96
Property maintenance – low	Per hour	D	No	\$12.76
Property maintenance – medium	Per hour	D	No	\$19.16
Property maintenance – high	Per hour	D	No	\$50.84
Property maintenance – mod construction	Per hour	D	No	\$24.44
Planned activity group – core	Per session	D	No	\$8.16
Planned activity group – high	Per session	D	No	\$8.16

3.5.2 Commonwealth home support program

Home support program	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Domestic assistance – low	Per hour	D	No	\$6.36
Domestic assistance – medium	Per hour	D	No	\$16.16
Domestic assistance – high	Per hour	D	No	\$35.76
Personal care – low	Per hour	D	No	\$4.72
Personal care – medium	Per hour	D	No	\$9.64
Personal care – high	Per hour	D	No	\$40.00
Flexible respite – low	Per hour	D	No	\$3.20
Flexible respite – medium	Per hour	D	No	\$4.88
Flexible respite – high	Per hour	D	No	\$36.80
Meals on wheels – low and medium	Per meal	D	No	\$9.72
Meals on wheels – high	Per meal	D	No	\$11.96
Meals – other	Per meal	D	No	\$9.72
Home maintenance – low	Per hour	D	No	\$12.76
Home maintenance – medium	Per hour	D	No	\$19.16
Home maintenance – high	Per hour	D	No	\$50.84
Home maintenance – mod construction	Per hour	D	No	\$24.44
Social support – group	Per session	D	No	\$8.16
Social support – individual	Per session	D	No	\$8.16

3.5.3 Transport for aged service clients

Transport for aged service clients	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Transport within town	Per trip	D	No	\$5.60
Transport under 20km to destination	Per trip	D	No	\$11.05
Transport 20-50km to destination	Per trip	D	No	\$22.25
Transport 50-100km to destination	Per trip	D	No	\$33.45
Transport 100-150km to destination	Per trip	D	No	\$44.55
Transport over 150km to destination	Per trip	D	No	\$55.70

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

Services	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Home care	Per hour	D	Yes	\$51.60
Personal care	Per hour	D	Yes	\$51.60
Respite care	Per hour	D	Yes	\$51.60
Weekend personal / respite care	Per hour	D	Yes	\$102.80
Property maintenance	Per hour	D	Yes	\$66.88
Meals on wheels	Per meal	D	Yes	\$13.24
Travel	Per km	D	Yes	\$1.24
Annual home safety check	Per check	D	Yes	\$56.00

3.5.5 Capped account limits

Capped account limits	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Client monthly account - single - 4 week account cycle	Per month	D	No	\$248.00
Client monthly account - single - 5 week account cycle	Per month	D	No	\$310.00
Client monthly account - single - 6 week account cycle	Per month	D	No	\$371.00
Client monthly account - double - 4 week account cycle	Per month	D	No	\$442.00
Client monthly account - double - 5 week account cycle	Per month	D	No	\$552.00
Client monthly account - double - 6 week account cycle	Per month	D	No	\$662.00

3.5.6 Department of Veteran Affairs

Department of Veterans Affairs	Unit rate per client	M or D	Is GST applicable?	2020/2021 Adopted fee
Home care	Per hour	M	Yes	\$60.61
Personal care	Per hour	M	Yes	\$75.24
Personal care – weekend	Per hour	M	Yes	\$92.62
Respite care	Per hour	M	Yes	\$57.31
Respite care – weekend	Per hour	M	Yes	\$75.85
Emergency respite	Per hour	M	Yes	\$61.16
Emergency respite – weekend	Per hour	M	Yes	\$69.03
Property maintenance	Per hour	M	Yes	\$63.03
Co-payment – average of all fees	Per session	M	No	\$5.00

### 3.6 Local laws

#### 3.6.1 Domestic Animals Act 1994

Animal registration period 1 April 2020 to 31 March 2021

Domestic animals	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Registration fee - unsterilized animal	Per animal	D	No	\$123.00
Registration fee - unsterilized animal - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - reduced fee (refer criteria)	Per animal	D	No	\$30.00
Registration fee - reduced fee (refer criteria) - pensioners' concession	Per animal	D	No	50% of above fee
Registration fee - dangerous / menacing or restricted breed dog (no reduced fee available under S 15(7) of the Act)	Per animal	D	No	\$123.00
Impounding of dog or cat	Per animal	D	No	\$75.30
Annual licence fee for Domestic Animal Business Registration	Per licence	D	No	\$153.00
Transfer from another council (registration must be for current period)	Per animal	D	No	Nil

#### 3.6.2 Domestic Animals Act 1994 - reduced fee criteria

<i>Registration fee for an animal registered for the first time after 10 October will be one half the applicable annual fee</i>
<i>Where the animal has been registered for the full year dies within six months of the commencement of the registration year the owner shall be entitled to a refund of one half of the registration fee paid</i>
<i>Animal desexed</i>
<i>Animal over 10 years old</i>
<i>Farm working dog</i>
<i>Animal kept as part of a registered domestic animal business or applicable organisation</i>
<i>A dog that has undergone approved obedience training in accordance with Regulation 52 of the Domestic Animals Regulations</i>
<i>Dogs and cats registered with an 'applicable organisation' in accordance with the Domestic Animals Act 1994</i>

3.6.3 Impounding of Livestock Act 1994

Livestock	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Sheep or goat (per head, up to 10 head)	Impoundment	D	No	\$75.50
Sheep or goat (per head, more than 10)	Impoundment	D	No	\$1.45
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.45
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.45
Horse, cow or ram (per head)	Impoundment	D	No	\$75.50
Horse, cow or ram(per head)	Daily feeding	D	Yes	\$11.20
Other livestock (per head)	Impoundment	D	No	\$75.50
Other livestock (per head)	Daily feeding	D	Yes	\$11.20

*With regard to the items below, please see the relevant Local Law or associated Act for fines and penalties*

3.6.4 Local Law No. 4 – Environment (2015) infringements3.6.5 Local Law No. 2 - Street and Roads (Amendment No 2 2010) infringements3.6.6 Environment Protection Act 1970 penalties3.6.7 Country Fire Authority Act 19583.6.8 Local Law No. 5 – Livestock (2005)3.6.9 Domestic Animals Act 19943.6.10 Local Law No. 2 – Streets and Roads - Part 4

Local laws permits	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Division one – Advertising signs	Per sign	D	No	\$53.00
Division two – Trading from road	Per day	D	No	\$53.00
Division three – Display of goods	Per site	D	No	\$53.00
Division four – Street furniture and outdoor eating	Per permit	D	No	\$28.00

3.6.11 Local laws permits

Local laws permits	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
All other local laws permits	Per permit	D	No	\$27.00

3.6.12 Clearing fire hazard blocks

Fire hazard blocks	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Clearing of fire hazards – blocks	Per block	D	Yes	At cost plus \$105.00 admin fee plus GST

### 3.7 Town planning

#### 3.7.1 Planning fees

Permits	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Use only</b>	Application	M	No	\$1,318.10
<b>VicSmart applications (confirm with Planning Officer if your application qualifies)</b>				
Less than \$10,000	Application	M	No	\$199.95
More than \$10,001	Application	M	No	\$429.50
Application to subdivide or consolidate land (as permitted by VicSmart regulations)	Application	M	No	\$199.95
<b>Single dwelling and ancillary to dwelling (based on value of development)</b>				
Less than \$10,000	Application	M	No	\$199.95
\$10,001 to \$100,000	Application	M	No	\$629.40
\$100,001 to \$500,000	Application	M	No	\$1,288.45
\$500,001 to \$1,000,000	Application	M	No	\$1,392.15
\$1M > \$2M	Application	M	No	\$1,495.80
<b>Other development (based on value of development)</b>				
\$10,001 to \$100,000	Application	M	No	\$1,147.75
\$100,001 to \$1,000,000	Application	M	No	\$1,547.65
\$1M to \$5M	Application	M	No	\$3,413.70
\$5M to \$15M	Application	M	No	\$8,700.85
\$15M to \$50M	Application	M	No	\$25,658.30
\$50M to \$100M	Application	M	No	\$57,670.15
<b>Subdivision</b>				
To subdivide an existing building	Application	M	No	\$1,318.10
To subdivide land into 2 lots	Application	M	No	\$1,318.10
To subdivide land into <u>more than 2</u> lots	Application	M	No	\$1,318.10 per 100 lots
To remove a restriction (within the meaning of the Subdivision Act 1988) over land	Application	M	No	\$1,318.10
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988, or to create or remove a right of way	Application	M	No	\$1,318.10

Permits	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement in a Crown grant.	Application	M	No	\$1,318.10
Secondary consent	Application	M	No	\$195.10
Extension of time to permit	Application	M	No	\$200.00
Certification of plan of subdivision	Application	M	No	\$174.75
Alteration of a plan under Section10(2) prior to Certification	Application	M	No	\$111.05
Amendment of a certified plan under section11(1) of the Act	Application	M	No	\$140.70
Planning enquiry	Application	D	Yes	\$42.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$86.00

### 3.8 Swimming pools

#### 3.8.1 Pool fees

Pool fees	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Season tickets</b>				
Family	Per season	D	Yes	\$132.00
Adult	Per season	D	Yes	\$77.00
Child	Per season	D	Yes	\$51.00
<b>Entrance fees</b>				
Family (for 1 or 2 adults and their children)	Per entry	D	Yes	\$10.50
Adult	Per entry	D	Yes	\$5.10
Child	Per entry	D	Yes	\$2.60
School groups	Per entry	D	Yes	\$1.30
Adult - non-swimmer	Per entry	D	Yes	Nil
Child - non-swimmer	Per entry	D	Yes	Nil
<b>School groups</b>				
One lifeguard in attendance	Per hour	D	Yes	\$18.90
Two lifeguards in attendance	Per hour	D	Yes	\$56.60

### 3.9 Roads

#### 3.9.1 Road reinstatement fees

Roads	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Minimum charge	Event	D	Yes	\$117.00
Sealed pavement (surface only)	Per m <sup>2</sup>	D	Yes	\$144.00
Unsealed pavement	Per m <sup>2</sup>	D	Yes	\$96.00
Trench off pavement	Per m <sup>2</sup>	D	Yes	\$48.00
Footpath (100-200mm concrete)	Per m <sup>2</sup>	D	Yes	\$154.00
Footpath (other sealed asphalt)	Per m <sup>2</sup>	D	Yes	\$154.00

#### 3.9.2 Application for consent to work within municipal road reserve

Roads	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Fee structure determined pursuant to the Roads Management (Works and Infrastructure) 2015 Regulations. Current fee unit rate is available at <a href="http://www.vicroads.vic.gov.au">www.vicroads.vic.gov.au</a>	Application	M	Yes	See relevant legislative document

### 3.10 Tourism

#### 3.10.1 Loddon Discovery Tours

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

#### 3.10.2 Loddon Valley Website

Website	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Subscription	Per year	D	Yes	\$55.00

### 3.11 Waste management

#### 3.11.1 Domestic waste, e-waste and recyclables

Waste, e-waste and recyclables	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Minimum Fee	Min. charge	D	Yes	\$10.00
General waste (up to 4m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	\$31.00
Recyclable materials (up to 1m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	Nil
Recyclable materials (1m <sup>3</sup> to 4m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	\$7.00
Domestic green waste (up to 4m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	\$13.00
Refrigerators, freezers, and air conditioners (e-waste)	Each	D	Yes	\$18.00
Televisions and computer monitors (e-waste)	Each	D	Yes	\$14.00
Uncontaminated bricks and concrete (up to 4m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	\$33.00
Mattress (single)	Each	D	Yes	\$13.00
Mattress (double or larger)	Each	D	Yes	\$18.00
Metals (up to 4m <sup>3</sup> )	Per m <sup>3</sup>	D	Yes	Nil
Cars (complete or close)	Each	D	Yes	\$28.00

- Loads over the quoted volumes will not be accepted at any Loddon waste site.
- Commercial waste is no longer accepted at any Loddon waste site.
- Council has the right to waive or reduce fees for approved community benefit events.
- More information on Council's e-waste program can be found at [www.loddon.vic.gov.au/Live/Your-home/Garbage-and-recycling/E-waste](http://www.loddon.vic.gov.au/Live/Your-home/Garbage-and-recycling/E-waste).

#### 3.11.2 Tyres

Tyres	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Car tyre	Each	D	Yes	\$13.00
Car tyre on rim	Each	D	Yes	\$30.00
4 wheel drive / light truck tyre	Each	D	Yes	\$17.00
Truck tyre	Each	D	Yes	\$35.00
Super single tyre	Each	D	Yes	\$55.00
Truck tyre on rim	Each	D	Yes	\$55.00
Small tractor tyre	Each	D	Yes	\$128.00
Large tractor tyre	Each	D	Yes	\$212.00

**3.12 Miscellaneous**3.12.1 Rates

Rates	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Land information certificates	Application	M	No	\$27.00
Rates search	Application	D	Yes	\$53.00

3.12.2 Photocopying, faxing and printing

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Black and white - single sided	Per page	D	Yes	\$0.75
Black and white - double sided	Per page	D	Yes	\$1.15
Colour - single sided	Per page	D	Yes	\$1.15
Colour - double sided	Per page	D	Yes	\$1.55
Fax – Send first page	First page	D	Yes	\$2.15
Fax – Send subsequent pages	Subsequent	D	Yes	\$1.15
Fax – Receive per page	Per page	D	Yes	\$0.65

3.12.3 Private works

Private works	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
For community groups	Per job	D	Yes	At cost
For private residents	Per job	D	Yes	At cost plus 30%

3.12.4 Insurance

Insurance	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Casual hirer's public liability insurance	Per event	D	Yes	\$19.00
Stall holder's and performer's public liability	Per event	D	Yes	\$40.50

3.12.5 Freedom of information requests

Freedom of information	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Freedom of information requests	Per request	M	No	\$29.60
FOI search charge	Hourly	M	No	\$21.70
FOI supervision charge	Quarter hourly	M	No	\$5.45

3.12.6 Water charges

Water	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Water via standpipes (Inglewood, Tarnagulla, Mitiamo, Pyramid Hill and Wedderburn)	Per kilolitre	D	No	\$5.20
Emergency water supply point - Bridgewater (non-potable water)	Per kilolitre	D	No	\$3.30
Water via Skinners Flat and Inglewood Reservoir pipelines	Per kilolitre	D	No	\$0.60
Truck wash facility use	Per minute	D	No	\$0.95

3.12.7 Senior citizens room hire

Room hire	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Community group session	Per session	D	Yes	\$16.80
Private / commercial session	Per session	D	Yes	\$71.80
Government session	Per session	D	Yes	\$42.60
Daily government rate	Per day	D	Yes	\$84.00
Weekly government rate	Per week	D	Yes	\$112.00
Monthly government rate	Per month	D	Yes	\$417.00

3.12.8 Other room hire

Room hire	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
<b>Large meeting rooms in Wedderburn Office or Council Chambers in Serpentine</b>				
Community group session	Per session	D	Yes	\$25.00
Private / government session	Per session	D	Yes	\$49.00
Daily government rate	Per day	D	Yes	\$98.00
Weekly government rate	Per week	D	Yes	\$160.00
Monthly government rate	Per month	D	Yes	\$428.00
<b>Small meeting room in Wedderburn Office (sits up to 4 people)</b>				
Community group session	Per session	D	Yes	\$12.80
Private / government session	Per session	D	Yes	\$24.50
Daily government rate	Per day	D	Yes	\$49.00
Weekly government rate	Per week	D	Yes	\$85.20
Monthly government rate	Per month	D	Yes	\$320.00

- Council has the right to waive or reduce fees for approved special community benefit bookings.

3.12.9 Boat launching fees

Boat launching fees	Unit rate	M or D	Is GST applicable?	2020/2021 Adopted fee
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per season	D	Yes	Nil
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per month	D	Yes	Nil
Boat launching fees at Little Lake Boort (powerboats and jet skis are charged, small fishing boats with outboards, and sailing craft are not)	Per day	D	Yes	Nil
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	Nil
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	Nil

For 2019/20 and 2020/21, no boat launching fees will be charged. The revenue is covered by the Boat Launching and Parking Fees Abolition Program provided by the State Government and is to be reviewed in subsequent years.

# LODDON SHIRE COUNCIL

## BUDGET FOR YEAR ENDED 30 JUNE 2021





## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

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## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### MAYOR INTRODUCTION

The Councillors and I are pleased to present the 2020/21 Budget to the community. This budget continues with our Council Plan 2017-21 vision of "A prosperous, vibrant and engaged community" and focuses on the following five key themes:

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

The Council Plan 2017-21 (Year 4), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the fourth and final year of the current Council term, the focus over the next year will be on the planning and design activities required to deliver the remaining commitments, along with delivery of key identified projects.

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

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

The budget includes a rate increase of 2.0 per cent. This is in line with the Fair Go Rates System which has capped rate increases by Victorian Councils. Council has also identified a number of significant cost and revenue impacts during the budget process which it has had to take into consideration. These include:

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

Some of the highlights contained in the 2020/21 Budget include:

- full funding of Council's ongoing commitment of community planning of \$750K
- an increased commitment to investment in information technology
- strong investment in local road and related infrastructure maintenance
- \$400K allocation for works associated with the Building Asset Management Plan
- continued support for the aged services and early years programs
- capital expenditure program of \$7.24 million
- no loan repayments with Council remaining debt free
- continuation of a strong cash position.

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

**Cr. Cheryl McKinnon**  
**Mayor**



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### CEO INTRODUCTION

Council has prepared a budget for 2020/21 which is aligned to the vision in the Council Plan 2017-21. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within rate increase limits mandated by the State Government.

#### 1 Key things we are funding

- \$400K allocation to a community support package to assist residents to recover from the impacts of COVID-19; this is funded by the 2.0% rate increase with additional Council allocation
- ongoing delivery of services to the Loddon Shire Council community
- continued investment in capital projects (\$7.24M). This includes roads (\$3.38M); urban and road drainage (\$0.35M); footpaths (\$0.28M); recreational, leisure and community facilities (\$0.08M) and parks, open space and streetscapes (\$0.8M).

#### 2 Rates and charges increase

- the average rate rise will be 2.0% in line with the order by the Minister for Local Government on 13 December 2019 under the Fair Go Rates System
- from 2018/19, each year is a revaluation year, therefore, valuations will be as per the General Revaluation dated 1 January 2020
- the waste service charges will increase by 15.0% per collection item
- refer to Section 4.1.1 for further details.

#### 3 Key statistics

Total revenue is \$23.31 million (2019/20 \$34.25 million)

Total operating expenditure is \$33.87 million (2019/20 \$34.57 million)

Cash result is \$0.1 million surplus (\$3.64 million surplus in 2019/20)  
(Refer Capital Expenditure Statement in Appendix D)

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

Capital works program of \$7.24 million (\$20.11 million in 2019/20)

\$2.71 million from Council operations

\$1.59 million from reserves

No borrowings

\$0.35 million from asset sales

\$2.59 million from external grants.

**Phil Pinyon**

**Chief Executive Officer**



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**1 LINK TO THE COUNCIL PLAN**

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

**1.1 Planning and accountability framework**

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



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

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### 1. LINK TO THE COUNCIL PLAN (Continued)

#### 1.2 Service level planning

Although councils have a legal obligation to provide some services - such as animal management, local roads, food safety and statutory planning - most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

#### 1.3 Our purpose

Our vision

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

Our mission

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

Our values

##### **Leadership**

We work towards achieving our vision while demonstrating our values.

##### **Integrity**

We are open, honest and fair.

##### **Accountability**

We will be consistent and responsible in our actions.

##### **Impartiality**

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

##### **Respect**

We treat everyone with respect and dignity at all times.



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 1. LINK TO THE COUNCIL PLAN (Continued)

#### 1.4 Core business of Council

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

##### 1 - Leadership

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

##### 2 - Provision of well being services

Cost effectively providing for the basic needs of our communities.

##### 3 - Planning for future needs

Anticipating and planning for demographic and economic shifts.

##### 4 - Economic development

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

##### 5 - Providing quality infrastructure

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

##### 6 - Financial stability

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

##### 7 - Education and life-long learning

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

##### 8 - Compliance

Ensuring we are compliant with all legislative reporting requirements.

##### 9 - Regulation

Ensuring community compliance with local regulations.

##### 10 - Advocacy and partnerships

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

#### 1.5 Strategic themes

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

*Population* - Grow and invigorate Loddon's population

*Economic prosperity* - Support development of a prosperous and diverse economy

*Liveability* - Develop attractive, vibrant and well-serviced communities

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

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

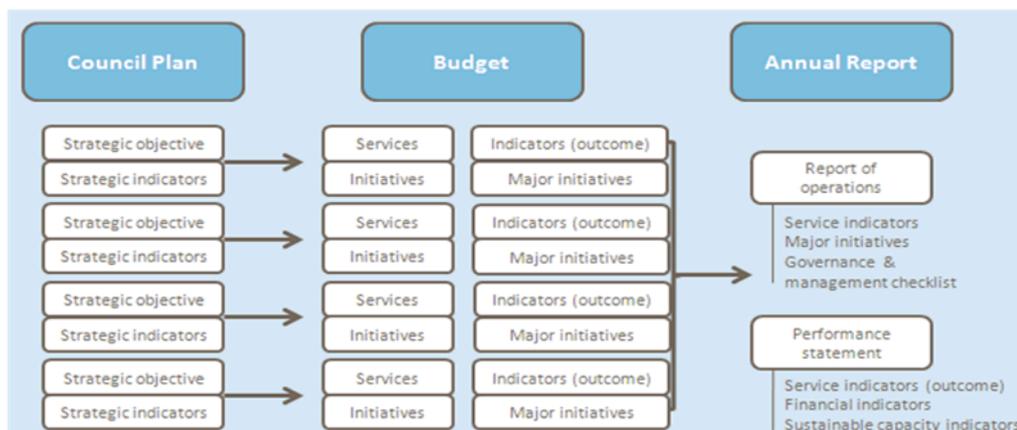
The Budget includes major initiatives that sit under the strategic themes that will be delivered in 2020/21. They are considered high priority projects towards achieving the strategic platform objectives.



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**2 SERVICES SERVICE PERFORMANCE INDICATORS**

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/21 year and how these will contribute to achieving the strategic platforms specified in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

**2.1 Strategic themes**

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

2.1.1 Strategic theme 1 - Population

**Objective:**

*Grow and invigorate Loddon's population*

**Key priorities:**

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

2.1.2 Strategic theme 2 - Economic prosperity

**Objective:**

*Support development of a prosperous and diverse economy*

**Key priorities:**

- a) tourism - realise Loddon's tourism potential by supporting and promoting our natural, historical and cultural assets
- b) economic development - encourage economic development by providing support which facilitates business initiatives and growth
- c) water security - secure adequate water access to maintain the viability of diverse economic activities



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 2 SERVICES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.1 Strategic themes (continued)

##### 2.1.2 Strategic theme 2 - Economic prosperity (continued)

- d) economic infrastructure - support the delivery of key public infrastructure that facilitates improved economic returns
- e) business capability - facilitate improvement in the business capabilities of Loddon traders and entrepreneurs.

##### 2.1.3 Strategic theme 3 - Liveability

**Objective:**

*Develop attractive, vibrant and well-serviced communities*

**Key priorities:**

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

##### 2.1.4 Strategic theme 4 - Sustainability

**Objective:**

*Provide leadership which contributes to the sustainability of our region*

**Key priorities:**

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

##### 2.1.5 Strategic theme 5 - High performance organisation

**Objective:**

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

**Key priorities:**

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



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 2 SERVICES AND SERVICE PERFORMANCE INDICATORS (Continued)

#### 2.2 Major initiatives

This section provides a description of the individual key activities and initiatives to be funded in the Budget for 2020/21.

##### 2.2.1 Strategic theme 1

**Key priority**

Maintain high quality roads, buildings, parks and gardens, and provide quality amenities and recreation facilities.

**Major initiative**

Complete reviews of Asset Management Plans.

##### 2.2.2 Strategic theme 2

**Key priority**

Attract new business opportunities and maintain support for traditional industries.

**Major initiatives**

Maintain and enhance resources to ensure timely processing of planning and building applications.

##### 2.2.2 Strategic theme 3

**Key priority**

Identify appropriate levels of service across all infrastructure categories within relevant Asset Management Plans.

**Major initiative**

Develop a plan for rationalisation of unnecessary assets with a direction towards future use of multi-purpose facilities.

##### 2.2.4 Strategic theme 4

**Key priority**

Extend the community planning focus to develop a holistic and realistic longer term vision for Loddon Shire communities.

**Major initiative**

Complete a long term community plan for Loddon Shire.

##### 2.2.5 Strategic theme 5

**Key priority**

Continue to develop a high-performance culture.

**Major initiative**

Complete a Workforce Strategy.

##### 2.2.6 Strategic theme 6

**Key priority**

Continue to develop a high-performance culture.

**Major initiative**

Implement changes to comply with the Local Government Act 2020.



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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

**2.3 Service performance outcome indicators**

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

Indicator	Performance measure	Computation
<b>Governance</b>		
<b>Satisfaction</b>	<b>Satisfaction with Council Decisions</b> (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
<b>Statutory planning</b>		
<b>Decision making</b>	<b>Council planning decisions upheld at VCAT</b> (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
<b>Roads</b>		
<b>Satisfaction</b>	<b>Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
<b>Libraries</b>		
<b>Participation</b>	<b>Active library members</b> (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
<b>Waste collection</b>		
<b>Waste diversion</b>	<b>Kerbside collection waste diverted from landfill</b> (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
<b>Aquatic facilities</b>		
<b>Utilisation</b>	<b>Utilisation of aquatic facilities</b> (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
<b>Animal management</b>		
<b>Health and safety</b>	<b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	Number of successful animal management prosecutions


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**2 SERVICES AND SERVICE PERFORMANCE INDICATORS  
(Continued)**
**2.3 Service performance outcome indicators (continued)**

Indicator	Performance measure	Computation
<i>Food safety</i>		
<b>Health and safety</b>	<b>Critical and major non-compliance notifications</b> (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
<i>Maternal and child health</i>		
<b>Participation</b>	<b>Participation in the MCH service</b> (percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100
<b>Participation</b>	<b>Participation in MCH service by Aboriginal children</b> (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

**2.4 Services**

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

Activity	Net cost of activity \$	Income \$	Expenditure \$
110. ECO DEV & TOURISM STRATEGIES	182,000	-	182,000
111. ECONOMIC DEVELOPMENT	185,808	-	185,808
121. TOURISM	252,214	-	252,214
122. TOURISM INITIATIVES	88,063	(10,710)	98,773
123. CARAVAN PARKS	(67,664)	(388,482)	320,818
125. LODDON DISC TOURS	-	(24,023)	24,023
131. PROMOTIONAL INITIATIVES	10,000	-	10,000
132. INDUSTRIAL SITES	(4,736)	(14,102)	9,365
141. CONTRIBUTIONS	4,400	-	4,400
142. ECONOMIC DEVELOPMENT	(11,363)	(20,010)	8,648
151. BUILDING CONTROL	46,978	(80,114)	127,092
161. COUNCIL RESIDENCES	10,741	(2,500)	13,241
181. STANDPIPES & TRUCKWASHES	9,000	(10,000)	19,000
211. COUNCILLOR COSTS	470,923	-	470,923
212. EXECUTIVE	923,230	-	923,230



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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

**2.4 Services (continued)**

Activity	Net cost of activity \$	Income \$	Expenditure \$
221. LOCAL LAWS	97,208	(1,153)	98,361
230. DEVELOPMENT SERVICES	388,721	-	388,721
232. COMMUNITY LEADERSHIP	419,000	(50,000)	469,000
251. RECORDS MANAGEMENT	167,123	-	167,123
281. MUN EMERGENCY MAN	10,290	(6,955)	17,245
311. STAFF ONCOSTS	(56,147)	(1,596,736)	1,540,589
320. TECHNICAL SERVICES	1,004,242	-	1,004,242
321. PLANT OPERATING	(1,912,776)	(4,213,414)	2,300,637
322. FLEET	(306,506)	(504,000)	197,494
331. LOCAL ROADS MAINT	6,297,632	-	6,297,632
339. ROADS TO RECOVERY	(2,387,726)	(2,387,726)	-
340. WORKS DEPARTMENT	429,002	-	429,002
341. MAIN RDS ROUTINE PAVEMENT MAINT	(75,782)	(510,474)	434,692
381. GRAVEL PITS	(86,568)	(129,280)	42,713
383. DEPOTS	10,560	(120,000)	130,560
384. ROAD OPENINGS ETC	3,034	(10,208)	13,242
385. TRAFFIC CONTROL	42,171	-	42,171
386. PRIVATE WORKS	(3,898)	(39,697)	35,800
391. ACQUISITION & DISPOSAL	25,000	-	25,000
410. GOOD MANAGEMENT STRATEGIES	66,000	-	66,000
411. RATES INCOME	(9,834,287)	(9,834,287)	-
421. VGC INCOME	(4,585,214)	(4,585,214)	-
431. INTEREST INCOME	(375,200)	(375,200)	-
432. OTHER INCOME	(12,861)	(18,425)	5,564
434. INFORMATION TECHNOLOGY	1,059,872	-	1,059,872
435. PRINTING & STATIONERY	30,112	-	30,112
436. ADMINISTRATION	955,313	(2,601)	957,914
437. INSURANCE	285,031	(11,177)	296,209
439. CUSTOMER SERVICE	177,272	-	177,272
440. FINANCE	665,905	-	665,905
441. CORPORATE SERVICES	726,767	-	726,767
442. OPERATIONS	302,084	-	302,084
443. OCC HEALTH & SAFETY	132,095	(45,599)	177,694
444. ORGANISATIONAL DEVELOPMENT	441,111	-	441,111
451. WEDDERBURN OFFICE	89,016	-	89,016
452. SERPENTINE OFFICE	42,368	(100)	42,468
453. BRIC	6,794	-	6,794
454. TELEPHONE CHARGES	56,846	-	56,846
462. LONG SERVICE LEAVE	282,264	-	282,264
471. SUBSCRIPTIONS, DONATIONS, & MEMBERSHIPS	64,001	-	64,001
491. ACQUISITION & DISPOSAL	32,534	-	32,534
511. TIPS	856,895	(74,287)	931,182
512. GARBAGE COLLECTION	(628,488)	(1,626,720)	998,232
532. TOWN PLANNING	134,514	(75,593)	210,107
541. HERITAGE & CULTURE	2,000	-	2,000
561. FIRE PROTECTION	41,070	(11,558)	52,628
582. ENVIRONMENT	-	(75,000)	75,000



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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

**2.4 Services (continued)**

Activity	Net cost of activity \$	Income \$	Expenditure \$
610. COMM SERVICES & REC STRATEGIES	216,855	-	216,855
611. INFANT WELFARE CENTRES	188,110	(197,491)	385,601
614. PRE-SCHOOL MAINTENANCE	28,246	-	28,246
615. EDUCATION	118,385	(48,110)	166,495
616. BOORT PRE-SCHOOL	-	(121,251)	121,251
617. DINGEE PRE-SCHOOL	-	(134,504)	134,505
618. INGLEWOOD PRE-SCHOOL	-	(136,769)	136,770
619. WEDDERBURN PRE-SCHOOL	-	(117,455)	117,454
620. DISABILITY ACCESS PROGRAMS	25,000	-	25,000
621. HEALTH CONTROL	97,173	(48,162)	145,335
622. PYRAMID HILL PRE-SCHOOL	-	(113,201)	113,201
623. OTHER HEALTH	5,000	-	5,000
624. MUN PUBLIC HEALTH WELLBEING	1,000	(1,000)	2,000
625. OCCASIONAL CARE PROGRAM	-	(7,167)	7,167
631. HACC SERVICES	50,092	(914,587)	964,679
632. COMMUNITY SERVICES	60,637	(56,760)	117,397
633. SENIOR CITIZENS CENTRES	39,797	(60,293)	100,090
634. ELDERLY PERSONS UNITS	(15,794)	(66,615)	50,821
635. HACC ONCOSTS	(11,350)	(224,647)	213,297
636. EXTERNALLY BROKERED SERVICES	(44,022)	(339,450)	295,428
641. RECREATION & COMMUNITY DEVELOPMENT	588,980	-	588,980
642. RECREATION RESERVES	222,941	-	222,941
643. SWIMMING POOLS	538,314	-	538,314
644. BEACHES	37,849	(11,000)	48,849
645. TOWNSCAPE SERVICES	1,104,379	-	1,104,379
649. OTHER RECREATION	20,000	-	20,000
650. MAJOR EVENTS GRANTS	26,000	-	26,000
651. COMMUNITY GRANTS	200,000	-	200,000
652. REGIONAL LIBRARY	216,502	-	216,502
653. PUBLIC HALLS	57,638	-	57,638
655. YOUTH INITIATIVES	6,000	(24,500)	30,500
661. DOMESTIC ANIMALS	34,160	(48,544)	82,704
662. LIVESTOCK	48,842	(4,848)	53,690
681. COMMUNITY PROTECTION	19,662	(13,501)	33,163
682. OTHER COMMUNITY	25,393	-	25,393
691. ACQUISITION & DISPOSAL	15,000	-	15,000
692. CONSTRUCTION/IMPROVE	(200,000)	(200,000)	-



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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

**2.5 Performance Statement**

The service performance indicators details in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2020/21 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 5) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

**2.6 Reconciliation with budgeted operating result**

Activity	Net cost of activity \$	Income \$	Expenditure \$
Economic development and tourism	705,441	(549,941)	1,255,381
Leadership	2,476,495	(58,108)	2,534,603
Works and Infrastructure	2,982,237	(9,511,535)	12,493,773
Good management	(9,392,178)	(14,872,604)	5,480,426
Environment	405,991	(1,863,158)	2,269,150
Community services and recreation	3,720,791	(2,889,855)	6,610,646
<b>Total</b>	<b>898,778</b>	<b>(29,745,202)</b>	<b>30,643,979</b>
Add transfers from reserves	(6,466,816)		
Less transfers to reserves	2,341,772		
Add proceeds from sale of assets	(471,181)		
Add capital expenditure	7,242,358		
Add carried forward surplus	(3,640,629)		
<b>Net cash (surplus)/deficit for the year</b>	<b>(95,718)</b>		



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

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### 3 FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

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

#### **Pending Accounting Standards**

The 2020/21 Budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of *AASB 16 Leases*, *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities*, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020/21 financial statements, not considered in the preparation of the budget include:

\* *AASB 1059 Service Concession Arrangements: Grantors*


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.1 COMPREHENSIVE INCOME STATEMENT  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	NOTES	Forecast	Budget	Strategic Resource Plan Projections		
		Actual 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
<b>Income</b>						
Rates and charges	4.1.1	11,049,483	11,461,007	11,658,637	11,891,809	12,129,646
Statutory fees and fines	4.1.2	364,316	215,586	195,796	199,381	205,088
User fees	4.1.3	1,680,085	1,526,932	1,705,133	1,736,354	1,786,057
Grants - operating	4.1.4	11,355,589	6,352,271	11,214,188	11,420,452	11,629,946
Grants - capital	4.1.4	8,191,911	2,487,726	2,387,726	3,576,059	2,887,726
Contributions - monetary	4.1.5	421,626	100,000	-	-	-
Reimbursements	4.1.6	275,408	277,411	307,075	312,991	318,908
Vic Roads	4.1.7	515,027	510,474	543,977	554,460	564,941
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		-	-	-	-	-
Other income	4.1.8	400,125	375,200	377,001	378,126	378,876
<b>Total income</b>		<b>34,253,570</b>	<b>23,306,607</b>	<b>28,389,533</b>	<b>30,069,632</b>	<b>29,901,188</b>
<b>Expenses</b>						
Employee costs	4.1.9	12,003,590	12,579,010	12,956,380	13,345,072	13,745,424
Materials and services	4.1.10	12,825,416	11,292,136	10,271,321	10,405,071	10,595,023
Bad and doubtful debts		-	-	-	-	-
Depreciation	4.1.11	9,431,014	9,666,789	9,911,995	10,157,202	10,411,839
Borrowing costs		-	-	-	-	-
Finance costs - leases		-	-	-	-	-
Other expenses	4.1.12	310,797	334,239	321,923	327,779	333,635
<b>Total expenses</b>		<b>34,570,816</b>	<b>33,872,174</b>	<b>33,461,619</b>	<b>34,235,124</b>	<b>35,085,921</b>
<b>Surplus/(deficit) for the year</b>		<b>(317,246)</b>	<b>(10,565,567)</b>	<b>(5,072,086)</b>	<b>(4,165,492)</b>	<b>(5,184,733)</b>
<b>Other comprehensive income</b>						
Other comprehensive income		-	-	-	-	-
<b>Total comprehensive result</b>		<b>(317,246)</b>	<b>(10,565,567)</b>	<b>(5,072,086)</b>	<b>(4,165,492)</b>	<b>(5,184,733)</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.2 BALANCE SHEET  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		17,434,648	10,026,088	7,449,297	2,955,807	123,742
Trade and other receivables		662,460	444,070	543,230	576,481	572,770
Other financial assets		2,146,453	2,146,453	2,146,453	2,146,453	2,146,453
Inventories		38,265	36,352	34,533	32,807	31,166
Non-current assets classified as held for sale		556,092	556,092	556,092	556,092	556,092
<b>Total current assets</b>	<b>4.2.1</b>	<b>20,837,918</b>	<b>13,209,055</b>	<b>10,729,605</b>	<b>6,267,640</b>	<b>3,430,223</b>
<b>Non-current assets</b>						
Trade and other receivables		1,200	-	-	-	-
Property, infrastructure, plant and equipment		375,352,934	383,837,910	392,944,697	405,257,948	415,308,059
Right of use assets		-	-	-	-	-
Intangible assets		269,672	269,672	269,672	269,672	269,672
<b>Total non-current assets</b>	<b>4.2.1</b>	<b>375,623,806</b>	<b>384,107,582</b>	<b>393,214,369</b>	<b>405,527,620</b>	<b>415,577,731</b>
<b>Total assets</b>		<b>396,461,724</b>	<b>397,316,637</b>	<b>403,943,974</b>	<b>411,795,260</b>	<b>419,007,954</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		426,157	380,523	350,844	356,079	363,023
Trust funds and deposits		323,711	307,525	292,149	277,541	263,664
Provisions		2,544,682	2,471,127	2,395,622	2,317,840	2,237,710
Interest bearing loans and borrowings	4.2.4	-	-	-	-	-
Lease liabilities		-	-	-	-	-
<b>Total current liabilities</b>	<b>4.2.2</b>	<b>3,294,550</b>	<b>3,159,175</b>	<b>3,038,615</b>	<b>2,951,460</b>	<b>2,864,397</b>
<b>Non-current liabilities</b>						
Provisions		2,081,957	2,377,224	2,682,068	2,997,661	3,324,412
Interest bearing loans and borrowings	4.2.4	-	-	-	-	-
Lease liabilities		-	-	-	-	-
<b>Total non-current liabilities</b>	<b>4.2.2</b>	<b>2,081,957</b>	<b>2,377,224</b>	<b>2,682,068</b>	<b>2,997,661</b>	<b>3,324,412</b>
<b>Total liabilities</b>		<b>5,376,507</b>	<b>5,536,399</b>	<b>5,720,683</b>	<b>5,949,121</b>	<b>6,188,809</b>
<b>NET ASSETS</b>		<b>391,085,217</b>	<b>391,780,238</b>	<b>398,223,291</b>	<b>405,846,139</b>	<b>412,819,145</b>
<b>Equity</b>						
Accumulated surplus		103,679,690	97,239,167	92,287,689	88,965,317	83,436,335
Asset revaluation reserve		276,071,373	287,331,961	298,847,100	310,635,440	322,793,179
Other reserves		11,334,154	7,209,110	7,088,502	6,245,382	6,589,631
<b>TOTAL EQUITY</b>	<b>4.2.4</b>	<b>391,085,217</b>	<b>391,780,238</b>	<b>398,223,291</b>	<b>405,846,139</b>	<b>412,819,145</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.3 STATEMENT OF CHANGES IN EQUITY  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

<b>2019 Forecast Actual</b>	<b>Total \$</b>	<b>Accumulated surplus \$</b>	<b>Revaluation reserve \$</b>	<b>Other reserves \$</b>
Balance at beginning of the financial year	380,773,764	93,620,654	265,442,674	21,710,436
Surplus/ (deficit) for the year	(317,246)	(317,246)	-	-
Net asset revaluation increment / (decrement)	10,628,699	-	10,628,699	-
Transfer to other reserves	-	(7,411,659)	-	7,411,659
Transfer from other reserves	-	17,787,941	-	(17,787,941)
<b>Balance at end of financial year</b>	<b>391,085,217</b>	<b>103,679,690</b>	<b>276,071,373</b>	<b>11,334,154</b>

<b>2020 Budget</b>	<b>Total \$</b>	<b>Accumulated surplus \$</b>	<b>Revaluation reserve \$</b>	<b>Other reserves \$</b>
Balance at beginning of the financial year	391,085,217	103,679,690	276,071,373	11,334,154
Surplus/ (deficit) for the year	(10,565,567)	(10,565,567)	-	-
Net asset revaluation increment / (decrement)	11,260,588	-	11,260,588	-
Transfer to other reserves	-	(2,341,772)	-	2,341,772
Transfer from other reserves	-	6,466,816	-	(6,466,816)
<b>Balance at end of financial year</b>	<b>391,780,238</b>	<b>97,239,167</b>	<b>287,331,961</b>	<b>7,209,110</b>

<b>2021 SRP</b>	<b>Total \$</b>	<b>Accumulated surplus \$</b>	<b>Revaluation reserve \$</b>	<b>Other reserves \$</b>
Balance at beginning of the financial year	391,780,238	97,239,167	287,331,961	7,209,110
Surplus/ (deficit) for the year	(5,072,086)	(5,072,086)	-	-
Net asset revaluation increment / (decrement)	11,515,139	-	11,515,139	-
Transfer to other reserves	-	(2,229,224)	-	2,229,224
Transfer from other reserves	-	2,470,734	-	(2,470,734)
<b>Balance at end of financial year</b>	<b>398,223,291</b>	<b>92,408,591</b>	<b>298,847,100</b>	<b>6,967,600</b>

<b>2022 SRP</b>	<b>Total \$</b>	<b>Accumulated surplus \$</b>	<b>Revaluation reserve \$</b>	<b>Other reserves \$</b>
Balance at beginning of the financial year	398,223,291	92,408,591	298,847,100	6,967,600
Surplus/ (deficit) for the year	(4,165,492)	(4,165,492)	-	-
Net asset revaluation increment / (decrement)	11,788,340	-	11,788,340	-
Transfer to other reserves	-	(2,125,629)	-	2,125,629
Transfer from other reserves	-	1,798,628	-	(1,798,628)
<b>Balance at end of financial year</b>	<b>405,846,139</b>	<b>87,916,099</b>	<b>310,635,440</b>	<b>7,294,601</b>

<b>2023 SRP</b>	<b>Total \$</b>	<b>Accumulated surplus \$</b>	<b>Revaluation reserve \$</b>	<b>Other reserves \$</b>
Balance at beginning of the financial year	405,846,139	87,916,099	310,635,440	7,294,601
Surplus/ (deficit) for the year	(5,184,733)	(5,184,733)	-	-
Net asset revaluation increment / (decrement)	12,157,739	-	12,157,739	-
Transfer to other reserves	-	(2,046,311)	-	2,046,311
Transfer from other reserves	-	1,896,987	-	(1,896,987)
<b>Balance at end of financial year</b>	<b>412,819,145</b>	<b>82,582,043</b>	<b>322,793,179</b>	<b>7,443,925</b>



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**3 FINANCIAL STATEMENTS (Continued)**

**3.4 STATEMENT OF CASH FLOWS**  
**FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	NOTES	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
		Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
<b>Cash flows from operating activities</b>						
<b>Receipts</b>						
Rates and charges		11,138,071	11,753,037	11,705,576	11,882,750	12,134,843
Statutory fees and fines		406,209	241,737	199,157	200,044	209,561
User fees		3,457,254	1,655,746	1,736,739	1,756,118	1,823,448
Grants - operating		11,582,701	6,479,316	11,344,860	11,648,861	11,862,545
Grants - capital		8,687,811	2,537,481	2,435,481	3,647,580	2,945,481
Contributions - monetary		430,059	102,000	-	-	-
Interest received		583,420	375,200	377,001	378,126	378,876
Trust funds and deposits taken		-	-	-	-	-
Other receipts		940,634	803,643	868,073	884,800	901,526
Net GST refund/payment		(165,717)	(140,859)	(119,730)	(101,771)	(86,505)
<b>Operating receipts</b>		<b>37,060,442</b>	<b>23,807,301</b>	<b>28,547,157</b>	<b>30,296,508</b>	<b>30,169,775</b>
<b>Payments</b>						
Employee costs		(11,818,634)	(12,386,285)	(12,756,608)	(13,137,420)	(13,529,565)
Materials and services		(13,508,312)	(11,589,174)	(10,526,398)	(10,628,078)	(10,820,552)
Trust funds and deposits repaid		(17,037)	(16,186)	(15,376)	(14,608)	(13,877)
Short-term, low value and variable lease payments		-	-	-	-	-
Other payments		(310,797)	(334,239)	(321,923)	(327,779)	(333,635)
<b>Operating payments</b>		<b>(25,654,780)</b>	<b>(24,325,884)</b>	<b>(23,620,305)</b>	<b>(24,107,885)</b>	<b>(24,697,629)</b>
<b>Net cash provided by/(used in) operating activities</b>	<b>4.4.1</b>	<b>11,405,662</b>	<b>(518,583)</b>	<b>4,926,852</b>	<b>6,188,623</b>	<b>5,472,146</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(19,865,243)	(6,891,177)	(7,503,643)	(10,682,113)	(8,304,211)
Decrease in term deposits		-	-	-	-	-
Loans and advances made		-	-	-	-	-
Payments of loans and advances		1,097	1,200	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>4.4.2</b>	<b>(19,864,146)</b>	<b>(6,889,977)</b>	<b>(7,503,643)</b>	<b>(10,682,113)</b>	<b>(8,304,211)</b>
<b>Cash flows from financing activities</b>						
Finance costs		-	-	-	-	-
Repayment of lease liabilities		-	-	-	-	-
<b>Net cash provided by (used in) financing activities</b>	<b>4.4.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(8,458,484)</b>	<b>(7,408,560)</b>	<b>(2,576,791)</b>	<b>(4,493,490)</b>	<b>(2,832,065)</b>
Cash and cash equivalents at the beginning of the year		25,893,132	17,434,648	10,026,088	7,449,297	2,955,807
<b>Cash and cash equivalents at the end of the year</b>		<b>17,434,648</b>	<b>10,026,088</b>	<b>7,449,297</b>	<b>2,955,807</b>	<b>123,742</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.5 STATEMENT OF CAPITAL WORKS  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	NOTES	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
		Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
<b>Capital works areas</b>						
Land and buildings		1,246,808	785,000	635,000	1,225,000	655,000
Office furniture and equipment		358,000	185,000	599,000	105,500	105,500
Plant and equipment		1,588,990	1,452,900	1,392,920	2,498,233	1,960,104
Footpaths		1,139,459	278,928	287,666	274,120	249,578
Roadworks		5,044,573	3,383,030	3,517,912	3,759,447	4,419,927
Urban and road drainage		3,044,987	350,000	350,000	350,000	350,000
Recreation, leisure and community facilities		6,461,990	7,500	157,500	1,407,500	107,500
Parks, open space and streetscapes		1,227,902	800,000	820,500	1,567,000	774,000
Other infrastructure		-	-	-	-	-
<b>Total capital works</b>	<b>4.5.1</b>	<b>20,112,709</b>	<b>7,242,358</b>	<b>7,760,498</b>	<b>11,186,800</b>	<b>8,621,609</b>
<b>Represented by:</b>						
New asset expenditure		2,730,312	1,642,900	1,996,920	3,008,733	2,070,604
Asset renewal expenditure		7,461,101	4,541,958	4,805,578	4,633,567	5,769,505
Asset expansion expenditure		4,939,378	-	80,000	220,000	50,000
Asset upgrade expenditure		4,981,918	1,057,500	878,000	3,324,500	731,500
<b>Total capital works expenditure</b>		<b>20,112,709</b>	<b>7,242,358</b>	<b>7,760,498</b>	<b>11,186,800</b>	<b>8,621,609</b>

	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
	Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
<b>Expenditure type</b>					
Labour	349,409	215,200	68,525	70,221	71,968
Oncost	188,903	116,506	37,007	37,923	38,866
Plant	646,195	416,879	172,810	175,619	178,480
Creditors	7,770,641	3,894,900	3,881,405	5,244,326	3,961,435
Contractors	11,157,561	2,598,873	3,600,751	5,658,711	4,370,860
<b>Total capital works expenditure</b>	<b>20,112,709</b>	<b>7,242,358</b>	<b>7,760,498</b>	<b>11,186,800</b>	<b>8,621,609</b>

	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
	Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
<b>Funding sourced represented by</b>					
Grants	10,847,041	2,587,726	2,437,726	3,942,726	2,887,726
Council cash	4,899,645	2,709,232	2,813,352	3,187,841	3,035,779
Reserves	4,118,556	1,594,219	2,252,566	3,551,546	2,380,706
Sale of assets	247,467	351,181	256,854	504,687	317,398
<b>Total capital works expenditure</b>	<b>20,112,709</b>	<b>7,242,358</b>	<b>7,760,498</b>	<b>11,186,800</b>	<b>8,621,609</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.6 STATEMENT OF HUMAN RESOURCES  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Strategic Resource Plan Projections		
			2021/22 \$	2022/23 \$	2023/24 \$
<b>Staff expenditure</b>					
Employee labour - operating	11,654,181	12,363,810	12,887,855	13,274,851	13,673,456
Employee labour - capital	349,409	215,200	68,525	70,221	71,968
<b>Total staff expenditure*</b>	<b>12,003,590</b>	<b>12,579,010</b>	<b>12,956,380</b>	<b>13,345,072</b>	<b>13,745,424</b>
<b>Staff numbers EFT**</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
Employees	139.97	143.17	143.17	143.17	143.17
<b>Total staff numbers EFT</b>	<b>139.97</b>	<b>143.17</b>	<b>143.17</b>	<b>143.17</b>	<b>143.17</b>

\* Excludes employee oncost

\*\* Equivalent Full Time

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

Department	Budget 2020/21	Permanent Full Time	Permanent Part Time
<b>Staff cost</b>			
Economic development and tourism	330,275	100,929	229,346
Leadership	133,937	76,870	57,067
Works and infrastructure	3,459,941	3,459,941	-
Good management	2,617,177	1,805,120	812,057
Environment	662,037	501,302	160,735
Community services and recreation	5,160,443	1,684,855	3,475,588
<b>Total permanent staff expenditure</b>	<b>12,363,810</b>	<b>7,629,017</b>	<b>4,734,793</b>
Casuals and other expenditure	-		
Capitalised labour costs	215,200		
<b>Total expenditure</b>	<b>12,579,010</b>		

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

Department	Budget 2020/21	Permanent Full Time	Permanent Part Time
<b>Staff EFT</b>			
Economic development and tourism	3.38	1.00	2.38
Leadership	1.57	1.00	0.57
Works and infrastructure	41.00	41.00	0.00
Good management	35.78	27.00	8.78
Environment	6.74	5.00	1.74
Community services and recreation	49.70	20.00	29.70
<b>Total permanent staff EFT</b>	<b>138.17</b>	<b>95.00</b>	<b>43.17</b>
Casuals and other	0.00		
Capitalised labour	5.00		
<b>Total EFT</b>	<b>143.17</b>		


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**3 FINANCIAL STATEMENTS (Continued)**
**3.7 STATEMENT OF RESERVES  
FOR THE FOUR YEARS ENDED 30 JUNE 2024**

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20 \$	2020/21 \$	Projections		
				2021/22 \$	2022/23 \$	2023/24 \$
<b>Discretionary</b>						
Land and buildings reserve		103,567	223,567	343,567	63,567	143,567
Professional development reserve		11,619	17,619	23,619	29,619	35,619
Unspent grants reserve		4,680,597	-	800,000	800,000	800,000
Capital expenditure reserve		-	-	-	-	-
Information technology reserve		800,000	800,000	(405,000)	(316,000)	(227,000)
Valuations reserve		-	-	-	-	-
Units reserve		60,000	60,000	76,423	92,780	109,035
Economic development reserve		272,410	180,410	180,410	90,410	175,410
Skinner's flat reserve		7,535	7,535	7,535	7,535	7,535
Community planning reserve		850,000	850,000	850,000	850,000	850,000
Plant replacement reserve		1,225,045	1,396,067	1,303,306	592,556	187,379
Fleet replacement reserve		540,091	462,471	612,916	553,212	568,853
GSP restoration reserve		400,000	400,000	488,153	577,977	669,459
Urban drainage reserve		500,000	500,000	400,000	400,000	400,000
Landfill rehabilitation reserve		300,000	300,000	335,010	370,020	405,030
Lake Boort water reserve		17,069	17,069	17,069	17,069	17,069
Reserves improvement reserve		100,000	100,000	100,000	100,000	100,000
Caravan park development reserve		57,211	117,376	178,499	239,641	60,632
Superannuation liability reserve		898,808	1,200,000	1,200,000	1,200,000	1,200,000
Unspent contributions reserve		-	-	-	-	-
War memorial reserve		3,000	3,000	3,000	3,000	3,000
Heritage loan scheme reserve		100,000	100,000	100,000	100,000	100,000
Major projects reserve		73,996	73,996	73,996	73,996	73,996
Unightly premises enforcement provision reserve		100,000	100,000	100,000	100,000	100,000
Swimming pool major projects reserve		150,000	200,000	200,000	200,000	200,000
Boundary and township signage reserve		83,206	100,000	100,000	100,000	100,000
<b>Total discretionary reserves</b>	<b>4.3.2</b>	<b>11,334,154</b>	<b>7,209,110</b>	<b>7,088,503</b>	<b>6,245,382</b>	<b>6,079,584</b>



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 4 NOTES TO THE FINANCIAL STATEMENTS

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

#### 4.1 Comprehensive income statement

##### 4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap. The kerbside and recycling collection charges will increase by 15.0% in line with expected expenditure increases in waste collection services and landfill operations with the continuation of Council's decision for this activity to remain cost neutral.

This will raise total rates and charges for 2020/21 of \$11.46 million.

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
General rates*	8,403,204	8,564,421	161,217	1.9%
Municipal charge*	1,238,254	1,269,866	31,612	2.6%
Garbage charge	1,043,572	1,195,816	152,244	14.6%
Kerbside recycling charge	364,453	430,904	66,451	18.2%
<b>Total rates and charges</b>	<b>11,049,483</b>	<b>11,461,007</b>	<b>411,524</b>	<b>3.7%</b>
Interest on rates and charges	25,125	25,200	75	0.3%

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

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

Type or class of land	2019/20 cents/\$CIV	2020/21 cents/\$CIV	Change
General	0.4074	0.3928	-3.6%
Rural	0.3585	0.3457	-3.6%



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

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

Type or class of land	2019/20 \$	2020/21 \$	Change
General	2,416,997	2,508,770	3.8%
Rural	5,972,146	6,055,651	1.4%
<b>Total amount to be raised by rates</b>	<b>8,389,143</b>	<b>8,564,421</b>	<b>2.1%</b>

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

Type or class of land	2019/20 number	2020/21 number	Change
General	4,230	4,248	0.4%
Rural	3,584	3,585	0.0%
<b>Total number of assessments</b>	<b>7,814</b>	<b>7,833</b>	<b>0.2%</b>

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

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

Type or class of land	2019/20 \$	2020/21 \$	Change
General	593,221,700	638,611,200	7.7%
Rural	1,665,668,700	1,751,676,500	5.2%
<b>Total value of land</b>	<b>2,258,890,400</b>	<b>2,390,287,700</b>	<b>5.8%</b>

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

Type of charge	Per rateable property 2019/20 \$	Per rateable property 2020/21 \$	Change
Municipal	217	221	1.8%

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

Type of charge	2019/20 \$	2020/21 \$	Change
Municipal	1,236,466	1,269,866	2.7%



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

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

Type of charge	Per rateable property 2019/20 \$	Per rateable property 2020/21 \$	Change
Garbage collection 140 litre	280	322	15.0%
Garbage collection 240 litre	380	437	15.0%
Kerbside recycling 240 litre	106	122	15.1%

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

Type of charge	2019/20 \$	2020/21 \$	Change
Garbage charge	1,030,560	1,195,816	16.0%
Kerbside recycling charge	371,106	430,904	16.1%
<b>Total</b>	<b>1,401,666</b>	<b>1,626,720</b>	<b>16.1%</b>

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

	2019/20 \$	2020/21 \$	Change
General rates	8,403,204	8,564,421	1.9%
Municipal charge	1,238,254	1,269,866	2.6%
Garbage and kerbside recycling charge	1,408,025	1,626,720	15.5%
<b>Total rates and charges</b>	<b>11,049,483</b>	<b>11,461,007</b>	<b>3.7%</b>

4.1.1 (l) Fair Go Rates System Compliance

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

	2019/20 \$	2020/21 \$
Total rates base	9,390,838	9,641,458
Number of rateable properties	7,814	7,833
Base average rate	1,201.80	1,230.88
Maximum rate increase (set by State Government)	2.50%	2.00%
Capped average rate	1,231.84	1,255.49
Maximum general rates and municipal charges revenue	9,625,609	9,834,287
Budgeted general rates and municipal charges revenue	9,625,609	9,834,287

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

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

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

**4.1.1 (n) Differential rates**

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

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

- a general rate of 0.3928 cents in the dollar of CIV for all rateable general properties
- a rural rate of 0.3457 cents in the dollar of CIV for all rateable rural properties.

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

For the 2020/21 Budget, Council has defined a differential rate split of 12%, with rural rates having a rate in the dollar of 88% of the general rate. Council considers this as a fair allocation of rates across property types.

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

**4.1.2 Statutory fees and fines**

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Building services	77,517	78,074	557	0.7%
Health Act	41,305	42,130	825	2.0%
Local laws	3,525	3,597	72	2.0%
Other	15,875	16,193	318	2.0%
Town planning fees	226,094	75,593	(150,501)	-66.6%
<b>Total statutory fees and fines</b>	<b>364,316</b>	<b>215,586</b>	<b>(148,729)</b>	<b>-40.8%</b>

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

4.1.3 User fees

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Aged services fees	532,344	492,447	(39,896)	-7.5%
Animal management	49,949	50,948	999	2.0%
Building services	2,000	2,040	40	2.0%
Caravan park fees	380,865	388,482	7,617	2.0%
Emergency service	20,533	6,955	(13,578)	-66.1%
Gravel pit fees	146,998	129,280	(17,718)	-12.1%
Other	31,031	34,325	3,294	10.6%
Pre-schools	193,830	158,725	(35,105)	-18.1%
Private works	48,926	49,905	979	2.0%
Rental income	100,165	102,280	2,115	2.1%
Standpipes and truckwashes	46,844	10,000	(36,844)	-78.7%
Tips and recycling fees	77,589	66,810	(10,779)	-13.9%
Tourism	49,011	34,733	(14,278)	-29.1%
<b>Total user fees</b>	<b>1,680,085</b>	<b>1,526,932</b>	<b>(153,154)</b>	<b>-9.1%</b>

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

4.1.4 Grants

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	11,446,281	6,972,940	(4,473,341)	-39.1%
State funded grants	8,101,219	1,867,057	(6,234,162)	-77.0%
<b>Total grants received</b>	<b>19,547,500</b>	<b>8,839,997</b>	<b>(10,707,503)</b>	<b>-54.8%</b>



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

4.1.4 Grants (Continued)

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
(a) Operating grants				
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission - local roads	3,794,873	1,845,062	(1,949,811)	-51.4%
Victoria Grants Commission - general	5,261,324	2,740,152	(2,521,172)	-47.9%
<b>Recurrent - State Government</b>				
Aged services	904,489	878,643	(25,846)	-2.9%
Community safety	18,267	18,614	347	1.9%
Environment management	75,000	75,000	-	0.0%
Fire protection	5,000	-	(5,000)	-100.0%
Fire Services Property Levy	43,721	-	(43,721)	-100.0%
Halls, sports and community centres	42,283	-	(42,283)	-100.0%
Maternal and child health	223,439	197,491	(25,948)	-11.6%
Pre-schools	495,044	519,733	24,689	5.0%
Tips / landfills	7,338	7,477	139	1.9%
Youth initiatives	53,000	24,500	(28,500)	-53.8%
<b>Total recurrent grants</b>	<b>10,923,779</b>	<b>6,306,672</b>	<b>- 4,617,106</b>	<b>-42.3%</b>
<b>Non-recurrent State Government</b>				
Community safety	133,694	45,599	(88,095)	-65.9%
Environment management	56,000	-	(56,000)	-100.0%
Flood mitigation	29,750	-	(29,750)	-100.0%
Halls, sports and community centres	170,966	-	(170,966)	-100.0%
Maternal and child health	4,797	-	(4,797)	-100.0%
Pre-schools	36,603	-	(36,603)	-100.0%
<b>Total non-recurrent grants</b>	<b>431,810</b>	<b>45,599</b>	<b>(386,211)</b>	<b>-89.4%</b>
<b>Total operating grants</b>	<b>11,355,589</b>	<b>6,352,271</b>	<b>- 5,003,318</b>	<b>-44.1%</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.1 Comprehensive income statement (continued)**
**4.1.4 Grants (Continued)**

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
(b) Capital grants				
<b>Recurrent - Commonwealth Government</b>				
Roads to Recovery	2,390,084	2,387,726	(2,358)	-0.1%
<b>Recurrent - State Government</b>				
Nil	-	-	-	0.0%
<b>Total - recurrent capital grants</b>	<b>2,390,084</b>	<b>2,387,726</b>	<b>(2,358)</b>	<b>-0.1%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Nil	-	-	-	0.0%
<b>Non-recurrent - State Government</b>				
Caravan parks	611,809	-	(611,809)	-100.0%
Community facilities	2,624,670	100,000	(2,524,670)	-96.2%
Flood mitigation	552,133	-	(552,133)	-100.0%
Road projects	1,789,024	-	(1,789,024)	-100.0%
Streetscape projects	30,000	-	(30,000)	-100.0%
Swimming pools	-	-	-	0.0%
Tips / landfills	44,191	-	(44,191)	-100.0%
Waterways	150,000	-	(150,000)	-100.0%
<b>Total - non-recurrent capital grants</b>	<b>5,801,827</b>	<b>100,000</b>	<b>(5,701,827)</b>	<b>-98.3%</b>
<b>Total - capital grants</b>	<b>8,191,911</b>	<b>2,487,726</b>	<b>(5,704,185)</b>	<b>-69.6%</b>

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

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

**4.1.5 Contributions**

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Monetary	421,626	100,000	(321,626)	100.0%
Non-monetary	-	-	-	0.0%
<b>Total contributions</b>	<b>421,626</b>	<b>100,000</b>	<b>- 321,626</b>	<b>100.0%</b>

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

4.1.6 Reimbursements

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Fuel rebate	120,000	120,000	-	0.0%
Insurance claims	7,074	7,208	134	1.9%
Staff reimbursement	50,000	50,000	-	0.0%
Workcover	98,334	100,202	1,868	1.9%
<b>Total reimbursements</b>	<b>275,408</b>	<b>277,411</b>	<b>2,003</b>	<b>0.7%</b>

Reimbursements include diesel fuel rebates from the Taxation Office, insurance rebates, Workcover reimbursements, and training reimbursements.

4.1.7 Vic Roads

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Routine maintenance	477,444	477,444	-	0.0%
Approved maintenance	25,181	20,380	(4,801)	-19.1%
Provisional sum items	12,402	12,650	248	2.0%
<b>Total Vic Roads</b>	<b>515,027</b>	<b>510,474</b>	<b>(4,553)</b>	<b>-0.9%</b>

Council's contract with Vic Roads includes an "as of right" amount for routine maintenance works.

4.1.8 Other income

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Interest	375,000	350,000	(25,000)	-6.7%
Reversal of impairment losses	-	-	-	0.0%
<b>Total other income</b>	<b>375,000</b>	<b>350,000</b>	<b>(25,000)</b>	<b>-6.7%</b>

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.1 Comprehensive income statement (continued)**

4.1.9 Employee costs

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Wages and salaries	10,623,784	11,187,051	563,267	5.3%
Workcover	226,467	199,221	(27,246)	-12.0%
Superannuation	1,043,969	1,080,392	36,423	3.5%
Fringe benefits tax	109,370	112,346	2,976	2.7%
<b>Total employee costs</b>	<b>12,003,590</b>	<b>12,579,010</b>	<b>575,420</b>	<b>4.8%</b>

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

4.1.10 Materials, services and contracts

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Aged services	869,868	210,061	(659,806)	-75.9%
Animal management	18,742	19,102	360	1.9%
Building control	6,798	5,974	(824)	-12.1%
Building maintenance	231,662	202,381	(29,281)	-12.6%
Caravan parks	331,624	314,952	(16,672)	-5.0%
Commercial and rental properties	67,547	70,082	2,535	3.8%
Community support	618,837	820,140	201,303	32.5%
Disability access	135,472	25,000	(110,472)	-81.5%
Early years	491,196	225,692	(265,504)	-54.1%
Economic development and tourism	430,482	309,151	(121,332)	-28.2%
Emergency management	10,992	10,839	(154)	-1.4%
Environment	89,500	89,500	-	0.0%
Fire prevention	56,740	52,628	(4,112)	-7.2%
Governance and administration	835,216	1,110,456	275,241	33.0%
Gravel pits	20,232	27,398	7,166	35.4%
Halls and community centres	211,738	55,264	(156,474)	-73.9%
Health control	22,301	22,497	196	0.9%
Heritage and culture	51,909	2,000	(49,909)	-96.1%
Information systems	760,389	725,703	(34,686)	-4.6%
Library	211,222	216,502	5,281	2.5%
Local laws	8,050	8,000	(50)	-0.6%
Parks and streetscapes	973,596	551,156	(422,440)	-43.4%
Planning services	16,503	16,332	(171)	-1.0%
Plant operating	1,433,122	1,998,273	565,151	39.4%
Recreation support	166,093	189,641	23,548	14.2%
Road maintenance	564,731	573,179	8,448	1.5%
Sporting reserves	502,077	-	(502,077)	-100.0%
Staff costs	403,619	385,499	(18,120)	-4.5%
Standpipes	41,612	19,000	(22,612)	-54.3%



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 4.1 Comprehensive income statement (continued)

##### 4.1.10 Materials, services and contracts (continued)

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Strategies and plans	914,490	569,166	(345,324)	-37.8%
Street lighting	40,163	42,171	2,008	5.0%
Swimming pools	499,134	468,699	(30,434)	-6.1%
Tips / transfer stations	453,523	710,758	257,235	56.7%
Valuations	130,000	121,900	(8,100)	-6.2%
Waste collection	855,962	950,398	94,436	11.0%
Water and drainage	40,000	-	(40,000)	-100.0%
Waterways	161,623	63,680	(97,943)	-60.6%
Workshop and depots	79,837	78,462	(1,375)	-1.7%
Youth initiatives	68,815	30,500	(38,315)	-55.7%
<b>Total materials, services and contracts</b>	<b>12,825,416</b>	<b>11,292,136</b>	<b>(1,533,280)</b>	<b>-12.0%</b>

Materials, services and contracts include the purchase of consumables, payments to contractors for the provision of services and utility costs.

##### 4.1.11 Depreciation

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Roads	5,151,092	5,279,870	128,777	2.5%
Buildings	1,824,637	1,870,253	45,616	2.5%
Plant and equipment	1,265,168	1,296,797	31,629	2.5%
Bridges	341,888	350,435	8,547	2.5%
Urban drains	235,012	240,887	5,875	2.5%
Furniture and equipment	109,591	112,331	2,740	2.5%
Footpaths	185,556	190,195	4,639	2.5%
Kerb and channel	120,746	123,765	3,019	2.5%
Landfills	164,386	168,496	4,110	2.5%
Street furniture	30,502	31,264	763	2.5%
Quarries	2,435	2,496	61	2.5%
<b>Total depreciation and amortisation</b>	<b>9,431,014</b>	<b>9,666,789</b>	<b>235,775</b>	<b>2.5%</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

##### 4.1.12 Other expenses

	Actual	2020/21	\$	%
Councillors' emoluments	226,166	248,000	21,834	9.7%
Internal audit remuneration	40,500	41,270	770	1.9%
External audit remuneration	44,131	44,969	838	1.9%
Impairment of interest free loans	-	-	-	0.0%
<b>Total other expenses</b>	<b>310,797</b>	<b>334,239</b>	<b>23,442</b>	<b>7.5%</b>

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



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 4.2 Balance sheet

##### 4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$7.4 million during the year mainly due to the expectation to have most capital projects complete by 30 June and the prepayment of 50% of the Victoria Grants Commission funding.

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

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$8.5 million increase in this balance is attributable to the net result of the capital works program (\$20.11 million in 2019/20 and \$7.24 million in 2020/21), depreciation of assets (\$9.43 million in 2019/20 and \$9.67 million in 2020/21) and the income through sale of property, plant and equipment.

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

##### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce by \$0.05 million in 2020/21 levels due to a reduction in material and services costs incurred during the financial year.

Employee benefits include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease by \$0.07 million (current liability) and increase by \$0.30 million (non current liability) due to increases in employee service years.

##### 4.2.3 Equity

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

- asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed
- accumulated surplus which is the value of all net assets less reserves that have accumulated over time. \$6.44 million is the decrease in accumulated surplus results directly from the surplus for the year. This is offset by an amount of \$4.1 million net is budgeted to be transferred to and from other reserves to accumulated surplus. This reflects the usage of Council's reserves to partly fund the capital works program and other specified projects. This is a transfer between equity balances and does no impact on the total balance of equity.


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.2 Balance sheet (continued)**
**4.2.4 Borrowings**

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$
Total amount borrowed as at 30 June of the prior year	-	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	-	-
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>-</b>	<b>-</b>

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

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

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

For the 2020/21 year, Council has decided not to take out any new borrowings.

**4.2.5 Leases by category**

As a result of the introduction of AASB16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2019/20 \$	Budget 2020/21 \$
<b>Right-of-use assets</b>	-	-
Property	-	-
<b>Total right-of-use assets</b>	<b>-</b>	<b>-</b>
<b>Lease liabilities</b>		
<b>Current lease liabilities</b>	-	-
Land and buildings	-	-
<b>Total current lease liabilities</b>	<b>-</b>	<b>-</b>
<b>Non-current lease liabilities</b>	-	-
Land and buildings	-	-
<b>Total non-current lease liabilities</b>	<b>-</b>	<b>-</b>
<b>Total lease liabilities</b>	<b>-</b>	<b>-</b>

Where the interest rate applicable to a lease is not expressed in the lease agreements, Council applied the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 0.25%



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 4.3 Statement of changes in equity

##### 4.3.1 Reserves

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

The following reserves are currently in use by Council:

##### Land and buildings reserve

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

##### Professional development reserve

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

##### Unspent grants reserve

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

##### Capital expenditure reserve

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

##### Information technology reserve

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

##### Valuations reserve

The Valuations Reserve is used to fund the cost of Council's bi-annual valuations for rating purposes. Council transfers from the reserve the net cost of valuations and transfers to the reserve an annual allocation to ensure the reserve remains high enough to fund future revaluations. This reserve was closed in 2019/20.

##### Units reserve

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

##### Economic development reserve

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

##### Skidders Flat water reserve

The Skidders Flat Water Reserve is used to fund major repairs and capital works at the Skidders Flat Water Supply. The surplus on operations of the water supply is transferred to reserve annually and the cost of major repairs and capital works is transferred from the reserve. This reserve was closed in 2019/20.



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.3 Statement of changes in equity (continued)**

**4.3.1 Reserves (continued)**

**Community planning reserve**

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

**Plant replacement reserve**

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

**Fleet replacement reserve**

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

**GSP reserve**

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

**Urban drainage reserve**

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

**Waste management reserve**

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

**Reserves improvement reserve**

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

**Lake Boort water reserve**

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

**Caravan park development reserve**

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

**Unfunded superannuation liability reserve**

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



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

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### 4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 4.3 Statement of changes in equity (continued)

##### 4.3.1 Reserves (continued)

###### Unspent contributions reserve

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

###### War memorial reserve

The War Memorial Reserve is used to fund the cost of maintaining and renewing war memorials across the Shire. Council transfers funds to the reserve as required and transfers the cost of works to war memorials from reserve. This reserve was closed in 2019/20.

###### Heritage loan scheme reserve

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

###### Major projects reserve

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

###### Unightly premises enforcement provision reserve

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

###### Swimming pool major projects reserve

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

###### Boundary and township signage reserve

The Boundary and Township Signage Reserve is used to fund replacement of Council's boundary and township signage.



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.3 Statement of changes in equity (continued)**

4.3.2 Transfers to and from reserves

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

2019/20 reserves - as per projected forecast				
Name of reserve	Balance at 1 July 2019 \$	Transfers to reserves \$	Transfers from reserves \$	Balance at 30 June 2020 \$
Land and buildings reserve	726,889	155,000	778,322	103,567
Professional development reserve	3,619	8,000	-	11,619
Unspent grants reserve	8,688,189	4,680,597	8,688,189	4,680,597
Capital expenditure reserve	3,436,895	-	3,436,895	-
Information technology reserve	1,115,596	285,000	600,596	800,000
Valuation reserve	123,206	-	123,206	-
Units reserve	113,744	15,941	69,685	60,000
Economic development reserve	385,410	100,000	213,000	272,410
Skinner's Flat reserve	7,535	-	-	7,535
Community planning reserve	1,625,220	-	775,220	850,000
Plant replacement reserve	1,410,711	895,357	1,081,023	1,225,045
Fleet replacement reserve	523,757	221,834	205,500	540,091
GSP restoration reserve	558,192	146,998	305,190	400,000
Urban drainage reserve	800,598	550,000	850,598	500,000
Waste management reserve	352,207	35,010	87,217	300,000
Lake Boort water reserve	17,069	-	-	17,069
Reserves improvement reserve	100,000	-	-	100,000
Caravan park development reserve	361,187	43,524	347,500	57,211
Superannuation liability reserve	797,616	101,192	-	898,808
Unspent contributions reserve	-	-	-	-
War memorial reserve	3,000	-	-	3,000
Heritage loan scheme reserve	100,000	-	-	100,000
Major projects reserve	259,796	-	185,800	73,996
Unightly premises enforcement	100,000	-	-	100,000
Swimming pool major projects reserve	100,000	50,000	-	150,000
Boundary and township signage	-	123,206	40,000	83,206
<b>TOTAL</b>	<b>21,710,436</b>	<b>7,411,659</b>	<b>17,787,941</b>	<b>11,334,154</b>



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.3 Statement of changes in equity (continued)**

4.3.2 Transfers to and from reserves (continued)

The following is a summary of the budgeted reserves position for the year ended 30 June 2021:

2020/21 reserves - as per budget				
Name of reserve	Balance at 1 July 2020 \$	Transfers to reserves \$	Transfers from reserves \$	Balance at 30 June 2021 \$
Land and buildings reserve	103,567	120,000	-	223,567
Professional development reserve	11,619	6,000	-	17,619
Unspent grants reserve	4,680,597	-	4,680,597	-
Capital expenditure reserve	-	-	-	-
Information technology reserve	800,000	185,000	185,000	800,000
Valuation reserve	-	-	-	-
Units reserve	60,000	-	-	60,000
Economic development reserve	272,410	100,000	192,000	180,410
Skinner's Flat reserve	7,535	-	-	7,535
Community planning reserve	850,000	-	-	850,000
Plant replacement reserve	1,225,045	917,741	746,719	1,396,067
Fleet replacement reserve	540,091	227,380	305,000	462,471
GSP restoration reserve	400,000	-	-	400,000
Urban drainage reserve	500,000	350,000	350,000	500,000
Waste management reserve	300,000	-	-	300,000
Lake Boort water reserve	17,069	-	-	17,069
Reserves improvement reserve	100,000	-	-	100,000
Caravan park development reserve	57,211	67,665	7,500	117,376
Superannuation liability reserve	898,808	301,192	-	1,200,000
Unspent contributions reserve	-	-	-	-
War memorial reserve	3,000	-	-	3,000
Heritage loan scheme	100,000	-	-	100,000
Major projects reserve	73,996	-	-	73,996
Unightly premises enforcement	100,000	-	-	100,000
Swimming pool major projects reserve	150,000	50,000	-	200,000
Boundary and township signage	83,206	16,794	-	100,000
<b>TOTAL</b>	<b>11,334,154</b>	<b>2,341,772</b>	<b>6,466,816</b>	<b>7,209,110</b>

By including the above transfers from reserves it is expected that reserve levels increase by approximately \$4.12 million, leaving a balance of \$7.2 million in the reserves account.

4.3.3 Details of reserves

The following schedule provides details of each of the reserve transfers for 2020/21:

<b>Land and buildings reserve</b>			
Opening balance			103,567
ADD transfer to reserve			
Sale of housing estate land	Activity 110	-	
Sale and land and buildings	Activity 191	120,000	120,000
LESS transfer from reserve			
Nil	N/A		-
Closing balance			223,567


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.3 Statement of changes in equity (continued)**
**4.3.3 Details of reserves (continued)**

<b>Professional development reserve</b>			
Opening balance			11,619
ADD transfer to reserve			
Annual allocation	Activity 461	6,000	6,000
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			17,619
<b>Unspent grants reserve</b>			
Opening balance			4,680,597
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Grants Commission funding	421	(4,680,597)	(4,680,597)
Closing balance			-
<b>Capital expenditure reserve</b>			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
<b>Information technology reserve</b>			
Opening balance			800,000
ADD transfer to reserve			
Annual allocations for major purchases	Activity 461	185,000	185,000
LESS transfer from reserve			
Server replacement	Activity 434	(50,000)	
Photocopier / scanner	Activity 491	(10,000)	
IT strategy implementation	Activity 434	(60,000)	
PC replacement	Activity 491	(60,000)	
Asset Edge devices	Activity 491	(5,000)	(185,000)
Closing balance			800,000
<b>Valuation reserve</b>			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.3 Statement of changes in equity (continued)**
**4.3.3 Details of reserves (continued)**

<b>Units reserve</b>			
Opening balance			60,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			60,000
<b>Economic development reserve</b>			
Opening balance			272,410
ADD transfer to reserve			
Yearly allocation	Activity 461	100,000	100,000
LESS transfer from reserve			
Project scoping	Activity 110	(15,000)	
Agribusiness Forum	Activity 131	(10,000)	
Economic development strategy	Activity 131	(167,000)	(192,000)
Closing balance			180,410
<b>Skinner's flat reserve</b>			
Opening balance			7,535
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			7,535
<b>Community planning reserve</b>			
Opening balance			850,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			850,000
<b>Plant replacement reserve</b>			
Opening balance			1,225,045
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	917,741	917,741
LESS transfer from reserve			
Net cost of plant replacement	Activity 391	(746,719)	(746,719)
Closing balance			1,396,067



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.3 Statement of changes in equity (continued)**

4.3.3 Details of reserves (continued)

<b>Fleet replacement reserve</b>			
Opening balance			540,091
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	227,380	227,380
LESS transfer from reserve			
Net cost of fleet replacement	Activity 391	(305,000)	(305,000)
Closing balance			462,471
<b>GSP restoration reserve</b>			
Opening balance			400,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			400,000
<b>Urban drainage reserve</b>			
Opening balance			500,000
ADD transfer to reserve			
Annual allocation	Activity 461	350,000	350,000
LESS transfer from reserve			
Drainage program	Activity 371	(350,000)	(350,000)
Closing balance			500,000
<b>Waste management reserve</b>			
Opening balance			300,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			300,000
<b>Reserves improvement reserve</b>			
Opening balance			100,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.3 Statement of changes in equity (continued)**
**4.3.3 Details of reserves (continued)**

<b>Lake Boort water reserve</b>			
Opening balance			17,069
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			17,069
<b>Caravan park development reserve</b>			
Opening balance			57,211
ADD transfer to reserve			
Surplus of caravan park operations	Activity 123	67,665	67,665
LESS transfer from reserve			
Tree works	Activity 123	(7,500)	(7,500)
Closing balance			117,376
<b>Superannuation liability reserve</b>			
Opening balance			898,808
ADD transfer to reserve			
Additional allocated - COVID-19 response	Activity 461	200,000	
Wedderburn streetscape return funds	Activity 461	101,192	301,192
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			1,200,000
<b>Unspent contributions reserve</b>			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
<b>War memorial reserve</b>			
Opening balance			3,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			3,000


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.3 Statement of changes in equity (continued)**
**4.3.3 Details of reserves (continued)**

<b>Major projects reserve</b>			
Opening balance			73,996
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			73,996

<b>Unightly premises enforcement provision</b>			
Opening balance			100,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000

<b>Swimming pool major projects reserve</b>			
Opening balance			150,000
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	50,000	50,000
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			200,000

<b>Boundary and township entrance signage</b>			
Opening balance			83,206
ADD transfer to reserve			
Annual allocation to reserve	Activity 461	16,794	16,794
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000

**4.3.4 Equity**

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.3 Statement of changes in equity (continued)**

**4.3.5 Working capital**

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

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Variance \$
Current assets	20,837,918	13,209,055	7,628,863
Current liabilities	3,294,550	3,159,175	135,375
Working capital	17,543,368	10,049,880	7,493,488
<b>Intended allocation assets</b>			
- Discretionary reserves	(11,334,154)	(7,209,110)	(4,125,044)
- Long service leave	(1,893,538)	(1,993,538)	100,000
<b>Restricted allocation assets</b>			
- Trust funds and deposits	(323,711)	(307,525)	(16,186)
<b>Unrestricted working capital</b>	<b>3,991,965</b>	<b>539,707</b>	<b>3,452,258</b>

In addition to the restricted assets above, Council is also projected to hold \$7.21 million in discretionary reserves at 30 June 2020. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds are to be used for those earmarked purposes.



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### 4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

#### 4.4 Statement of cash flows

This section of the report analyses the expected cash flows from the operating, investing and financing activities of Council for the 2020/21 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

The decrease in cash flows from operating activities is due mainly to an increase in operating costs offset by a decrease in grants. This is partially offset by a slight increase in rates and charges, which includes an increase in rates of 2.0% and garbage related charges of 15.0%.

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

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

The decrease in payments for investing activities represents a decrease in capital works expenditure. Term deposits are also expected to decrease.

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

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

Council's borrowings were fully extinguished in the 2015/16 financial year. No new are borrowings are budgeted in 2020/21.

##### 4.4.4 Cash and cash equivalents at the end of the year

Overall, total cash and investments is forecast to decrease by \$7.41 million to \$10.03 million as at 30 June 2021, although the cash position will be determined by a number of factors including collection of outstanding amounts during the year, payment cycle for Council's creditors and movement in trust funds.

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2021 it will have unrestricted cash and investments of \$0.5 million, which has been restricted as shown in the following table.


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.4 Statement of cash flows (continued)**
**4.4.4 Cash and cash equivalents at the end of the year (continued)**

	Ref	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Variance \$
<b>Total cash and investments</b>		<b>17,434,648</b>	<b>10,026,088</b>	<b>(7,408,560)</b>
<b>Intended allocation assets</b>				
Long service leave	4.4.5	(1,893,538)	(1,993,538)	(100,000)
Discretionary reserves	4.4.6	(11,334,154)	(7,209,110)	4,125,044
<b>Restricted allocation assets</b>				
Trust funds and deposits		(323,711)	(307,525)	16,186
<b>Unrestricted cash adjusted for discretionary reserves</b>	<b>4.4.7</b>	<b>3,883,245</b>	<b>515,915</b>	<b>(3,367,330)</b>

**4.4.5 Long service leave**

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

**4.4.6 Discretionary reserves**

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

**4.4.7 Unrestricted cash and investments**

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


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**
**4.5 Capital works program**

This section presents a listing of the capital works projects that will be undertaken for the 2020/21 year.

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

- new works for 2020/21
- works carried forward from the 2019/20 year.

**4.5.1 New works by asset expenditure type**

Capital works area	Project cost	Asset expenditure types			
		New \$	Renewal \$	Upgrade \$	Expansion \$
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	5,000	5,000	-	-	-
<b>Total land</b>	<b>5,000</b>	<b>5,000</b>	-	-	-
<b>Buildings</b>					
Building improvements	650,000	-	650,000	-	-
<b>Total buildings</b>	<b>650,000</b>	-	<b>650,000</b>	-	-
<b>Total property</b>	<b>655,000</b>	<b>5,000</b>	<b>650,000</b>	-	-
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,452,900	1,452,900	-	-	-
Computers and telecommunications	185,000	185,000	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
<b>Total plant and equipment</b>	<b>1,637,900</b>	<b>1,637,900</b>	-	-	-
<b>Infrastructure</b>					
Roads	3,239,065	-	3,239,065	-	-
Bridges	143,965	-	143,965	-	-
Footpaths	278,928	-	278,928	-	-
Drainage	350,000	-	-	350,000	-
Recreation leisure and community facilities	7,500	-	-	7,500	-
Parks, open space and streetscapes	800,000	-	100,000	700,000	-
Other infrastructure	-	-	-	-	-
<b>Total infrastructure</b>	<b>4,819,458</b>	-	<b>3,761,958</b>	<b>1,057,500</b>	-
<b>Total new works</b>	<b>7,112,358</b>	<b>1,642,900</b>	<b>4,411,958</b>	<b>1,057,500</b>	-



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.5 Capital works program (continued)**

4.5.2 New works by funding source

Capital works area	Project cost	Funding sources			
		Grants \$	Reserves \$	Council funded \$	Sale of assets \$
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	5,000	-	-	5,000	-
<b>Total land</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>
Buildings	-	-	-	-	-
Building improvements	650,000	-	-	650,000	-
<b>Total buildings</b>	<b>650,000</b>	<b>-</b>	<b>-</b>	<b>650,000</b>	<b>-</b>
<b>Total property</b>	<b>655,000</b>	<b>-</b>	<b>-</b>	<b>655,000</b>	<b>-</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,452,900	-	1,051,719	50,000	351,181
Computers and telecommunications	185,000	-	185,000	-	-
Fixtures fittings and furniture	-	-	-	-	-
<b>Total plant and equipment</b>	<b>1,637,900</b>	<b>-</b>	<b>1,236,719</b>	<b>50,000</b>	<b>351,181</b>
<b>Infrastructure</b>					
Roads	3,239,065	1,964,833	-	1,274,232	-
Bridges	143,965	143,965	-	-	-
Footpaths	278,928	278,928	-	-	-
Drainage	350,000	-	350,000	-	-
Recreation leisure and community facilities	7,500	-	7,500	-	-
Parks, open space and streetscapes	800,000	200,000	-	600,000	-
Other infrastructure	-	-	-	-	-
<b>Total infrastructure</b>	<b>4,819,458</b>	<b>2,587,726</b>	<b>357,500</b>	<b>1,874,232</b>	<b>-</b>
<b>Total new works</b>	<b>7,112,358</b>	<b>2,587,726</b>	<b>1,594,219</b>	<b>2,579,232</b>	<b>351,181</b>



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.5 Capital works program (continued)**

4.5.3 Works carried forward from the 2019/20 year by asset expenditure type

Capital works area	Project cost	Asset expenditure types			
		New \$	Renewal \$	Upgrade \$	Expansion \$
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-
Buildings	-	-	-	-	-
Building improvements	130,000	-	130,000	-	-
<b>Total buildings</b>	<b>130,000</b>	-	<b>130,000</b>	-	-
<b>Total property</b>	<b>130,000</b>	-	<b>130,000</b>	-	-
<b>Plant and equipment</b>					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	-	-	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
<b>Total plant and equipment</b>	-	-	-	-	-
<b>Infrastructure</b>					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	-	-	-	-	-
Recreation leisure and community facilities	-	-	-	-	-
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
<b>Total infrastructure</b>	-	-	-	-	-
<b>Total carried forward works</b>	<b>130,000</b>	-	<b>130,000</b>	-	-



**LODDON SHIRE COUNCIL**  
**BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**4 NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**4.5 Capital works program (continued)**

4.5.4 Works carried forward from the 2019/20 year by funding source

Capital works area	Project cost	Funding sources			
		Grants \$	Reserves \$	Council funded \$	Sale of assets \$
<b>Property</b>					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-
Buildings	-	-	-	-	-
Building improvements	130,000	-	-	130,000	-
<b>Total buildings</b>	<b>130,000</b>	-	-	<b>130,000</b>	-
<b>Total property</b>	<b>130,000</b>	-	-	<b>130,000</b>	-
<b>Plant and equipment</b>					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	-	-	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
<b>Total plant and equipment</b>	-	-	-	-	-
<b>Infrastructure</b>					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	-	-	-	-	-
Recreation leisure and community facilities	-	-	-	-	-
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
<b>Total infrastructure</b>	-	-	-	-	-
<b>Total carried forward works</b>	<b>130,000</b>	-	-	<b>130,000</b>	-


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**5 FINANCIAL PERFORMANCE INDICATORS**

Indicator	Measure	Notes	Actual	Forecast	Budget	Trend
			2018/19	2019/20	2020/21	+ / O / -
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.87%	-23.33%	-46.59%	-
<b>Liquidity</b>						
Working capital	Current assets / Current liabilities	2	503.88%	632.50%	418.12%	-
Unrestricted cash	Unrestricted cash / Current liabilities		-156.79%	117.87%	16.33%	-
<b>Obligations</b>						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / Own source revenue		12.57%	15.43%	17.51%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	19.86%	79.11%	46.99%	-
<b>Stability</b>						
Rates concentration	Rates revenue / Adjusted underlying revenue	5	24.87%	39.42%	49.60%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.52%	0.49%	0.48%	O
<b>Efficiency</b>						
Expenditure level	Total expenses / No. of property assessments		\$5,685	\$4,424	\$4,324	O
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,008	\$1,057	\$1,092	O
Workforce turnover	No. of permanent staff resignations and terminations / Average no. of permanent staff for the financial		10.32	7.14	6.98	-


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**5 FINANCIAL PERFORMANCE INDICATORS (Continued)**

Indicator	Measure	Notes	Strategic Resource Plan Projections			Trend
			2021/22	2022/23	2023/24	+ / O / -
<b>Operating position</b>						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-17.87%	-18.54%	-19.34%	O
<b>Liquidity</b>						
Working capital	Current assets / Current liabilities	2	353.11%	212.36%	119.75%	-
Unrestricted cash	Unrestricted cash / Current liabilities		-66.64%	-195.18%	-297.20%	+
<b>Obligations</b>						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / Own source revenue		19.24%	21.10%	22.93%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	48.48%	45.62%	55.41%	+
<b>Stability</b>						
Rates concentration	Rates revenue / Adjusted underlying revenue	5	41.07%	41.17%	41.26%	O
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.48%	0.48%	0.48%	O
<b>Efficiency</b>						
Expenditure level	Total expenses / No. of property assessments		\$4,272	\$4,371	\$4,479	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,111	\$1,133	\$1,156	+
Workforce turnover	No. of permanent staff resignations and terminations / Average no. of permanent staff for the financial		6.98	6.98	6.98	O

**Key to forecast trend:**

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

**Notes to indicators**

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

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

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

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

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



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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**APPENDIX A - FEES AND CHARGES SCHEDULE**

Council's fees and charges schedule contains the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and service provided during the 2020/21 year.

This full document is located on Council's website.



## LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

### APPENDIX B - BUDGET PROCESSES

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

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

The 2020/21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. These statements have been prepared for the year ended 30 June 2021 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information which Council requires in order to make an informed decision about the adoption of the Budget.

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

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

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

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

Dec - Minister for Local Government announces maximum rate increase
Dec and Jan - Officers update Council's long term financial projections
Jan and Feb - Council to advise ESC if it intends to make a rate variation submission
April - Proposed budget distributed to Councillors
April - Council meets to consider the proposed budget
April - Council resolves to advertise the proposed budget
April and May - Council advertises "Draft Budget"
May and June - Proposed budget available for public inspection and comment
June - Council meets to consider public submissions and adopt the budget
June - Council gives public notice that the budget has been adopted
July - Council provides a copy of the 2020/21 Budget to the Minister


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**APPENDIX C - CAPITAL WORKS PROGRAM**

This appendix presents a listing of the capital works projects that will be undertaken for the 2020/21 financial year.

**C.1 Capital expenditure by classification**

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

Project	Asset renewal \$	New asset \$	Asset upgrade \$	Asset expansion \$	Carried forward \$	Total project \$
<b>Land and buildings</b>						
Council properties fencing		5,000				5,000
Building asset management plan	400,000					400,000
Community planning strategic fund	250,000					250,000
Wedderburn Office refurbishment					130,000	130,000
<b>Total land and buildings</b>	<b>650,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>130,000</b>	<b>785,000</b>
<b>Furniture and equipment</b>						
Server replacement		50,000				50,000
PC replacement		60,000				60,000
Photocopier / scanner		10,000				10,000
Asset Edge devices		5,000				5,000
IT Strategy implementation		60,000				60,000
<b>Total furniture and equipment</b>	<b>-</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,000</b>
<b>Plant and equipment</b>						
Minor plant and equipment		15,000				15,000
Fleet replacement		522,000				522,000
Recreation reserve mowers		35,000				35,000
Plant replacement		880,900				880,900
<b>Total plant and equipment</b>	<b>-</b>	<b>1,452,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,452,900</b>
<b>Footpaths</b>						
Township street improvements	278,928					278,928
<b>Total footpaths</b>	<b>278,928</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>278,928</b>
<b>Roadworks</b>						
Local road reseals	1,096,003					1,096,003
Local road amenity	129,892					129,892
Local road safety	162,365					162,365
Local road construction	1,132,224					1,132,224
Local road resheets	324,730					324,730
Local road shoulder sheets	378,851					378,851
Local bridges and culverts	143,965					143,965
Boundary entrance signage parks and locality	15,000					15,000
<b>Total roadworks</b>	<b>3,383,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,383,030</b>



**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

**APPENDIX C - CAPITAL WORKS PROGRAM (Continued)**

**C.1 Capital expenditure by classification (continued)**

Project	Asset renewal \$	New asset \$	Asset upgrade \$	Asset expansion \$	Carried forward \$	Total project \$
<b>Urban and road drainage</b>						
Urban drainage program			350,000			350,000
<b>Total urban and road drainage</b>	-	-	<b>350,000</b>	-	-	<b>350,000</b>
<b>Recreation, leisure and community facilities</b>						
Caravan park trees			7,500			7,500
<b>Total recreation, leisure and community facilities</b>	-	-	<b>7,500</b>	-	-	<b>7,500</b>
<b>Parks, open space and streetscapes</b>						
Parks and gardens strategy	100,000					100,000
Boort Lake precinct			500,000			500,000
Community planning allocations			200,000			200,000
<b>Total parks, open space and streetscapes</b>	<b>100,000</b>	-	<b>700,000</b>	-	-	<b>800,000</b>
<b>Total</b>	<b>4,411,958</b>	<b>1,642,900</b>	<b>1,057,500</b>	-	<b>130,000</b>	<b>7,242,358</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**APPENDIX D - AUDIT COMMITTEE FINANCIALS**

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

The following reports show the 2019/20 Forecast Actuals, the 2020/21 Budgets, and the variance between the two.

The reports include:

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

**COMPREHENSIVE INCOME STATEMENT BY EXPENSE TYPE**

	Forecast actual 2019/20 \$	Budget 2020/21 \$	Variance \$
<b>Revenues from ordinary activities</b>			
Rates and charges	11,049,483	11,461,007	411,524
Statutory and user fees	2,044,401	1,742,518	(301,883)
Operating grants	11,355,589	6,352,271	(5,003,318)
Capital grants	8,191,911	2,487,726	(5,704,185)
Operating contributions	421,626	100,000	(321,626)
Capital contributions	-	-	-
Vic Roads	515,027	510,474	(4,553)
Reversal of impairment losses	-	-	-
Reimbursements	275,408	277,411	2,003
Interest	400,125	375,200	(24,925)
<b>Total revenues</b>	<b>34,253,570</b>	<b>23,306,607</b>	<b>(10,946,963)</b>
<b>Expenses from ordinary activities</b>			
Labour	10,623,783	11,187,051	563,268
Materials and services	11,879,675	10,359,240	(1,520,435)
Contracts	1,807,754	1,797,721	(10,033)
Utilities	517,793	527,134	9,341
Depreciation	9,431,014	9,666,789	235,775
Interest expense	-	-	-
Other expenses	310,797	334,239	23,442
<b>Total expenses</b>	<b>34,570,816</b>	<b>33,872,174</b>	<b>(698,642)</b>
Net (gain) / loss on sale of assets	-	-	-
<b>Surplus / (deficit) for the year</b>	<b>(317,246)</b>	<b>(10,565,567)</b>	<b>(10,248,321)</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)**
**COMPREHENSIVE INCOME STATEMENT BY KEY DIRECTION AREA**

	Forecast actual 2019/20 \$	Budget 2020/21 \$	Variance \$
<b>Revenues from ordinary activities</b>			
Rates and charges	11,049,483	11,461,007	411,524
Operating grants	11,355,589	6,352,271	(5,003,318)
Capital grants	8,191,911	2,487,726	(5,704,185)
Operating contributions	421,626	100,000	(321,626)
Capital contributions	-	-	-
User fees	2,044,401	1,742,518	(301,883)
Reimbursements	275,408	277,411	2,003
Reversal of impairment losses	-	-	-
Vic Roads	515,027	510,474	(4,553)
Interest	400,125	375,200	(24,925)
<b>Total revenues</b>	<b>34,253,570</b>	<b>23,306,607</b>	<b>(10,946,963)</b>
<b>Expenses from ordinary activities</b>			
Economic development and tourism	1,679,456	1,413,391	(266,065)
Leadership	1,743,929	2,435,725	691,796
Works and infrastructure	14,062,327	14,869,668	807,341
Good management	4,940,989	5,270,392	329,403
Environment	2,381,447	2,732,641	351,194
Community services and recreation	9,762,668	7,150,357	(2,612,311)
<b>Total expenses</b>	<b>34,570,816</b>	<b>33,872,174</b>	<b>(698,642)</b>
Net (gain) / loss on sale of assets	-	-	-
<b>Surplus / (deficit) for the year</b>	<b>(317,246)</b>	<b>(10,565,567)</b>	<b>(10,248,321)</b>


**LODDON SHIRE COUNCIL  
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**
**APPENDIX D - AUDIT COMMITTEE FINANCIALS (Continued)**
**CAPITAL EXPENDITURE STATEMENT**

	Forecast actual 2019/20 \$	Budget 2020/21 \$	Variance \$
Surplus / (deficit) for the year-as per income statement	(317,246)	(10,565,567)	(10,248,321)
<b>Less non-cash income</b>			
Reversal of impairment losses	-	-	-
<b>Add non-cash expenditure</b>			
Net gain on sale of assets	-	-	-
Loan interest accrued	-	-	-
Depreciation	9,431,014	9,666,789	235,775
<b>Total funds available for capital expenditure</b>	<b>9,113,768</b>	<b>(898,778)</b>	<b>10,012,546</b>
<b>Capital expenditure, transfers and loans</b>			
Economic development and tourism	2,029,440	12,500	(2,016,940)
Leadership	-	-	-
Works and infrastructure	9,369,544	5,464,858	(3,904,686)
Good management	939,229	715,000	(224,229)
Environment	1,547,375	-	(1,547,375)
Community services and recreation	6,227,121	1,050,000	(5,177,121)
<b>Total capital works</b>	<b>20,112,709</b>	<b>7,242,358</b>	<b>(12,870,351)</b>
Transfers to reserves	7,411,659	2,341,772	(5,069,887)
Loan repayments	-	-	-
<b>Total capital, transfers and loans</b>	<b>27,524,368</b>	<b>9,584,130</b>	<b>(17,940,238)</b>
<b>Capital expenditure, transfers and loans will be financed by:</b>			
Asset sales	402,467	471,181	68,714
Transfers from reserves	17,787,946	6,466,816	(11,321,130)
Accumulated cash surplus brought forward from previous year	3,860,817	3,640,629	(220,188)
<b>Total financing of capital, transfers, and loans</b>	<b>22,051,230</b>	<b>10,578,626</b>	<b>(11,472,604)</b>
<b>Total accumulated cash surplus</b>	<b>3,640,629</b>	<b>95,718</b>	<b>(3,544,911)</b>

**9.2 NORTHERN VICTORIAN INTEGRATED MUNICIPAL EMERGENCY MANAGEMENT PLAN**

**File Number:** 11/01/001

**Author:** Belinda McKnight, Emergency Management Coordinator

**Authoriser:** Wendy Gladman, Director Community Wellbeing

**Attachments:** 1. Northern Victorian Integrated Municipal Emergency Management Plan

**RECOMMENDATION**

That Council endorse the Northern Victorian Integrated Municipal Emergency Management Plan - Loddon Shire.

**CONFLICT OF INTEREST**

There is no conflict of interest for any Council staff member involved in the preparation of this report, or involved in the development of the attached Northern Victorian Integrated Municipal Emergency Management Plan - Loddon Shire (MEMP).

**PREVIOUS COUNCIL DISCUSSION**

On 26 April 2017 Council endorsed Version 1 of the Northern Victorian Integrated Municipal Emergency Management Plan (MEMP) pursuant to Section 21A(1) of the Emergency Management Act 1986.

A draft of the revised Northern Victorian Integrated Municipal Emergency Management Plan was provided to the May 2020 Council forum.

**BACKGROUND**

Loddon Shire Council is one of five councils who participate in an emergency management cluster. The Northern Victorian Emergency Management Cluster traverses the local government areas of City of Greater Bendigo, Loddon Shire, Central Goldfields Shire, Shire of Campaspe and Mount Alexander Shire.

Under the cluster arrangements a Northern Victoria Integrated Municipal Emergency Management Planning Committee (NVIMEMPC) has been formed. The NVIMEMPC comprises senior personnel from all emergency service organisations and has developed the Northern Victorian Integrated Municipal Emergency Management Plan (NVIMEMP) which encompasses all participating councils.

In order to reflect localised differences between participating municipalities, the appendices have been adapted to each individual council. Each council can therefore endorse the NVIMEMP knowing that local content has been captured and reflected within the document.

**ISSUES/DISCUSSION**

The MEMP has been recommended to Loddon Shire Council for endorsement by the NVIMEMPC in accordance with the Emergency Management Act 1986. The NVIMEMPC adopted the NVIMEMP on 7 May 2020.

**COST/BENEFITS**

The ability to develop a shared plan reduces time commitments and resources required across all five Local Government Areas to the development of individual plans. This format enables the attendance of emergency service and council personnel at one integrated meeting, rather than five individual Municipal Emergency Management Planning Committee meetings, ensuring that all

agencies share and receive the same information simultaneously. Because of the adoption of the previous version of the NVIMEMP, the five participating councils have had a common shared information resource enabling a smoother transition of staff to neighbouring municipalities during a protracted emergency event.

**RISK ANALYSIS**

Continued changes to the Emergency Management Manual Victoria and legislation will eventuate over the next year which will require ongoing alteration to the NVIMEMP and roles and responsibilities for council staff to enable the cluster model to continue.

**CONSULTATION AND ENGAGEMENT**

All emergency service organisations have been consulted and participated in the development of the NVIMEMP through the NVIMEMPC.

# Northern Victorian Integrated Municipal Emergency Management Plan: Loddon Shire



## Northern Victorian Emergency Management Cluster



V7.0 – April 2020





Version Number	Date adopted by MEMPC	Date endorsed by Council	Amendment History
1.0	29 November 2016		First issue – adopted by Integrated MEMPC 2/2/2017.
1.1	November 2017		Updates and changes accepted by MEMPC and other administrative changes (May 2017, August 2017, November 2017)
2.0	1 November 2018		Updates – May & November 2018
3.0	14 February 2019		Update from Feb IMEMPC meeting
4.0	2 May 2019		Update from May IMEMPC meeting
5.0	1 August 2019		Revised version approved 1 August Integrated MEMPC Meeting
6.0	7 November 2019		Revised version approved 7 November Integrated MEMPC Meeting
7.0	7 May 2020		Revised version following 6 February Integrated MEMPC Meeting

#### Cluster Coordinating Council

- Loddon Shire                      2015 – 30 June 2016
- Campaspe Shire                July 2016 – 31 March 2019
- City of Greater Bendigo        1 April 2019 – 30 June 2023



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## **Endorsement for the role of Local Government as part of the Northern Victorian Integrated Emergency Management Plan**

The Northern Victorian Integrated Emergency Management Plan has been produced in accordance to the provisions of the Emergency Management Act 1986 and guidelines contained in the Emergency Management Manual Victoria, Part 6.

This Plan addresses the prevention and mitigation of, response to and recovery from emergencies within the municipal boundaries of the five participating councils being the City of Greater Bendigo, the Campaspe Shire Council, the Loddon Shire Council, the Central Goldfields Shire Council and the Mount Alexander Shire Council.

It is the result of the co-operative efforts of the Northern Victorian Integrated Emergency Management Planning Committee.

Each of the agencies on the Committee have fully considered the contents of the Integrated Emergency Management Plan and agree to commit to and fully support the aims and objectives of this Plan.

Each Council will fully commit or make available all available resources at their disposal to assist in the emergency.

In the event the emergency is contained within one municipal boundary then that Council will use its own resources until their capacity and capability are exhausted. The other Councils will then provide their resources to supplement the affected Council. Should these resources also be exhausted the request for resources will be escalated to Regional or State levels through Victorian emergency management arrangements.



## **Endorsement for the role of Agencies as part of the Northern Victorian Integrated Emergency Management Plan**

The Northern Victorian Integrated Emergency Management Plan contains the actions that agencies will take in the preparation for, response to and recovery from emergencies in the municipality. It relies on the ability of all participants to fulfil their obligations under the plan.

The emergency management responsibilities of all agencies are outlined in Section 7 of the Emergency Management Manual Victoria.

All agencies with responsibilities under the MEMP should confirm their capability and commitment to meet their obligations by their endorsement of the MEMP, including revisions, before it is presented to the Council for consideration. Any organisation with a representative on the Committee who cannot meet the obligations outlined in the Plan should raise it with the Committee, along with their reasons as to why.



## Specific definitions of certain terms used in the Plan

CEMRG	Northern Victorian Emergency Management Cluster Reference Group
CEMC	Northern Victorian Emergency Management Cluster Coordinator
CERA	Community Emergency Risk Assessment
Cluster	Northern Victorian Emergency Management Cluster, consisting of five Municipal Councils: City of Greater Bendigo, Loddon Shire, Mount Alexander Shire, Central Goldfields Shire Council and Campaspe Shire.
Council(s)	This refers to the organisation(s) as a whole i.e. - the Local Government Authority.
Crisisworks	The software used by the Councils to manage an incident / event.
DELWP	Department of Environment, Land, Water and Planning
DJPR	Department of Jobs, Precincts and Regions
EM-COP	A website facilitated by EMV to hold Emergency Management Information
EMCG	Emergency Management Coordination Group. The key decision making group during an emergency involving Council response. Formed with MRM, MERO and MERC
EMLO	Emergency Management Liaison Officer representing their relevant agency
EMRG	Emergency Management Reference Group – group of Council Officers with emergency management roles – operates within some Councils in the Cluster
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
ICC	Incident Control Centre
IMEMPC	Integrated Municipal Emergency Management Planning Committee. Committee appointed by each of the five Municipal Councils.
Integrated MEMP	Integrated Municipal Emergency Management Plan. The Plan detailing the agreed arrangements for the mitigation and prevention of, preparedness for, response to, and recovery from, emergencies. This Plan covers the footprint of the five municipalities.
MEMPC	Municipal Emergency Management Planning Committee. Appointed under Section 21 of the Emergency Management Act 1986 by individual Councils.
MERC	Municipal Emergency Response Coordinator. A police member appointed by a Divisional Superintendent of Victoria Police to perform the role of an emergency response coordinator in a municipality.
MERO	Municipal Emergency Resource Officer. A Council appointed Officer pursuant to Section 21(1) of the Emergency Management Act 1986 to coordinate the provision of municipal resources.
MOC	Municipal Operations Centre (formerly known as Municipal Emergency Coordination Centre (MECC) The facility which may be utilised, primarily to coordinate Council's responsibilities on the Response, Relief and Recovery stages during a major emergency.
MRM	Municipal Recovery Manager. When the document refers to the MRM, it means the On Duty MRM.
RERC	Regional Emergency Response Coordinator. A commissioned officer of Victoria Police appointed for a Victorian Government region as RERC.



## 1. INTRODUCTION

### 1.1 Northern Victorian Emergency Management Cluster

A group of five councils (City of Greater Bendigo, Central Goldfields, Mount Alexander, Loddon and Campaspe Shires) have entered into a Memorandum of Understanding which formalises resource sharing between them.

Part of the business case for this MOU was developing cost saving measures and, where possible, prevent any duplication of resources. The development of the Integrated Municipal Emergency Management Plan (hereinafter referred to as the Integrated MEMP), stemmed from this project.

The Northern Victorian Cluster Councils will maintain liaison with neighbouring municipalities to:

- Maintain or develop shared emergency management plans (where appropriate)
- Share Standard Operating Procedures (where appropriate)
- Undertake cross-municipality exercises and arrangements.

### 1.2 Aim and Objectives

The aim of the MEMP is to detail the agreed arrangements for the mitigation and prevention of, preparedness for, response to, and the recovery from emergencies as identified in Part 4 of the *Emergency Management Act 1986*, *Emergency Management Act 2013* and other relevant legislation, which could potentially occur in any of the five participating councils' boundaries.

It is acknowledged that local government play a significant role in engaging local communities, building resilience and helping communities plan for emergencies and disasters. A Council's knowledge about local people, history, risks, vulnerabilities, operational requirements and services is critical in planning for, responding to and recovering from a disaster. (*Victorian Emergency Management Reform White Paper, 2012, page 15*).

The objectives of the MEMP is to ensure organisations involved in emergency management at a local level understand and implement agreed arrangements for prevention/mitigation, response, relief and recovery to emergencies. This includes:

- Implementing measures to prevent or mitigate the causes or effects of emergencies
- Managing arrangements for the utilisation and implementation of municipal resources in response to emergencies
- Managing support that may be provided to or from adjoining municipalities
- Assisting the affected community to recover following an emergency
- Complementing other local, regional and state planning arrangements
- Working in partnership with the community, agencies and other organisations to implement an all hazards approach to improve emergency management, public safety and community resilience
- Consequence management

Given the significant impact of climate change and that the areas across the Cluster are experiencing more frequent and more severe extreme weather events, the MEMP will also consider climate risk and climate change adaptation data relating to the Loddon Mallee region and implications for emergency management planning (for more details see Section 2).



Each Council is required to appoint a multi-agency Municipal Emergency Management Planning Committee (hereinafter referred to as *the Committee*) to prepare the MEMP. It is proposed that each of the Councils will appoint the Integrated MEMPC for this purpose. Under the auspices of EMV, the Councils have developed an Integrated MEMP covering the footprint of the five municipalities. Agencies will endorse the plan, confirming their intention and capability to meet their obligations, and the Integrated MEMPC will submit the MEMP for consideration by the municipal council.

#### Authority and Legislation

Part 4 of the Emergency Management Act 1986 (hereinafter referred to as *the Act*) provides the legislative basis for the position of the MEMP as a document that lies within the emergency management planning hierarchy in Victoria.

*The Act* defines *emergency management* as the organisation and management of resources for dealing with all aspects of emergencies.

Section 21(3) of *the Act* states Council MUST appoint a Committee constituted by members and employees of Council, Response and Recovery agencies and local community groups involved in emergency management issues. Section 21(4) of the Act requires the Committee to prepare a draft MEMP for consideration by Council.

Section 18(1) of *the Act* states that two or more municipal councils may cooperate in relation to emergency management. The legislation further states that: 'although two or more municipal councils may plan and act jointly in relation to emergency management, EACH of the councils is separately responsible for discharging the responsibilities imposed by this Act'.

To comply with the current legislation, under the Northern Victorian Cluster model, each of the five Councils is separately responsible for discharging the responsibilities imposed by *the Act*. These responsibilities include the following:

- Prepare and maintain a Municipal Emergency Management Plan (MEMP) (Section 20)
- Appointment of a Municipal Emergency Resource Officer(s) (MERO) (Section 21)
- Appointment of Municipal Emergency Management Planning Committee (MEMPC) (Section 21).

Under the Northern Victorian Cluster model the five participating Councils will share an integrated emergency management plan (this plan). The Emergency Management Legislation Amendment Bill 2018 (Bill) passed Parliament 9 August 2018. The planning reforms included in the Bill do not commence immediately and will be implemented in stages, with state level changes to be implemented first, followed by regional level changes and finally municipal level changes. Existing arrangements continue to apply until the changes in the Bill take effect.

In addition to legislation, emergency management arrangements are governed by the Emergency Management Manual of Victoria (EMMV). The EMMV integrates into a single multi-part book the principal policy and planning documents for emergency management in Victoria. It is designed to provide information and guidance on what the emergency management arrangements are, the role of the various organisations within them, and the planning and management arrangements that bring the different elements together.



The EMMV is a public document and can be viewed at: <https://www.emv.vic.gov.au/policies/emmv>

Part 6 of the EMMV describes the policy and procedures that govern the development of the Municipal Emergency Management Plan.

The EMMV permits two or more councils to carry out their municipal emergency management planning jointly. The EMMV currently states:

- *Where there are totally integrated emergency arrangements planned for two or more councils, one of the councils MUST be nominated as the principal municipal council. In this case a planning committee will prepare one plan on behalf of all the participating councils, and one council will be nominated as the principal council*
- *Approval for this model requires approval from the Minister for Emergency Services.*

Note: The Cluster system is not total integration as individual Councils maintain specific sub-plans for identified risks.

### 1.3 Municipal Emergency Management Planning Committees

#### 1.3.1 Committee Membership

It is recognised and acknowledged that the role and function of a Municipal Emergency Management Planning Committee is important in emergency management. Local knowledge is seen as a key component and it will be integrated into the Northern Victorian Integrated Emergency Management Plan.

Where individual Councils have decided to continue with municipal emergency management working groups, meetings will focus on local issues and any issues or findings that have a wider impact and significance can then be tabled and discussed at the Integrated Committee meeting. This information sharing is two-way and anything raised at the Integrated Committee level will be communicated back to the municipal level.

The conduit for this information sharing will be the responsibility of the Local Government emergency management staff, who will attend the Integrated Committee meeting as well as local Municipal Committee meetings.

There is a similar expectation for agency representatives who attend the Integrated Committee meeting; to be the conduit between this meeting and their agency at the local level.

Note: Councils that have had sub-committees addressing specific risks (e.g. Fire Management Planning Sub-Committees) will continue to assist these groups. The Sub-committees will report to the appointed Integrated Committee.



The following persons make up the Committee:

<b>Voting Members – one vote per organisation / agency</b>	<b>Represented by:</b>
Mount Alexander Shire Council	Board Member (General Manager / Director), Councillor and Emergency Management Coordinator
Loddon Shire Council	Board Member (General Manager / Director), Councillor and Emergency Management Coordinator
City of Greater Bendigo	Board Member (General Manager / Director), Councillor and Emergency Management Coordinator
Central Goldfields Shire Council	Board Member (General Manager / Director), Councillor and Emergency Management Coordinator
Campaspe Shire Council	Board Member (General Manager / Director), Councillor and Emergency Management Coordinator
Victoria Police	Regional Emergency Management Inspector or Municipal Emergency Response Coordinators
CFA	Operations Manager, Manager Community Safety or delegate
DHHS	Regional Recovery Manager or delegate
Agriculture Victoria (a division of the Department of Jobs, Precincts and Regions)	Animal Welfare or delegate
VICSES	Regional Manager or delegate
Forest Fire Management Victoria / DELWP	Delegate
Ambulance Victoria	Group Manager or delegate
Australian Red Cross	Regional delegate
Victorian Council of Churches Emergencies Ministry	Loddon Regional Coordinator or delegate
Regional Roads Victoria	Regional delegate
Goulburn-Murray Water	Operations delegate
Coliban Water	Operations delegate
Department of Education and Training	Regional delegate
Centrelink	Delegate
Salvation Army	Delegate
ABC Central Victoria	Chief of Staff or delegate
<b>Non-voting members</b>	<b>Represented by:</b>
Costerfield Mine (Mandalay Resources)	Delegate
Fosterville Mine	Delegate
Tarrengower Women's Prison	Delegate
Loddon Prison and Middleton	Delegate
Community or business representatives	At the discretion of the Committee
Chair	Local Government senior staff member on annual rotation
Executive Officer	Local Government Emergency Management Coordinator, or equivalent

From time to time other agencies and organisations will be invited to join the Committee to provide specialist input and advice.



### 1.3.2 Committee Terms of Reference

Terms of Reference (ToR) for the Committee can be found at:

[http://files.ndc.em.vic.gov.au/NVEMC Governance/Int-MEMPC-Terms-of-Reference-August-2019.pdf](http://files.ndc.em.vic.gov.au/NVEMC%20Governance/Int-MEMPC-Terms-of-Reference-August-2019.pdf)

The ToR describe the roles and responsibilities for members of the Committee as well as providing guidance on matters such as conflict resolution, submission of agenda items, voting and quorums. (The above web address is password protected. Those requiring access should contact the Cluster Executive Officer or the Emergency Management Coordinator of Council).

### 1.3.3 Monitoring and review

This plan will be reviewed by the Northern Victorian Integrated Emergency Management Planning Committee at the quarterly meeting cycle as per a schedule determined by the Committee, and/or after an emergency which has utilised part of this plan. Organisations delegated with responsibilities in this Plan are required to notify the Cluster Emergency Management Coordinator of any changes of detail as they occur.

In addition, the MEMPC Committee will undertake a revision of specific parts of the Plan or the CERA at each Committee meeting. The proposed section for revision will be shown in the meeting agenda to allow the Committee members time before the meeting to undertake their revision and at the meeting table any comments or suggestions that can then be incorporated in future updates.

Updates for the MEMP should be sent to the Cluster Coordinator, being the Coordinator Resilient Communities from the City of Greater Bendigo, whilst the City of Greater Bendigo is providing the administrative support to the Integrated MEMPC.

Reissue of the Plan, with minor changes such as updating contact details, procedural matters and machinery of government changes, can be undertaken by Council Officers at any time (this includes the period between the recommendation for adoption of the Plan by the MEMPC and a report being considered by the relevant Council). The MEMPC should be advised of these changes at the next meeting.

Any documents which are developed and tailored for an individual municipality will remain the responsibility of that council.

### 1.3.4 Audit

In accordance with the Emergency Management Manual Victoria, a Municipal Emergency Management Plan must be audited every three years. The Chief Officer of VICSES is responsible for the audit process.

The MEMP is a 'live' document and will be reviewed and revised by the Committee, following any major event or emergency.

A copy of the audit certificate is shown in Appendix 1.

### 1.3.5 Distribution List

Each Committee member / agency listed in 1.3.1 will receive the Plan electronically.

In addition, a copy of the Plan will be provided to the State Library of Victoria. This copy will have confidential information removed.



## 2. BACKGROUND

### 2.1 Context

Since 2003 regional Victoria has felt the impacts of tornado, fire and riverine flooding and flash flooding. In addition to these events the Loddon Mallee Region also endured a decade of drought which led to an identified need for extensive psychosocial assistance. All predictions indicate that Australia will trend towards an increasing number of bad fire weather days in its southern and eastern states with fire seasons beginning earlier and lasting longer than in previous decades (*Be Prepared: Climate change and the Australia Bushfire Threat*, Climate Council 2013).

Severe weather events, fire and flood are not the only significant emergency events faced by regional Victoria in the Loddon Mallee area. Increasing awareness of the dangers of heatwave acknowledges that it must also be treated as an emergency. Other risks have been identified through the CERA process.

This signifies the importance of building community resilience and capability for emergency management in our community, with agencies and with emergency services.

Fundamental to achieving community resilience is the understanding of the hazards, exposures and vulnerabilities of the community. The economic and social effects of emergencies, including loss of life, destruction of property and dislocation of communities are possible but risk based planning enables minimisation of the impacts of emergencies on communities and/or an enhanced recovery process.

In December 2012 the *Victorian Emergency Management Reform White Paper* (The White Paper) was released. This report acknowledges the impact of a number of natural disasters and emergencies in recent years. The report notes that there has not been a major emergency management reform since the 1983 Ash Wednesday Bushfires. Given the changes in the community since then, including demographics and technology major reforms are now underway. The Emergency Management Act of 1986 has been partly amended by the Emergency Management Act of 2013, with further amendments to come.

The White Paper states *“Governments and agencies must work together more cooperatively to enable flexible and networked responses that better support the community and place greater emphasis on mitigating hazards and building community resilience.”*

Current emergency management arrangements have an *“all communities - all emergencies”* approach. This approach assumes all emergencies create similar problems and consequences and usually require similar response measures (such as early warning, evacuation, provision of medical services and community recovery) although it is acknowledged that many emergencies require specific preparation, response, relief and recovery measures. These specific arrangements are addressed in the sub plans that are attached to this plan.

Local government have a key role in the planning process and bringing together key stakeholders, including local emergency services brigades and units, local business and critical infrastructure agencies. (*Victorian Emergency Management Reform White Paper Victorian Emergency Management Reform White Paper – 2012, page 30*). All agencies need to use a partnership approach towards education, skill development and in conducting multi agency exercises.



Shared accountability for the Municipal Emergency Management Plan (MEMP) will be reflected in future amendments to the Emergency Management Act 2013. The development of this Integrated Plan is underpinned by a risk assessment and management plan, a response plan and a relief and recovery plan in accordance to the guidelines outlined in the *Victorian Emergency Management Reform White Paper (page 30)*.

The Northern Victorian Integrated Emergency Management Plan has been produced pursuant to and in accordance with the current legislation being Sections 20 and 21 of the *Emergency Management Act 1986*. The plan addresses the mitigation of, preparedness for, response to and recovery from emergencies within the municipalities of the City of Greater Bendigo, the Central Goldfields Shire, the Mount Alexander Shire Council, the Loddon Shire Council and the Campaspe Shire Council. As outlined above this revision of the Emergency Management Plan also encapsulates the directions contained in the *Victorian Emergency Management Reform White Paper*. It is the result of the cooperative efforts of the Integrated Municipal Emergency Management Planning Committee and community input.

## 2.2 Area Characteristics

### 2.2.1 Geographic and demographic description

The combined area of the five municipalities is approximately 17,500 square kilometres. The topography ranges from the significant peaks of Mount Alexander and Mount Tarrengower in the south to the riverine flood plains of the Murray River to the north, with most of the region being relatively flat. The Coliban, Loddon and Campaspe Rivers are significant waterways.

The area is traversed by the Calder, Northern, Loddon Valley and Murray Valley Highways, and by a network of train lines including passenger services between Castlemaine, Bendigo, Kerang and Echuca.

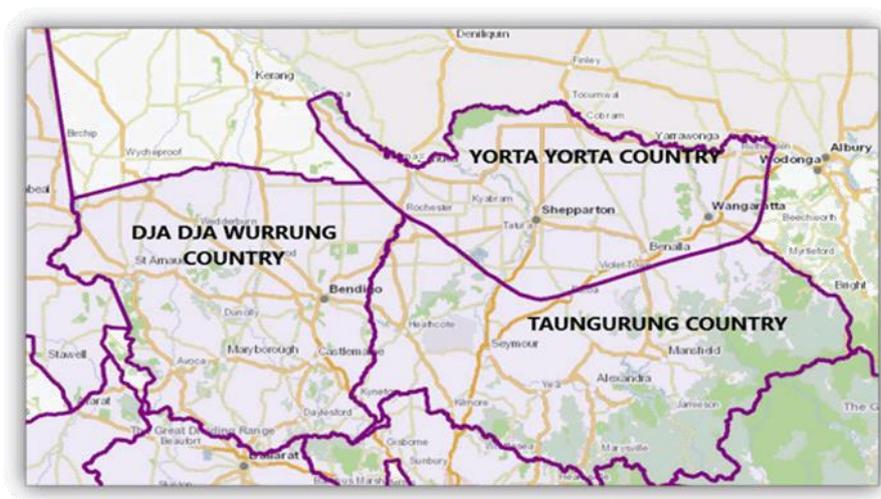
Most of the land in the subject area has been cleared for irrigated and dry land agriculture, although there are significant areas of state forest and reserves and national parks around Bendigo and Heathcote, along the Murray River and to the west of Inglewood.

Additional information on individual Municipalities can be found in Appendix 2.

### 2.2.2 Demography

The Cluster area lies on the traditional lands of the Dja Dja Wurrung, Taungurung, Yorta Yorta and Barapa Barapa peoples. These groups are the traditional custodians of the area, with much of the land within the Cluster area lying within the Dja Dja Wurrung area.

The Dja Dja Wurrung Clans Aboriginal Corporation, Taungurung Land and Waters Council and Yorta Yorta National Aboriginal Corporation are the Registered Aboriginal Parties for their areas (see map). These organisations hold decision-making responsibilities under the Aboriginal Heritage Act 2006 for projecting Aboriginal cultural heritage in their areas. There is currently no Registered Aboriginal Party for part of the Loddon Shire north of Boort, however Barapa Barapa Traditional Owners should be consulted and engaged in matters relating to that area.



Ref: <https://achris.vic.gov.au/weave/wca.html>

The total population of the cluster group is approximately 176,000 people. The largest centres are Bendigo, Echuca, Castlemaine, Kyabram, Rochester, Maryborough, Wedderburn and Maldon, with numerous small settlements of 1,000 people or less.

The south and central parts of the region were major gold-mining centres in the 19<sup>th</sup> and early 20<sup>th</sup> centuries. The northern part was founded on riverboat traffic and through large scale soldier settlement schemes following the first and second World Wars.

More detailed statistics for each Municipality can be found in Appendix 2.

### 2.2.3 History of emergencies

The following list summarises the significant emergencies in the past:

#### Loddon Shire

##### **Floods:**

2016 (September-November) – Major flooding occurred across the shire impacting on many road and crops causing damage to some facilities, however not many homes were inundated.

2011 (Jan) – greater than a 1% AEP flood; This followed an extended period of wet weather with major flooding through the lower Loddon and Avoca Rivers in September and December 2010. Heavy rain over the Avoca and Loddon Campaspe in January 2011 caused severe record flooding in both catchments and record outflows from the Loddon storages. A number of communities incurred inundation including Bridgewater, Serpentine, Pyramid Hill, Newbridge, Boort and Durham Ox.

Bridgewater on Loddon - two flood peaks were experienced, the first on 14 January 2011 and the second the following day. The floodwaters affected around 50 houses, as well as the police station, caravan park, hotel and other businesses.

Newbridge - floods caused major damage to the Newbridge Recreation Reserve.



Durham Ox - In the 2011 flood event, the Serpentine creek which runs close to the town, overflowed and inundated several houses in the area, as well as the Durham Ox Memorial Hall, the Durham Ox Church, and the historic Durham Ox Inn.

Pyramid Hill - Waters inundated the town from Bullock Creek. Isolations occurred due to widespread inundation in rural areas.

Boort - A sandbag levee was constructed between Lake Boort and Little Lake Boort, however, this did not hold, allowing water to interact and flow north toward Boort-Pyramid Rd. There was a loss of electricity, road closures and inundation to properties. The floods devastated farms with many hectares of pasture and field crops flooded and many sheep killed.

#### ***Bush and Grass Fires:***

Loddon Shire contains significant areas of bush land, both crown and free hold as well as large expanses of grass land. Small fires occur frequently in about 75% of the Shire in mainly grass land areas. The incidence of major fires is less frequent; being approximately one every 10 years. The most recent was the Morse's Road fire on 26 January 2006, when 34 square kilometres of open plain crop and grassland was burnt under extreme conditions. Based on the CFA bushfire threat index, the areas of high medium bushfire threat are in the southern portion of the Shire from Wychitella through to Laanecoorie. These areas are largely hilly crown land areas. The grassland areas are generally rated as a low to medium threat. There are a number of bush land areas throughout the south of the Shire, mainly around Wedderburn, Wehla and Moliagul that support rural residential development; where due to the presence of dwellings may constitute a hazard if faced with bushfire.

#### City of Greater Bendigo

#### ***Bush and Grass Fires:***

There have been 16 significant bush fires recorded since 1851, the most recent being on Black Saturday in 2009. A bushfire on the day impacted on the outskirts of Bendigo, spreading to within 1.2kms of the CBD. One life was claimed and 57 homes destroyed. On that day a fire also occurred in the Redesdale and Barfold area and as it spread it involved the City of Greater Bendigo, Mount Alexander, Mitchell and Macedon Ranges, destroying 14 homes and causing significant other damage. Each year there are a significant number of individual house fires in the municipality.

Other significant bush and grass fires have included:

- 1851 – 6 February – Black Thursday
- 1961 – 23 March – Metcalf / Redesdale – 3237ha
- 1969 – 8 January – Maldon / Ravenswood / Kangaroo Flat – 1 fatality
- 1975 – 8 February – Redesdale – 648ha
- 1987 – 16 January – Colbinabbin / Redcastle – 1400ha
- 1997 – 21 January – Heathcote – 220ha
- 1987 – Heathcote / Costerfield - 4100ha
- 2005 – Whipstick Forest north end.



**Floods:**

In March 2010 approximately 89mm of rain was recorded over 3 days with a maximum burst of around 40mm in 2 hours. The resulting flood at Bendigo and Huntly was greater than an 18% AEP event.

In September 2010 around 80mm of rain was recorded in 1 day with 40mm falling over a 10 hour period. A total of around 83.5mm was recorded over a 28 hour period. The resulting flood at Bendigo and Huntly was described as an 18% AEP event.

In February 2011 99mm of rain was recorded over a 48 hour period with approximately 50mm in a 5 hour burst. The main rainfall bursts were separated by a 16 hour period without any rainfall. The resulting flood at Bendigo and Huntly was around a 2% AEP event. While water in the creek peaked just below bank level at the Central City Caravan Park in Golden Square, some shallow water did flow through the caravan park.

Campaspe Shire

**Floods:**

Floods have been the cause of the majority of emergencies in the Shire of Campaspe as three rivers, the Goulburn, Murray and Campaspe traverse the Shire. Flooding of the Murray River mainly affects the Port area of Echuca whereas flooding of the Campaspe River causes major problems at Rochester and the surrounding area. Historically, there have been more than 16 significant floods since 1867 in the Campaspe Shire, 4 floods occurred between September 2010 and February 2011.

Rochester - was severely affected by flooding in 2011. The flooding in January 2011 resulted in 80% of Rochester Township being inundated. Over 250 properties had above floor inundation and all businesses in the town were directly affected. The level was higher than the 1% AEP flood.

Echuca - Rural properties surrounding Echuca experienced significant flooding in 2011. 10 houses were affected in Echuca, most near Ogilvie Avenue Bridge and around Chelsworth Drive during January 2011 with many others isolated by floodwater. Falling trees damaged boat ramps and pontoons in the Port of Echuca and along the river frontage to the north near the houseboat moving area. Public areas near the Campaspe and Murray Rivers were flooded and remained closed for a period of time due to the risks of falling trees. Many roads, community facilities and private properties were damaged.

Kyabram - has a history of occasional flash flooding. Ongoing drainage improvement works continue to reduce the risk of flash flooding within the township.

**Wind Storms:**

Significant wind storms have impacted on the municipal area in the past with varying degrees of magnitude, damage and property loss. From time to time severe hail storms have hit the area within the municipality with varying degrees of impact.

**Environmental:**

Outbreaks of 'Blue Green Algae' along with Goulburn, Murray and Campaspe Rivers have occurred.

**Fires:**

Emergencies as a result of fire in the Shire of Campaspe are mainly due to grass fires.

Five of the largest bushfires have occurred predominantly in grass land. These were:



- 2011 at Wyuna and Kyabram
- 2012, south of Echuca along the railway line – 130ha
- 2012 Toolleen, along the Northern Highway – 198ha
- 2012, Chiswell Road Corop – 195ha
- 2013, east of the Northern Highway Toolleen – 1165ha.

#### *Animal Diseases:*

Campaspe Shire Council is susceptible to outbreaks of anthrax. The spores lie dormant in the soil of the old stock routes until the conditions come together that creates an outbreak.

#### Mount Alexander Shire

##### **Wind Storms:**

Wind storms occurred around 1974 in Sandon and 1979 in Metcalfe.

##### **Floods:**

Major Floods have struck the municipality a number of times, including 1889 and 1909 (Castlemaine), 1890, 1954, 2000 and 2001 (Newstead), 1954 and 2000 (Vaughan Springs), 2000 (Campbell's Creek), 2007 (Harcourt and Redesdale),

In recent times, major flooding occurred between 2010 – 2012 across Castlemaine, Campbells Creek, Chewton, Maldon, Taradale, Baringhup and other locations. The recovery costs were in excess of a combined total of \$22 million.

Newstead - The township of Newstead is located in central Victoria about 15 kilometres west of Castlemaine and is part of the vibrant Mount Alexander Shire. Newstead is situated on the banks of the Loddon River, the second longest river in Victoria. Newstead is to the south east of the Cairn Curran Reservoir and Muckleford Creek branches off the Loddon River to the south east of the town. There is a long history of flooding in Newstead. A levee bank was built in the early 1900's which has stopped the town from flooding several times, but the floods of 2010-2011 saw a number of homes in the town inundated. The January 2011 flood event is believed to be the highest, or close to the highest, flood on record. Flooding caused damage to businesses, homes and sporting facilities, and caused significant distress and hardship to members of the community. In September and October 2016, many areas of the Mount Alexander Shire were affected by wide spread riverine and flash flooding. Roads were cut or impassable due to flooding in areas of Baringhup West, Elphinstone, Walmer, Guildford, Harcourt, Castlemaine, Taradale, Metcalfe and parts of the Pyrenees and Midland Highways. Extensive interruptions to school bus routes and cancellation of bus services affected many students and residents in the shire. The impacts on the Loddon House Holiday Park in Baringhup, just downstream of the Cairn Curran Reservoir, resulted in eight caravans sustaining water damage and the evacuation of residents on 3 October 2016, as spills from Cairn Curran weir were increased due to continuing inflows.

Castlemaine, Campbells Creek & Chewton - The Mount Alexander Shire is located within the catchments of two river systems, the Loddon and Campaspe Rivers. The Campaspe River begins to the south of the Shire in the ranges around Trentham and flows north through the eastern areas of the Shire. The Coliban River also flows north through the eastern part of the Shire joining the Campaspe Reservoir at Lake Eppalock. There are numerous creeks that feed both of these rivers within the eastern part of the Shire. These factors all play a part in the risk and the likelihood of the townships becoming flooded. Barkers Creek and Forest Creek meet at Castlemaine and form Campbells Creek which then passes through the township of Campbells Creek on its way to the Loddon River at Guildford. The communities of Castlemaine and Campbells Creek are likely to experience flash flooding from heavy rainfall occurring over a short period of



time. The advice and warning the township may receive are of a general nature as flash flooding generally limits the available time for adequate and accurate predictions of flood impact. Historically flash flooding has occurred so quickly that there may be no time for a warning. It is important for residents to be aware of the potential for future flash flooding and plan for it. Mount Alexander received limited flood warning advice as there are no gauging stations located on Campbells Creek, Barkers Creek or Forest Creek to trigger a warning for riverine flooding.

In September and October 2016, many areas of the Mount Alexander Shire were affected by wide spread riverine and flash flooding. Roads were cut or impassable due to flooding in areas of Baringhup West, Elphinstone, Walmer, Guildford, Harcourt, Castlemaine, Taradale, Metcalfe and parts of the Pyrenees and Midland Highways. Extensive interruptions to school bus routes and cancellation of bus services affected many students and residents in the shire. The impacts on the Loddon House Holiday Park in Baringhup, just downstream of the Cairn Curran Reservoir, resulted in eight caravans sustaining water damage and the evacuation of residents on 3 October 2016, as spills from Cairn Curran weir were increased due to continuing inflows.

#### ***Fires:***

The most recent major fire to impact Mount Alexander Shire occurred on 7 February 2009 in the Redesdale Barfold area. Starting in Redesdale, the fire burnt 7,086 ha. mainly in the Mount Alexander Shire, but also impacting small areas on City of Greater Bendigo, Mitchell and Macedon Ranges municipalities.

The fire resulted in the loss of 14 houses, over 50 sheds, a church, bridge, two olive plantations, one vineyard and 300km of fencing. There were no lives lost in this fire.

Other fires to impact the municipality include:

- 2003 – Barkers Creek
- 1986 – South east of Metcalfe
- 1981 and 1996 – Castlemaine Woollen Mill
- 1980 – North West of Maldon, Muckleford Forest
- 1979-80 – Golden Point (east of Maldon, Muckleford / Walmer area)
- 1975 – South west of Redesdale
- 1969 – North and North West of Maldon, and south of Strathlea
- 1965 – South Ravenswood
- Circa 1963 – Walmer
- 1958 and 2001 – Harcourt Cool Store
- 1957 – Harcourt Sawmill.

#### ***Environmental:***

Outbreaks of Blue Green Algae are known to occur within the Cairn Curran Reservoir and Loddon River.



### Central Goldfields Shire

#### **Fires:**

The major emergency in the region in recent memory was the bushfire in January 1985. This major fire burnt about 1,000 square kilometres of land in a triangle from Avoca to south of Talbot and finishing north east of Carisbrook. The fire took one life, caused about 100 other casualties, destroyed 101 houses and inhabited dwellings, devastated hundreds of farms and holiday properties and killed about 40,000 sheep. Other major fires occurred in the district in 2002 (Daisy Hill), 2001 (Paddy Ranges), 1987, 1969 and 1965. Other less serious bushfires have occurred from time to time. Every year there are a number of individual house fires which require response and recovery activities, particularly with reference to the wellbeing of displaced individuals.

#### **Storms:**

Storm damage to houses, other buildings and trees has occurred on many occasions.

#### **Floods:**

Flooding has occurred on many occasions although the populated areas, except for the land along the Burnt Creek in Dunolly and areas of Carisbrook (in particular south of the Pyrenees Highway), are not susceptible to heavy flooding. During the Carisbrook Floods in 1956 one person drowned and another during the June 1995 floods drowned in Dunolly and the Boxing Day Flood in 1999 caused in excess of \$2 million in damages to public and private assets throughout the shire. Floods in September 2010, November 2010 and January 2011 have caused in excess of \$30 million in damages to public assets throughout the Shire. Over 200 homes in Carisbrook, Dunolly and Talbot were flooded with all major routes to each of these towns flooded for periods of up to four days. No fatalities during this period. Floods in Central Goldfields in September, October 2016 caused road closures in to many towns including Maryborough and some houses were inundated.

Carisbrook - covered by "four or five feet" of water and a total of 275 houses flooded. The January 2011 flood was reported as "the worst in living memory" and occurred after 215 millimetres of rain fell from the 10 - 14 January, causing:

- Flooding of 300 residences in Carisbrook.
- Flooding of businesses in the town.
- Evacuation of the town.
- Highways to be cut off and damage to roads in and surrounding the town.
- Disruption and damage to essential services including sewerage and telephones. Flooding was severe and fast with most of the floodwater receding within eight hours. While no two floods are the same, floods like this or worse could occur again. It is important for residents to be aware of the potential for future flooding and plan for it.



### All Cluster Councils

#### **Exotic Disease:**

Confirmation of the exotic disease, Equine Influenza was confirmed in NSW and QLD in 2007, resulting in a widespread response in Victoria to conduct surveillance of horses in the region and impose movement restrictions at all border crossings into NSW over a number of months.

#### **Heat Wave:**

Victoria experienced a three day heatwave Late January and early February 2009. This event immediately preceded the Black Saturday bushfires. The Chief Health Officer estimated that 374 additional deaths occurred when Victoria experienced a four day heatwave in January 2014. The effects of climate change are expected to increase the frequency and intensity of heatwaves (*Heatwave Planning guide, July 2009*). A report released by the Chief Health Officer in September 2014 showed that an extra 167 deaths occurred in this period.

#### **Locust Pest Incursion:**

Widespread swarms of Australian Plague Locusts inundated the region in 2010/11, resulting in significant damage to crops, pastures and the broader environment. The outbreak response involved many different agencies, staff and ran over many months

### 2.2.4 Climate change impacts

The impact of climate change across the Cluster councils is already apparent, with increasing temperatures year round, fewer frosts, more frequent and more intense downpours, more extreme heat days, less rainfall in autumn, winter and spring, harsher fire weather and longer fire seasons. The Victorian Government's Climate Ready Victoria Loddon Mallee fact sheet provides more detailed information about expected climate impacts in this area across a wide range of sectors.

(Reference: [www.climatechange.vic.gov.au/\\_data/assets/pdf\\_file/0023/60746/Loddon-Mallee.pdf](http://www.climatechange.vic.gov.au/_data/assets/pdf_file/0023/60746/Loddon-Mallee.pdf))

At a broader level, the compounding and cascading impacts of climate change are expected to add dramatically to the economic costs of natural disasters. In a report commissioned by the Australian Business Roundtable for Disaster Resilience and Safer Communities, Deloitte Access Economics predicts that the cost will more than triple by 2050, from \$1.0 billion for Victoria in 2017 to \$3.2 billion by 2050 (with an expected cost for Australia as a whole of \$39.3 billion by 2050, up from \$13.2 billion in 2017).

(Reference: [http://australianbusinessroundtable.com.au/assets/documents/ABR\\_building-resilience-in-our-states-and-territories.pdf](http://australianbusinessroundtable.com.au/assets/documents/ABR_building-resilience-in-our-states-and-territories.pdf) )

The Australian summer of 2018/19 was the hottest on record by a large margin, and reflected the strong upswing in summer temperatures in recent years (for Victoria 2.54°C above average). Changing patterns of rainfall (less rain overall but with more intense falls) increase the risk of severe flooding events across the Cluster. While fire is a natural part of Victoria's environment and has been for millions of years, the intensity and frequency of bushfires is expected to increase with climate change due to a combination of higher maximum temperatures, higher evaporation rates and reduced rainfall.

Climate change is likely to cause significant decreases in the average rainfall in the Cluster, resulting in lower catchment water flows and more frequent and severe droughts. Heatwave is an extended period of excessive heat, caused by a combination of temperature, humidity and air movement. Heatwaves are becoming hotter, lasting longer and occurring more often.

It is essential for all partners to work together to deal with the challenges of a changing climate. Community resilience and emergency preparedness initiatives in local communities across the Cluster can assist in mitigating the impact of key climate risks across the region.



### 2.2.5 Major infrastructure / assets

Details of major infrastructure and assets are contained in Appendix 3.

### 2.2.6 Vulnerable persons Community Organisations and Facilities

A list of funded agencies that have vulnerable clients, and a list of facilities where vulnerable persons may be located, can be found in the Contact Database – Refer 11.1.

### 2.2.7 Map showing the area covered by the Municipality

A map showing the five cluster councils and specific municipality maps can be found in Appendix 4.

## 3. PREVENTION / MITIGATION

### 3.1 Introduction

The Cluster municipalities recognise that, together with various state government departments and agencies, they have a key role in prevention and mitigation activities to reduce the likelihood, or minimise the consequences, of emergencies that may occur in the area. Cluster Councils enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergencies. The Committee also plays a role in prevention by undertaking a Community Emergency Risk Assessment (CERA).

### 3.2 Definitions regarding the CERA process

#### 3.2.1 Hazard/Exposure/Vulnerability

The concept of risk for natural hazards or emergencies combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact (consequences). Risk is the outcome of interactions between a specific hazard (for example bushfire) and assets or functions that are of value to the human system. The extent of the impact from this interaction will be dictated by the exposure and vulnerability of each specific asset, value or function.

The total risk may be decreased by reducing the size of any one or more of the three contributing variables, the hazard, the elements exposed and/or their vulnerability. This can be illustrated by assuming the dimension of each of the three variables represents the side of a triangle, with risk represented by the area of the triangle.

#### 3.2.2 Impacts

The impact of a hazardous event depends on the elements at risk, such as; population or buildings and their associated vulnerability to damage or change as a result of the event. Impacts occur once the hazard has been realised or becomes manifest.

Exposure refers to the inventory of elements in an area in which hazard events may occur. Hence, if population and economic resources were not located in (exposed to) potentially dangerous settings, no problem of disaster risk would exist. While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct.



Exposure is a necessary, but not sufficient, determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However to be vulnerable to an extreme event, it is necessary to also be exposed.

### 3.2.3 Vulnerability

Vulnerability refers to the propensity of exposed elements such as human beings, their livelihoods, and assets to suffer adverse effects when impacted by hazard events. Vulnerability is related to predisposition, susceptibilities, fragilities, weaknesses, deficiencies, or lack of capacities that favour adverse effects on the exposed elements.

Vulnerability can be seen as situation-specific, interacting with a hazard event to generate risk. Vulnerability to financial crisis, for example, does not infer vulnerability to climate change or natural hazards. It is important to note that exposure and vulnerability change over time.

A community's level of vulnerability can change suddenly and without notice. It will therefore be critical to periodically revisit the assumptions that we have made about them.

### 3.2.4 Residual Risk

The risk that remains in unmanaged form, even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

*Comment: The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response and recovery together with socio-economic policies such as safety nets and risk transfer mechanisms.*

### 3.2.5 Improve controls

Generally speaking, if a risk has a high residual risk rating and a high control effectiveness rating (current controls are assessed as being ineffective), then action should be taken to review and improve controls.

### 3.2.6 Monitor controls

Conversely, if a risk has a high residual risk rating and a low control effectiveness (i.e. current controls are assessed as having good effect on the risk), then action should be taken to monitor and validate the effectiveness of current controls.

### 3.2.7 Ongoing Process

Based on the risk rating outcome, the MEMPC are able to select and prioritise the risk treatment activities required.

Further meetings of the MEMPC can be convened to:

- Further investigate impacts and existing mitigation controls for each hazard
- Identify improvement opportunities linked to causes and impacts
- Record additional actions, notes and/or comments for inclusion in mitigation treatment plans
- Risk based planning is done at the individual Local Government Authority level.



### 3.3 Preparedness

Cluster Councils are responsible for coordination of emergency preparedness activities including Municipal Operation Centres (MOCs), Neighbourhood Safer Places (Bushfire Places of Last Resort), Emergency Relief Centres (ERCs) and staff training. The member councils are also responsible for maintenance and administration of the Integrated Municipal Emergency Management Plan and other plans including (but not limited to) Municipal Fire Management Plan, Municipal Flood Management Plan, Heatwave Plan and Influenza Pandemic Plan. Common operating policies and procedures have been adopted across the Cluster municipalities to ensure effective preparedness and operation.

Part 5 (Response Arrangements) identifies the roles and responsibilities of the various organisations and agencies that exist in the municipality. Each agency's ability to cope with the identified threats was considered during this process.

An amendment to the EMMV removed the necessity for councils to maintain a MECC facility, however Cluster councils will continue to perform the function of the MECC as required under the EMMV in the lead-up to and during significant or major emergencies and appropriate Cluster Councils may establish a Municipal Operation Coordination Centre for the centralised coordination of municipal operations during the event.

Municipal Operation Centres have been identified, along with an alternative in the event that the Primary MOC should become unserviceable. Likewise, Emergency Relief Centres and Assembly Areas have been determined for use during emergencies.

In the event of an emergency where an ICC has been established, the Cluster will provide an EMLO to that ICC in order to maintain effective liaison between response & recovery agencies and municipalities.

### 3.4 Municipal Fire Prevention Officer (MFPO)

Each Council within the Northern Victorian Cluster has appointed officers to fulfil the functions of Municipal Fire Prevention Officer and Assistant Municipal Fire Prevention Officer in accordance with section 96(A) of the Country Fire Authority Act 1958. The MFPO has a significant role in prevention and risk mitigation in the lead up to the fire season each year. (Refer to local Municipal Fire Management Sub-plans).

For the full role description of the MFPO refer to the EMMV (Part 6).

### 3.5 Community Preparedness

All Victorians have a collective responsibility to help build and maintain 'emergency resilience'.

Understanding local, regional and state relief and recovery capability is a shared responsibility and a long term challenge. Building relationships is the essential first step in understanding relief and recovery capability.

The Victorian Emergency Management Reform White Paper was released in December 2012. The white paper describes the principle in emergency management for Community as:

*Emergency Management founded on community participation, resilience and shared responsibility.*

One of the strategic priorities in the white paper is building community resilience and community safety.

Local knowledge on people, history, risks, vulnerability, operational requirements, infrastructure and services significantly enhances emergency preparation, response and recovery.



Building community resilience requires collective action. Individuals must determine how to help themselves and each other in ways that best suit their circumstances. Governments can help greatly in bringing communities together. Support requirements will inevitably vary between communities.

Government, emergency services organisations, essential services, local businesses and not-for-profit organisations must be ready to work with each community according to its needs.

Communities' strengths and vulnerabilities change over time. They must therefore be able to adapt so that they can maintain resilience. To do this, communities need the skills to access all available resources when necessary. A disaster-resilient community has the inherent capacity to deal with any shock, no matter how well-anticipated or surprising.

Community resilience is established by ensuring people in that community are fully engaged in the resilience-building process and that the process is led from within the community. It is unlikely that everyone in the community will choose to be involved. The challenge is to understand the unique features of a community, determine who to work with, and then determine an approach that is appropriate to lead and develop effective engagement.

A resilient community is one where people work together, using their knowledge and resources to prepare for and deal with emergencies. They use personal and community strengths, and existing community networks and structures. A resilient community is also enabled by strong social networks that offer support to individuals and families in a time of crisis (the *National Strategy for Disaster Resilience*, the Council of Australian Governments [2011]).

The Community Resilience Framework for Emergency Management in Victoria (April 2017) has two focuses. "The first is community, which is at the centre of all emergency management activity in Victoria. The second is the emergency management sector in its broadest definition.... At the heart of the Framework are seven resilience characteristics that emergency managers should aim to strengthen and encourage in communities. These characteristics are:

- Safe and well
- Connected, inclusive and empowered
- Dynamic and diverse local economy
- Sustainable built and natural environment
- Culturally rich and vibrant
- Democratic and engaged
- Reflective and aware.

These characteristics are not immediately 'emergency' related but reflect instead the qualities that enable all sorts of communities to avoid or manage emergencies and to enable them to rebuild and re-establish when necessary."



### 3.6 Risk assessment process and results

The Cluster Project has undertaken a Cluster Community Emergency Risk Assessment (CERA) process under the guidance of the VICSES. CERA is examining the risks across the five participating municipalities. Some disasters will cross municipal boundaries and each Council have developed strong working relationships within the Cluster but also with neighbouring municipalities that share boundaries and specific risks. This process is conducted in a number of stages and is ongoing.

The arrangements detailed in this plan are put in place to deal with any residual risk(s) that exist after the developed treatment plans have been implemented.

The CERA approach combines hazard information and intelligence from a number of sources in order to gain a clear understanding of the elements that define 'risk' within a specific area. These sources include:

- Existing 'single hazard' risk assessments for example the Victorian Fire Risk Register (VFRR), Integrated Fire Management Planning (IFMP) and Flood Studies
- New or existing community profile information for example Part 2 of Municipal Emergency Management Plans
- Subject matter experts and local community representatives.

Integral to the success of the process are the in-depth discussions that occur between experts, decision-makers and community representatives. The CERA meeting format is designed to promote a collaborative discussion between agencies, experts and community representatives on the ways in which various hazards may affect important assets, values and functions for a defined 'community of interest'. This format enables participants to then identify underlying weaknesses, consequences and long term impacts that may not have been uncovered if discussed in isolation.

A practical consideration for the CERA process is the balancing of workshop numbers with the need for community and gender representation. The current community safety approach represents a critical shift away from a sole reliance upon 'professional' perspectives for emergency management planning towards active engagement with and empowerment of the community to investigate its own risks and develop its own solutions. In this sense, agencies and authorities are seeking ways to work more effectively with communities by promoting increased involvement through a diverse range of education and awareness programs for natural hazards safety that emphasise community-level engagement, risk appreciation, forward planning and preparedness.

For the purposes of the CERA process, it is vital that the MEMPC is able to either draw upon existing community education, awareness and engagement programs or set up new processes in order to ensure that the knowledge and perceptions of their citizens are a major input to the decision-making process.



The Cluster CERA risk assessment process to date identifies residual risk as follows:

0			
0 January 1900			
Code	Risk	Ratings Confidence	Residual Risk Rating
BF-L	Bushfire - large, regional	High	High
N-02	Flood Extreme (Probable Maximum Fl)	High	High
ET-HW	Heat Health	High	High
ST	Storm	Med	High
SD-E	Service Disruption - Electricity	Med	High
I-01	Service Disruption - Telecommunicat	Med	High
SD-G	Service Disruption - Gas	Select	
SD-W	Service Disruption - Water	High	Low
IP	Insect Pest Incursion	High	Medium
PE	Plant Epidemic	Select	
N-01	Dought	Select	
B-01	Pandemic - Influenza	Med	Medium
T-TR	Transport Incident - Train, Rai	Med	High
T-RDL	Road Transport Incident - large comm	Med	High
AE	Exotic Animal Disease	High	High
IA	Industrial Accident	Med	Medium
T-AC	Transport Incident - Aircraft	High	Medium
MA	Mine Accident	Select	
SF-D	Structural Failure - Dam	Select	
EQ	Earthquake	High	Low

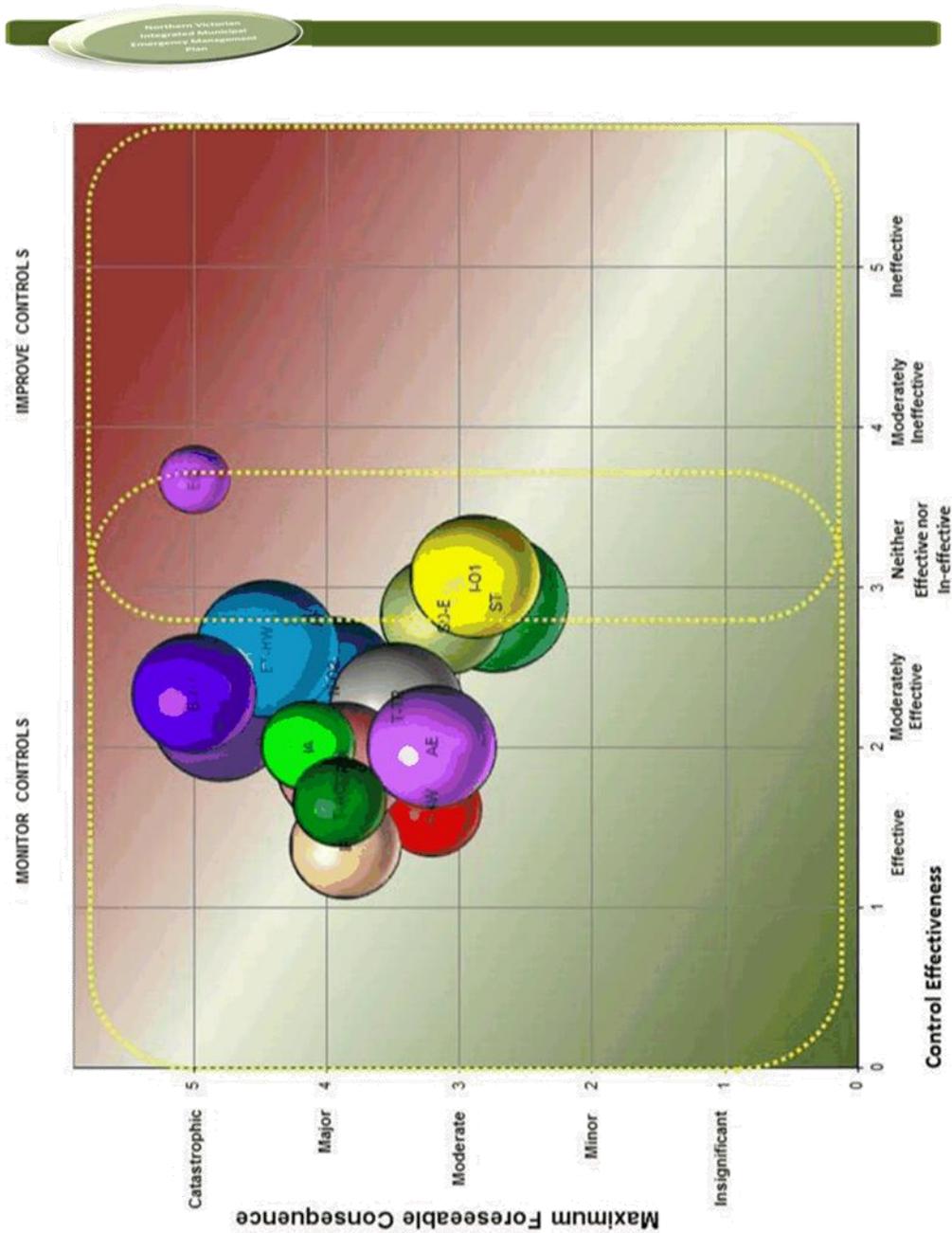
**Note: Size of bubble reflects level of residual likelihood**

Residual Risk Rating = Residual Consequence x Effectiveness of Control x Likelihood

<i>*Select: Not yet completed</i>	
Residual risk rating	Indicative risk tolerance levels
<b>High</b>	Measures should be taken to reduce the risk and will generally require consultation with and support from state and/or federal agencies.
<b>Medium</b>	Subject to being reduced to as low as reasonably practicable levels and with the goal of moving them into a broadly acceptable region.
<b>Low</b>	Generally requiring little if any additional action.

*Assessment confidence - The lower the confidence rating, the higher the level of emphasis that needs to be placed upon better understanding the factors driving the risks and the options available for addressing them.*

Community Emergency Risk Assessment (CERA) Heat Map



The above heat map diagram plots the committee’s assessment of Residual Consequence, Control Effectiveness and Likelihood. The size of the ‘bubble’ reflects the level of residual likelihood (i.e. after current controls/mitigations).

A gap analysis is utilised to identify Municipality Hazards that were not raised from the Integrated CERA process. A risk assessment can then be conducted (either for the individual municipality, or included in the integrated process). Refer to the following table for detail.

- X = Hazard identified from gap analysis
- Fill Colour = Assessed Risk (no fill colour = risk yet to be assessed).
- Residual Risk Rating – Green = Low, Yellow = Medium, Orange = High, Red = Extreme



## 4. MITIGATION ARRANGEMENTS

### 4.1 Treatment plans

The level of residual risk for particular hazards will vary between Cluster municipalities. Accordingly, a number of mitigation plans have been prepared by individual councils and MEMPC committees.

Details of municipality mitigation plans are shown in the table below. A full list of member councils' plans and SOPs are detailed in Section 12.

	CoGB	Campaspe	Loddon	Central Goldfields	Mount Alexander
Municipal Fire management Plan	✓ (incl. NSPP)	✓ (incl. NSPP)	✓	✓	✓ (incl. NSPP)
Municipal Flood Emergency Plan	✓	✓	✓	✓	✓
Heatwave	✓	✓	✓	✓	✓
Influenza Pandemic	✓	✓	✓	✓	✓
Emergency Animal Welfare Plan	✓	✓	✓	✓	✓
Mass Vaccination		✓			
Community Emergency Risk Management Strategy		✓			✓
Bushfire – Places of last resort			✓	✓	

### 4.2 Community Awareness

The ability of a community to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the level of individual and community emergency preparedness and awareness of risk. Obtaining the preferred response from people during emergencies will require successful community engagement, education and awareness programs from Council and other emergency agencies. E.g. VICSES FloodSafe and StormSafe programs and material.

Cluster Municipalities and the MEMPC will support and promote appropriate prevention and awareness programs within the Cluster municipalities. Methods of warning the community of an impending emergency are addressed Part 5.

Any information released to the public on behalf of the Cluster municipalities will be to educate and assist the community to prepare for emergencies.



## 5 RESPONSE ARRANGEMENTS

### 5.1 Introduction

Emergency Response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted.

Emergency response operations are managed through the following three operational tiers:

- state tier
- regional tier
- incident tier.

Not all tiers will be active for every emergency. In general the state and regional tiers are active only for major emergencies or where major emergencies are anticipated to occur. Non-major emergencies are managed only at the incident tier.

Most incidents are local and can be coordinated from local municipal resources. However, when local resources are exhausted, Emergency Response provides for further resources to be made available, firstly from neighbouring municipalities (on a regional basis) and secondly on a state-wide basis.

This section details the Northern Victorian Cluster's arrangements for response to an emergency.

#### 5.1.1 State Emergency Management Priorities

The following State Emergency Management Priorities underpin the planning and operational decisions made when managing the response to emergencies.

The State Emergency Management Priorities are:

- Protection and preservation of life is paramount. This includes
  - Safety of emergency services personnel; and
  - Safety of community members including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that supports community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.



### 5.2 Coordination, Control and Command

Victoria’s emergency response arrangements are based on the guidelines in the State Emergency Response Plan (Part 3 EMMV) which identifies Victoria’s organisational arrangements for managing the response to emergencies. These guidelines are based on the management functions of coordination, control and command.

In order to meet the objectives of emergency management in Victoria, those performing the coordination, control and command functions need to ensure:

- The consequences of the emergency are managed and
- There is communication that meets the information needs of communities, stakeholders and government.

### 5.3 Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The main functions of emergency response coordination are to ensure:

- Effective control arrangements have been established and maintained to manage the response to emergencies
- Effective information sharing
- The necessary resources are accessed to support the response to emergencies.

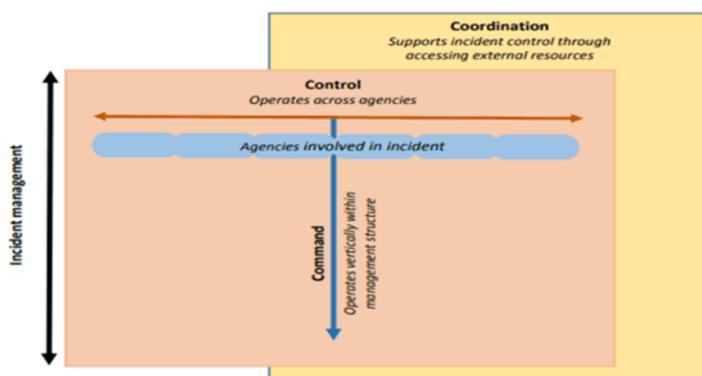
Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery. (Refer to the EMMV Part 3)

### 5.4 Control

Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in this SERP, with details listed in the EMMV.

The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function.

*Figure 1 – Conceptual depiction of the relationship between control, command and coordination in emergency response (shown at the incident tier)*





For more information regarding Control, including:

- Control Agency
- Controllers and Line of Control
- Principles of Control
- Control of Class 1, Class 2 and Class 3 emergencies

Refer to the EMMV Part 3 (3.1.1).

## 5.5 Command

Command is the internal direction of personnel and resources of an agency, operating vertically within an agency. Where there is an agreed inter-agency arrangement, a functional commander may supervise personnel and resources from more than one agency.

Authority to command is established in legislation or by agreement within an agency. (Refer to the EMMV - Part 3).

## 5.6 Consequence Management

The Emergency Management Commissioner is responsible for consequence management for major emergencies. Consequence management involves the coordination of the activities of agencies with a role in delivering of services to the community, with the aim of minimizing the adverse consequences of emergencies on the community.

## 5.7 Communications

Communications relates to communicating to the public, reporting to government and communicating with stakeholder agencies during emergencies.

Information on reporting to government and communicating with stakeholder agencies is detailed in Part 3 of the EMMV.

### 5.7.1 Public information and warnings

It is the responsibility of the Control Agency to issue warnings to the potentially affected communities and other agencies. The Northern Victorian Cluster Council involved in the emergency may be asked to assist with the dissemination of this information. During response, warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Standard Operating Procedures for council communications have been developed by each council and can be accessed through the EMLO.

Methods for disseminating information: Radio stations, television, electronic media, social media, print media, Police media liaison, Emergency Alert (telephone based system), Agency information line (eg Emergency Information Line), Culturally and Linguistically Diverse group radio stations or newspapers, community newsletters, literature / brochures, information centres (one stop shops), door knocks, vehicle mounted public address systems, local community groups.



## 5.8 Municipal Emergency Response Personnel

### 5.8.1 Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer).

For the full role description of the MERC refer to the EMMV (Part 3).

### 5.8.2 Municipal Emergency Resource Officer (MERO)

Each Shire Council within the Northern Victorian Cluster has appointed a MERO and a Deputy MERO pursuant to Section 21(1) of the *Emergency Management Act 1986*.

Responsibilities of the MERO during the response phase of an emergency include:

- Coordination of municipal resources
- Establish and maintain an effective structure of personnel whereby municipal resources required responding to an emergency can be accessed on a 24 hour basis.
- Establish and maintain effective liaison with agencies within or servicing the municipal district.
- Ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies.

For the full role description of the MERO refer to the EMMV (Part 6).

### 5.8.3 Municipal Recovery Manager (MRM)

Each Council within the Northern Victorian Cluster has appointed MRMs and deputies, as required.

Responsibilities of the MRM include:

- Manage municipal and community resources for community support and recovery.
- As part of the Emergency Management Group, liaise with the MERC and MERO on the best use of municipal resources.
- Liaise with the Regional Recovery Committee and Department of Health and Human Services.
- Establish the Emergency Relief and Recovery Centres, as required.
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees.
- Coordinate the accurate dissemination of recovery information to Council's senior managers and the community.
- Support the post impact assessment process for the collation and evaluation of information.
- Ensure effective management of the MOC for recovery.
- Ensure the monitoring and recording of Council's expenditure is undertaken.
- Manage the timely and planned withdrawal of recovery services.

For the full role description of the MRM refer to the EMMV (Part 6).



#### 5.8.4 Municipal Authority across the Cluster

In accordance with the EMMV, the appointed MERO has full delegated powers to deploy and manage Council's resources during emergencies. This delegation will be unchanged where an emergency impacts on one municipality only.

Where the emergency affects more than one municipality, in accordance with the MoU that has been signed by each CEO, once the deployment of personnel has been approved by the Chief Executive Officers of the affected Council and the Councils providing assistance, the MERO, EMLO or EMC have the delegated authority to commit administrative support or resources in the exercise and application of Council's emergency management functions.

#### 5.8.5 Local Government Emergency Management Liaison Officer

In an emergency an EMLO from the impacted Council will most likely be the initial liaison person between Councils and the incident controller. This may be dependent on the circumstances at the time and the EMLO may be from another Council in the Cluster in the first instance. This person will then be the single point of contact for the municipalities who are part of the Cluster and will be responsible for communication and liaison with affected Councils. Where any resources are requested by the control agency the EMLO will contact the relevant MERO and make the formal request. The EMLO will then record the details of the request for future reference and for accounting purposes.

The role of a Council EMLO within an emergency management context is to represent Council in the MOC or the ICC, and to provide liaison with other organisations regarding:

- Facilitate requests from the ICC for council information
- Facilitate requests by the council or MOC for information from the ICC
- Facilitate requests from the ICC for council resources, including human resources
- Represents and speaks on behalf of the council
- Is empowered by their organisation to make decisions, or is in direct contact with the person in their organisation who can make that decision or release the resource
- Maintains information flow between parties
- Obtains up to date information/intelligence.

The EMLO should operate from the Incident Control Centre (ICC), or equivalent operations centre.

In a protracted event each EMC will form a roster to support the affected municipality and relieve the EMLO.

#### 5.8.6 Agency EMLO

An EMLO:

- Represents their agency
- May represent the agency at the Incident Emergency Management Team or Regional Emergency Management Team, if the relevant agency commander is unable to attend (not the State Emergency Management Team, where a senior agency representative is required to attend)
- Should be empowered to commit, or to arrange the commitment, of resources of the agency to the response to an emergency
- Provides advice in relation to impacts and consequence management being undertaken by the agency
- Should have previous experience in this role or have attended an EMLO training course.



### 5.8.7 Municipal Emergency Response Arrangements

Municipal emergency response is coordinated from the Municipal Operations Centre (MOC). The MOC will be established (in a major emergency) to manage all Council responses to the emergency and the support of the response agencies. Contact with the response agencies will be through the EMLO who will be part of the Emergency Management Team.

### 5.8.8 Municipal Operations Centre (MOC)

Coordination functions in the first instance will be conducted remotely. In the event of a complex, large or protracted emergency the MERC, MERO or MRM may request activation of the MOC. If a MOC is established this must be communicated to the control agency. This may be done through the EMLO situated in an ICC.

The MOC will coordinate the provision of human and material resources within the municipality during emergencies. These resources may be provided to support control agency activities or for the purposes of meeting relief and early recovery needs. The MOC will also maintain an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debriefing purposes.

The MOC may also be activated to support a neighbouring municipality. Administrative staff for the MOC will be drawn from Council's staff pool in the first instance. In the event of a large scale emergency that requires the MOC to be open for a protracted period of time, staff from the Northern Victorian Cluster will be requested initially through the resource sharing protocols. If these resources are exhausted, other municipalities may be requested (possibly via the MAV's Inter Council Emergency Resource Sharing Protocols or as a cross-municipality agreement). Representation of support agencies and service providers in the MOC will depend on the emergency.



The MOCs for the Northern Victorian Cluster are:

Central Goldfields Shire

Primary: The Hub, Burns St., Maryborough  
 Secondary: Engineering Office, Central Goldfields Shire Office, 12 Nolan Street, Maryborough

Loddon Shire

Primary: Shire office, Calder Hwy., Wedderburn  
 Secondary: Shire office, Loddon Valley Hwy., Serpentine

Campaspe Shire

Primary: Shire office, Heygarth St., Echuca  
 Secondary: Council Depot, Finlay Road, Tongala

City of Greater Bendigo:

Primary: Fountain Court, Bendigo Bank Central, The Board Room, 1<sup>st</sup> floor, Mitchell and High Streets, Bendigo  
 Secondary: Training room, Works Department, Adam St., Bendigo

Mount Alexander Shire:

Primary: Shire office, Lyttleton St., Castlemaine  
 Secondary: Castlemaine Hospital – Board Room – 142 Cornish Street, Castlemaine (Enter via Odgers Road entrance)

Virtual MOC

Depending on the size and complexity of an emergency, Councils may determine to have a virtual MOC.

## 5.9 Sourcing Resources

A resource is essentially any function or item which a responding agency requires to perform its responsible role, including:

- Personnel (e.g. agency support and industry technicians)
- Equipment (e.g. plant, vehicles)
- Services (e.g. phone lines, expert technical advice).

The Northern Victorian Cluster has a well maintained and updated list of municipal resources available through Crisisworks. The maintenance and updating of the resources list is the responsibility of the Emergency Management Coordinator and is accessible to the MERO at all times.



### 5.9.1 Agency resources

An agency may have arrangements in place to access a wide range of resources through:

- Its own agency arrangements
- Support agencies (many are listed in Part 7 of the EMMV)
- Contract or supply arrangements with private industry.

Agencies should exhaust all resources owned or directly within their control prior to requesting assistance from elsewhere. 'Directly within their control' means the resource is available to the agency through a pre-existing arrangement such as a contract or memorandum of understanding.

In situations where an agency accesses a resource, other than a resource it owns, it must notify the incident controller and the emergency response coordinator. This is to allow for effective and efficient resource tracking by the emergency response coordinator and to avoid duplication of requests for the same resources.

Similarly, agencies must notify the emergency response coordinator of the depletion or deployment of sizable or specialist resources.

### 5.9.2 Resource Supplementation

The arrangements for resources supplementation have four levels:

- Agency and local resources
- Support resources
  - Within municipalities / local area
  - Within regions
  - Within the state
- Interstate or commonwealth resources
- International resources.

In an emergency that is localised to one municipality the request for resources should go to the relevant MERO in the first instance. The MERO will be supported by their EMC.

In an emergency that impacts across municipal boundaries an EMLO should be appointed by the Council that suffered the initial impact of the event. The role of this person is described above.

Once the emergency has been escalated and an EMLO is in place then future requests can then be directed to this person who has the delegated authority to commit administrative support or resources in the exercise and application of the affected Council's emergency management functions.

An agency responding to an emergency and requiring supplementary resources can request resources via the Emergency Response Coordinator.

Requests for resources should be provided in a format as decided by the relevant emergency response coordinator, and include the name and position of the person requesting the resources and comprehensive details of the task to be undertaken.

Private providers for resources must be considered as possible sources of supply at each level.

The requesting agency is responsible for making appropriate arrangements for delivery of the supplementary resources.



Details on sourcing resources from within Victoria or the Commonwealth can be found in Part 3 of the EMMV.

#### 5.9.3 Payment responsibilities

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

An agency cannot transfer its responsibility for the cost of undertaking its roles/responsibilities if the activity is in compliance with the direction or request of a response controller from another agency.

When a control agency requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils are responsible for the cost of emergency relief measures provided to emergency-affected people.

(Refer to the EMMV, Part 8).

#### 5.9.4 Resource sharing

Emergency management roles will be drawn from affected Council's staff pool in the first instance. In the event of a large scale emergency that requires protracted operations, staff from other municipalities in the Northern Victorian Cluster will be requested using resource sharing protocols established in the Memorandum of Understanding between Councils, and the Cluster Support Guidelines.

Beyond these resources, Northern Victorian Cluster Councils are committed to the protocol for Inter-council Emergency Management Resource Sharing which can be found on the Municipal Association of Victoria website. Go to <http://www.mav.asn.au/> and search on resource sharing protocol.

#### 5.9.5 Volunteer Management

Volunteer agencies are called upon to provide resources within the limit of their means. Where a volunteer agency expends extraordinary funds providing resources for emergency response or recovery to the extent that it seeks financial reimbursement, it should notify the control agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

(Refer the EMMV Part 8)

Attracting and retaining volunteers is not easy, largely because volunteering involves freedom of choice on the part of the volunteer. People who feel empowered, rewarded and appreciated in their volunteer role are more likely to contribute to and continue in that role. Implementing a comprehensive and successful volunteer program requires time, commitment and personnel, as well as an understanding of why people volunteer.

A well-managed and designed volunteer program will acknowledge the reasons for volunteering and strive to meet the needs of the volunteers by recognising their contribution. Success in doing so will return many benefits, both to the volunteer and the organisation they work for.

To help manage volunteers Volunteering Victoria has created a number of guidelines and resources. Go to: <http://volunteeringvictoria.org.au/>



#### 5.9.6 Compensation arrangements for volunteer emergency workers

Compensation for all emergency workers is laid down in Part 8, Appendix 7 of the Emergency Management Manual Victoria and also in Part 6 of the Emergency Management Act 1986. A volunteer emergency worker means *a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which the state emergency response plan or the state emergency recovery plan applies.*

It is the responsibility of the organisation utilising the volunteer emergency workers to ensure that all of the volunteer emergency workers are registered.

#### 5.9.7 Control and Support agencies

Part 7 of the EMMV identifies control agencies and key support agencies for response (i.e. it does not list all agencies that may be involved in a particular emergency, nor does it list all emergencies that may be encountered).

In relation to major emergencies, the EMMV distinguishes between Class 1, Class 2 and Class 3 emergencies. This distinction does not apply to non-major emergencies.

Support Agencies may be able to offer varying levels of support from 'on ground' resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

#### 5.9.8 Financial considerations

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the Northern Victorian Cluster councils, the MOU and resource sharing agreement.

Government agencies, including Council, that are supporting the control agency are expected to defray all costs from their normal budgets. Control agencies are responsible for all costs incurred by an agency responding to a request that is outside their normal operating procedures and budgets.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

Municipal councils are expected to use their resources for emergency operations within the municipal district. Municipal resources are those used to perform municipal functions, even if the resources are privately owned (contracted to council). Generally, councils are expected to provide municipal resources without charge, however some resources may be subject to limits and/or constraints, (e.g. the use of some equipment may be limited to a timeframe due to the expense of operation).

Such limits and/or constraints should be reasonable, commensurate with each council's capacity to provide such resources, and details included in municipal emergency management plans.

Some reimbursement is available. Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance according to a sharing formula. See the EMMV (Part 8).



The Northern Victorian Cluster Councils are accountable for any monies donated as a result of any emergency event and will implement systems to receive and account for all such donations.

#### 5.9.9 The transition from Response to Recovery

Planning for recovery should commence as soon as practical. The Incident Controller, Emergency Response Coordinator and Municipal Recovery Manager should commence transition planning as soon as possible following the start of an emergency. The Emergency Management Team should also be involved in transition planning to ensure a shared and consistent understanding of the planning, timing and expectations for transition.

The timing and extent of the transition of overall coordination from response to recovery will be impacted by a number of considerations:

- The extent to which any emergency risks remain
- The extent to which the powers available to response agency personnel (which may be available only during an emergency response) are still required
- The extent to which the effect and consequences of the emergency are known
- The extent to which the affected community continues to require relief services
- The extent to which the recovery resources have assembled and are ready to manage their responsibilities.

Transitioning to recovery is an important consideration when planning and implementing recovery programs. Recovery coordinators should consult with communities and agencies on the timing of transition of recovery programs to mainstream services and activities that shift the focus from recovery to community development and preparedness.

A transition agreement should be developed between the Incident Controller, the Emergency Response Coordinator (Victoria Police), the MRM or, where more than one Local Government Authority, the Regional Recovery Coordinator (DHHS) and the EMC from the affected Council. Where more than one Council is impacted then authorised delegates from each affected Council will be involved in the transition arrangements. Each affected Council will nominate their delegated person. In most cases this will be the EMC.

The transition agreement details any transition activities and tasks, information management, communication and signatories. It is the responsibility of the Emergency Response Coordinator (Victoria Police) to advise all agencies involved in the emergency at the time at which the formal 'response' terminates.

Where the emergency has impacted more than one Council the Regional Emergency Response Coordinator will be the Victoria Police signatory rather than individual MERCs.

In large or prolonged emergencies, it will be necessary to continue providing relief/recovery services to the affected community after response activities have ceased.

See Appendix 6 for Transition from Response to Recovery Agreement template.



#### 5.9.10 Termination of response activities and hand-over of goods and facilities

In some circumstances it may be appropriate for certain facilities and goods obtained under emergency response arrangements to be utilised in recovery activities. In these situations there should be a formal hand over to the authorised delegates from the affected Council or Councils of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency that is also responsible for their return or disposal.

Payment for goods and services used in the recovery process is the responsibility of the MRM through the Municipal Emergency Management Plan arrangements.

#### 5.9.11 Debriefing arrangements

A debrief should take place as soon as practicable after an emergency. It is the responsibility of the MERC to ensure the debrief is conducted and all agencies who participated, including Council, should be represented. The Debrief will assess the adequacy of the Plan and recommend any changes. Such meetings should be chaired by the MEMPC Chairperson.

It may also be appropriate to conduct a separate recovery debrief to address relief and recovery issues. This should be convened and chaired by the MRM.

### 5.10 Local response arrangements

#### 5.10.1 Community Information Guides

Community Information Guides (known as Township Protection Plans) provide information for both emergency services and the community to a bushfire within close proximity to a township, which has the potential to impact on the local community. These guides will address the specific needs of the town's people, property, assets, environment and economy, and are typically divided into 3 parts:

- Community Information.
- Township Planning Factors.
- Fire Prevention.

The guides can be sourced on the CFA Website via the following link; <http://www.cfa.vic.gov.au/plan-prepare/community-information-guides/>

#### 5.10.2 Neighbourhood Safer Places / Places of Last Resort

Bushfire Places of Last Resort (also known as Neighbourhood Safer Places – Place of Last Resort) are locations of last resort and are designed to provide sanctuary for people from the immediate life threatening effects of a bushfire. They are places or buildings designated and signposted by the municipal council and which meet guidelines issued by the Country Fire Authority.

The locations of Neighbourhood Safer Places can be found on the CFA website: <http://www.saferplaces.cfa.vic.gov.au/cfa/search/default.htm>



### 5.10.3 Evacuation Process

As outlined in the EMMV, Victoria Police have lead responsibility for any evacuation process with support to be offered by councils and other agencies consistent with the roles and responsibilities listed in EMMV [Part 8 – Appendix 9].

### 5.10.4 Vulnerable Persons

During an emergency or imminent threat of an emergency, special consideration must be given to the needs of vulnerable people in the community.

The Department of Health and Human Services *Vulnerable People In Emergencies* policy May 2015, is available at: <http://www.dhhs.vic.gov.au/>

The *Vulnerable People in Emergencies* Policy defines a vulnerable person as someone living in the community who is frail, and/or physically or cognitively impaired and unable to comprehend warnings and directions and/or respond in an emergency situation.

In addition, DHHS established a Vulnerable Persons Register, which is administered by Council. To be listed in the Vulnerable Persons Register, a person must meet the definition of a *vulnerable person* and **additionally**: *cannot identify personal or community support networks to help them in an emergency.*

### 5.10.5 Vulnerable Facilities

Vulnerable facilities are buildings where vulnerable people are likely to be situated, including aged care facilities, hospitals, schools, disability group homes and child care centres. This includes:

- Facilities funded or regulated by the Department of Health and Human Services, the Department of Education and Training
- Commonwealth funded residential aged care facilities; and
- Other locally identified facilities likely to have vulnerable people situated in them.

Each Council will be responsible for recording the location of vulnerable facilities within the municipality. These lists are available in the Northern Victorian Cluster Contact Database. Refer 11 – Contact Database for log in details.

### 5.10.6 Risks to Aboriginal cultural heritage

Emergency management agencies need to work with Aboriginal people to help ensure all emergency management arrangements take into account risks to Aboriginal cultural heritage.

A number of mitigation and management activities can present risks to Aboriginal cultural heritage. The Aboriginal Heritage register is an invaluable resource, but it is important to recognise that traditional Owners have a much broader information base about Aboriginal cultural heritage than is available to agencies. It is essential to consult with local Aboriginal communities in assessing and mitigating risks. Response agencies need to consider arrangements that formally include the provision of advice on Aboriginal cultural heritage considerations.

Access to the Victorian Aboriginal Cultural Heritage Register is not publicly accessible due it containing culturally sensitive material. It can be accessed by a local government employee for the purpose of carrying out functions or duties associated with the requirements of the Act. Application for information can be made on line. For further details go to:

<https://achris.vic.gov.au/#/applicationforadvicecenter>



## 6 RELIEF AND RECOVERY ARRANGEMENTS

### 6.1 Introduction

This section of the Plan specifically addresses the relief and recovery arrangements and operational requirements that are likely to be required in the event of an emergency. This section should be read in conjunction with the Northern Victorian Cluster Standard Operating Procedures:

[http://files.ndc.em.vic.gov.au/Cluster Plans/SOPs/Northern-Victorian-Cluster-Emergency-Relief-Centre-SOPs.pdf](http://files.ndc.em.vic.gov.au/Cluster%20Plans/SOPs/Northern-Victorian-Cluster-Emergency-Relief-Centre-SOPs.pdf)

[http://files.ndc.em.vic.gov.au/Cluster Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf](http://files.ndc.em.vic.gov.au/Cluster%20Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf) and with the State and Regional Relief and Recovery Plans. (The above web addresses are password protected. Those requiring access should contact the Cluster Executive Officer or the Emergency Management Coordinator of Council).

Emergency Relief and Recovery is a multi-agency responsibility that needs to be planned and managed for in a structured manner. The needs of the community created by an emergency will be met through a range of services and provided by both government and non-government agencies, community organisations and the private sector.

The aim of relief and recovery management is to coordinate the provision of emergency relief and recovery functions and services to affected communities, or those involved in the management of an emergency.

The community may require assistance and access to assistance throughout the event. This may include financial assistance, personal support, clean up assistance or rebuilding advice. Agencies that provide this support and assistance will be activated by the MRM to support the community at various stages throughout the event.

In the initial stages of the event access to assistance will be provided through the Relief Centre. This will include meeting the essential needs of the affected community such as food, shelter, material aid and some basic financial assistance.

Agencies with agreed relief and recovery roles and responsibilities (refer to EMMV Part 7- Emergency Management Agency Roles) need to develop and maintain their own internal operational plans that detail their capacity and strategies for undertaking these roles and responsibilities. They should develop these in consultation with communities, and regularly test them.

Developing an understanding of local, regional and state capability (which includes capacity) is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services.

Documenting the relief and recovery capability at each level of coordination is a planning requirement.



There will always be a time lag between a request for assistance and the delivery of assistance, so developing triggers to recognise capability shortfalls before they become a service delivery issue can be very useful. Triggers serve as a red flag warning that additional resources need to be requested. Triggers can be based on a range of factors such as the percentage of volunteers activated or the percentage of goods dispersed, depending on the appropriate measure of capacity for each relief service.

- Identify the relief and recovery resources that are identified in multiple MEMP's. It is common for providers of food and water, psychosocial support and first aid to work across multiple municipalities
- Support relief and recovery agencies to understand their own capability to provide services across multiple sites in multiple municipalities
- Identify opportunities to create efficiencies by streamlining services and sharing resources
- Support relief and recovery agencies to develop agency profiles which document their capability to provide relief services for emergencies of varying scale and duration.
- Monitor local, regional and state capability, identifying risks and trends (e.g. accommodation shortages during peak tourist season or diminishing numbers of volunteers over time) and escalating capability issues as required
- Plan and conduct emergency exercises to identify current strengths and areas for improvement
- Identify capability issues at the local, regional and state level through the post emergency debriefing process
- Improve planning to link potential community needs with capability
- Encourage an honest and transparent process of measuring capability that is supportive and non- judgmental
- Utilise existing mechanisms such as municipal collaboration groups and local, regional and state committees to discuss capability issues
- Work with the business sector to better understand how they can enhance local, regional and state capability.

Part 7 of the EMMV contains a list of support tasks indicating the primary support agency or managing agency and other support agencies. The list is neither exhaustive nor exclusive as many agencies, including response agencies may have a support role, depending on the effects of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the MERC.

## 6.2 Overview

### 6.2.1 Purpose of Emergency Relief

To provide for immediate shelter, life support and personal needs of the people affected by, or responding to an emergency. It may include establishing and managing an Emergency Relief Centre.



### 6.2.2 Purpose of Emergency Recovery

To provide emergency recovery services to assist the emergency affected community towards management of its own recovery. It is recognised that where a community experiences a significant emergency there is a need to supplement the personal, family and community structures which have been disrupted. It is the coordinated process of supporting communities in the reconstruction of physical infrastructure, agricultural and natural environment as well as restoring emotional, social, economic and physical wellbeing to individuals. It may involve the establishment of a Recovery Centre.

## 6.3 Municipal, regional and state relief and recovery planning requirements

Municipal, regional and state relief and recovery plans must be aligned. Plans at each level of coordination must specify the agencies responsible for coordinating relief and recovery, for coordinating recovery functional areas and leading and supporting relief and recovery activities.

Plans at each level of coordination must also address the following relief and recovery arrangements:

- Managing, funding and coordinating activities
- Agreements between agencies, businesses and organisations to deliver every type of relief and recovery assistance (Refer EMMV Part 4).
- Coordinating and managing resources (such as systems and assets) understanding and documenting capacity
- Communication and community engagement
- Understanding the needs of the community through documented community profiles and demographics
- Staffing (including relief and recovery managers and coordinators; and paid, contracted and volunteer staff)
- Collaboration groups
- Integration of response, relief and recovery activities
- Testing, exercising and evaluating plans.

Agencies with agreed relief and recovery roles and responsibilities (refer to EMMV Part 7- Emergency Management Agency Roles) need to develop and maintain their own internal operational plans that detail their capacity and strategies for undertaking these roles and responsibilities. They should develop these in consultation with communities, and regularly test them.

Developing an understanding of local, regional and state capability (which includes capacity) is critical as it enables relief and recovery coordinators to request assistance before being overwhelmed and being unable to deliver the required services. Documenting the relief and recovery capability at each level of coordination is a planning requirement.

If the scale of the emergency exceeds the capability of the control agency to coordinate the relief and recovery arrangements a relief and / or recovery coordinator must be appointed. This person should then develop a relief and recovery plan. This Plan should include:

- Arrangements for relief and recovery coordination
- A description of the emergency situation
- The expected or potential relief and recovery needs of affected communities
- The capacity of councils/regions/state
- Relief and recovery services required.



#### 6.4 Objectives and principles of relief and recovery

The objectives of relief and recovery are to support communities to successfully deal with the impacts of an emergency on the social, built, economic, and natural environments. By doing so, they help build cohesion and resilience to future emergencies.

There will always be a time lag between a request for assistance and the delivery of assistance, so developing triggers to recognise capability shortfalls before they become a service delivery issue can be very useful. Triggers serve as a red flag warning that additional resources need to be requested. Triggers can be based on a range of factors such as the percentage of volunteers activated or the percentage of goods dispersed, depending on the appropriate measure of capacity for each relief service.

The relief and recovery sector needs to work together to:

- Identify the relief and recovery resources that are identified in multiple MEMPS. It is common for providers of food and water, psychosocial support and first aid to work across multiple municipalities
- Support relief and recovery agencies to understand their own capability to provide services across multiple sites in multiple municipalities
- Identify opportunities to create efficiencies by streamlining services and sharing resources
- Support relief and recovery agencies to develop agency profiles which document their capability to provide relief services for emergencies of varying scale and duration.
- Monitor local, regional and state capability, identifying risks and trends (e.g. Accommodation shortages during peak tourist season or diminishing numbers of volunteers over time) and escalating capability issues as required
- Plan and conduct emergency exercises to identify current strengths and areas for improvement
- Identify capability issues at the local, regional and state level through the post emergency debriefing process
- Improve planning to link potential community needs with capability
- Encourage an honest and transparent process of measuring capability that is supportive and non-judgmental
- Utilise existing mechanisms such as municipal collaboration groups and local, regional and state committees to discuss capability issues
- Work with the business sector to better understand how they can enhance local, regional and state capability.

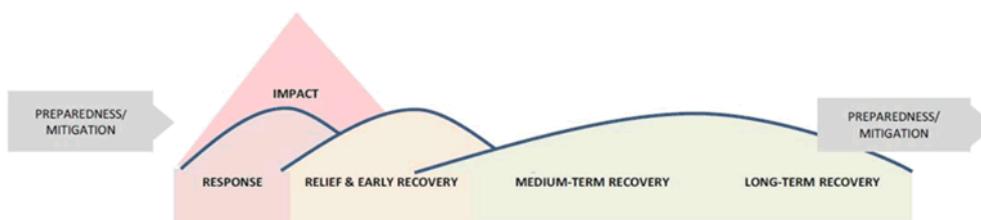
The principles of relief and recovery in Victoria are that they should:

- Empower and engage individuals and communities to promote self-sufficiency and, where possible, meet their own relief and recovery needs
- Be coordinated and collaborative, jointly owned by affected individuals and communities – as well as the non-government organisations, businesses and government agencies that support them
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies and communities
- Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions
- Be able to support the delivery of concurrent community, local, regional and state response, relief and recovery activities.



### 6.5 Response, relief and recovery in parallel

The response to a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in emergency management teams at the state, regional and local tiers to ensure a collaborative and coordinated whole of government approach. Emergency relief and recovery activities integrate with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. Relief and recovery coordinators/managers should be involved at all tiers and in all teams established to manage the emergency response.



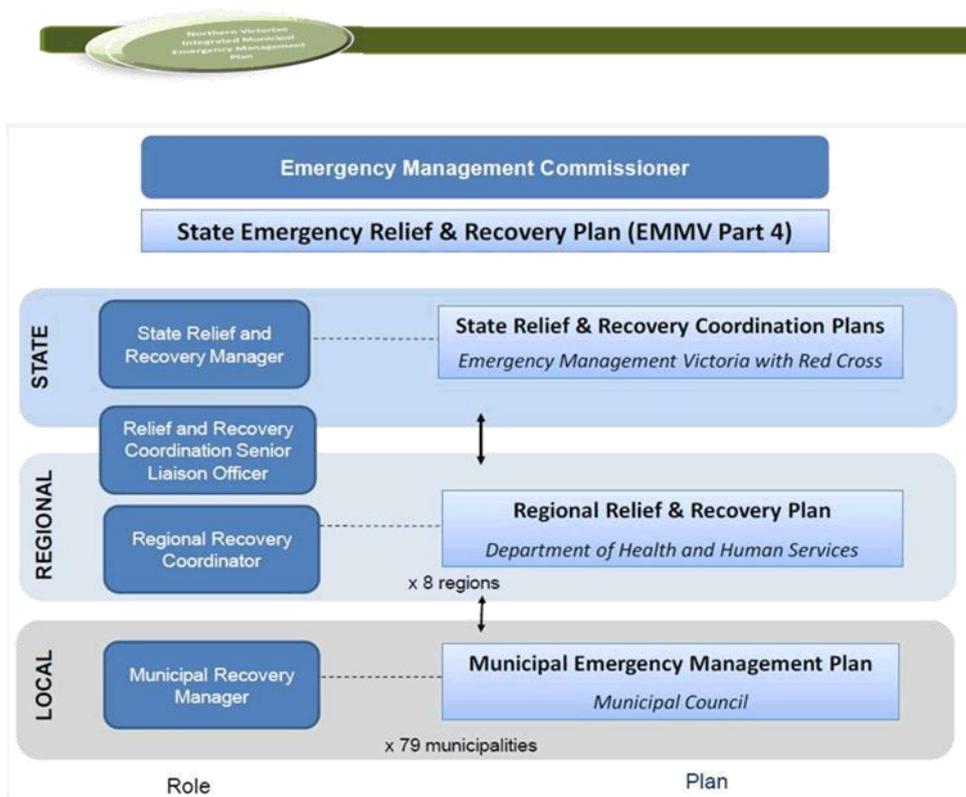
*Emergency relief and recovery activities over time (Source EMMV, Part 4, page 5)*

### 6.6 Emergency Relief

Emergency Relief is the provision of life support and essential needs to persons affected by an emergency.

The affected shire, assisted by other organisations and with the support of the Department of Health and Human Services as the organisation responsible for relief coordination, is responsible for implementing emergency relief measures including establishing and managing emergency relief centres.

For detailed information in relation to roles, responsibilities and functions of Emergency Relief refer to the EMMV Part 4 and the Department of Health and Human Services Emergency Relief Handbook, 2013 <http://www.dhhs.vic.gov.au/>



The three levels of relief and recovery coordination in Victoria (Source EMMV, Part 4, page 10)

Incident Controllers, with advice from the Emergency Management Team, determine the need to activate relief services.

The minimum functions of emergency relief are those required to immediate essential life support needs. Planning must cover the emergency relief function including negotiating with agencies that have a local presence to establish responsibilities for provision of the following aspects:

- Catering (food and water)
- Material needs
- Emergency shelter (accommodation)
- Registration – including the ‘Register, Find, Reunite’ system
- First Aid
- Personal Support and
- Information provision
- Livestock and companion animal requirements

If the council considers that the event exceeds its capacity to provide relief services, a request to the Department of Health and Human Services to coordinate emergency relief at the regional level should be made by MERC.



Additional services may be needed subject to the scale of the emergency event, community impacts and the affected persons presenting at an emergency relief centre.

In the event of a requirement for any or all of the functional services of Emergency Relief, the request must be channelled through the MERC to the MERO. The MERO will activate the required functional services. All functional services will operate and report back to the MERO.

Services that are not deemed to be immediate needs (within the first 72 hours after an emergency event), such as financial and insurance assistance, are considered to be “recovery” activities.

### 6.7 Emergency Relief and Recovery activation

Incident controllers determine the need to activate relief services with advice from the emergency management team.

Part 3 of the EMMV specifies positions with authority to activate at the local level. The deactivation of relief services will be based on reduced levels of demand and need for such services.

The MRM will decide the trigger points that activate relief and recovery arrangements. Amongst the considerations the MRM should consider:

- A request from the MERC or incident controller
- The nature of the emergency and whether a recurring or ongoing threat is likely
- The extent of the impact on communities
- The level of loss and damage
- The extent to which the community needs emergency relief
- The resources required for the activation of relief and recovery arrangements.

### 6.8 Activation of Emergency Relief and Recovery Staff

At the time of the emergency event, relief and recovery staff will be put on alert in readiness for the potential transition from a response effort to a relief and recovery effort. If the situation transitions from response to relief and recovery, staff will be advised accordingly and will remain involved. Staff will be selected from the on call list as needed.

### 6.9 Standby of Resources and Activation of Agencies

Once Council is notified of an emergency event within the municipality or that there is a high likelihood of an event occurring, the MRM will notify agencies that assistance may be needed. The agencies that should be notified in the first instance are the Red Cross and the Victorian Council of Churches – Emergencies Ministry or other key agencies involved in the relief and recovery sector. The MRM will request the agency or agencies to make stand by arrangements with volunteers and equipment needed to support the community.

The MRM may also contact venues that may be required to be used as relief centres in case evacuation of the community is needed. Again this will be to discuss availability of the centre and access to the facility if needed.



These arrangements should be made as early as practicable to assist in the activation of services as needed.

It is equally essential to have a dedicated Personal Support team onsite from the start as it is to have the Registration, catering and ERC management team onsite. Waiting until distressed people present and then calling for support is not a wise decision. The presence of VCC EM at the initial setup and establishment of the ERC can provide support for staff and ensure that people are assisted holistically at all times.

Once further details of the event have been established and expected impact on the community determined further agencies and arrangements can be made.

## 6.10 Relief Arrangements – roles and responsibilities

### 6.10.1 Introduction

The provision of emergency relief needs to be coordinated, collaborative and jointly owned by affected individuals and communities, businesses as well as government agencies and non- government agencies.

The needs of the community created by an emergency will be met through a range of services and provided by both government and non-government agencies, community organisations and the private sector.

### 6.10.2 Role of EMV in Emergency Relief

In the relief and recovery processes of an emergency, Emergency Management Victoria (EMV) has the responsibility to coordinate relief planning and management at the State level.

### 6.10.3 Role of DHHS in Emergency Relief

At the Regional level the Department of Health and Human Services (DHHS) (supported by Red Cross) is responsible for the coordination of relief planning.

### 6.10.4 Role of Bushfire Recovery Victoria

Bushfire Recovery Victoria (BRV) is a new permanent and dedicated Victorian Government Agency offer recovery support for the short, medium and long term. They listen and help deliver what the community needs.

### 6.10.5 Role of Municipalities in Emergency Relief

Coordination of relief activities commences at the local level. As required, the coordination function is scalable and can be escalated to Regional or State level.

At the State and Regional level the Department of Health and Human Services (DHHS) (supported by Red Cross) is responsible for the coordination of relief planning.

It is important to note that this escalation process builds on existing local arrangements, rather than replacing them.

If Council require additional assistance because their capacity is exceeded, then additional support can be provided, but the responsibility is retained at the local level when the surge for more assistance drops.

Municipal councils must also participate in local relief and recovery impact assessments and share any information they gather with other agencies as requested.



#### 6.10.6 Activation of an Emergency Relief Centre

The emergency may require the opening and activation of an emergency relief centre (ERC). The decision to activate an ERC can be by the Municipal Emergency Response Coordinator (MERC) who is a member of the Victoria Police, the Incident Controller, the Councils Municipal Emergency Resource Officer (MERO) or the Municipal Recovery Manager (MRM).

If the MERO or MRM have made the decision to activate an ERC they must document their rationale and reasons. This may be due to members of the community self-evacuating to an ERC that has not been activated, but it is felt to send them elsewhere may expose them to greater dangers.

The MRM, in consultation with the MERC, will select a suitable centre and make arrangements to have the building opened and staffed.

If an ERC is activated this must be communicated to the Incident Controller and the Emergency Management Team. They will be able to then provide further advice if it is felt there are risks involved.

Each Municipality has the responsibility for identifying suitable buildings that can be utilised as an Emergency Relief Centre. These buildings need to be assessed using the Emergency Relief Handbook. This document is designed to assist with the preparation of local, regional and state emergency relief plans and operational procedures in Victoria. The document also contains a site assessment checklist and guidelines on how to set a relief centre up. The handbook can be found on the Australian Council of Social Service website: <https://www.acoss.org.au/emergency-relief-handbook/>

#### 6.10.7 Management Structure for an ERC

The management and structure of an ERC is detailed in the Emergency Relief Centre Standard Operating Procedures [http://files.ndc.em.vic.gov.au/Cluster Plans/SOPs/Northern-Victorian-Cluster-Emergency-Relief-Centre-SOPs.pdf](http://files.ndc.em.vic.gov.au/Cluster%20Plans/SOPs/Northern-Victorian-Cluster-Emergency-Relief-Centre-SOPs.pdf)

(The above web address is password protected. Those requiring access should contact the Cluster Executive Officer, or the Emergency Management Coordinator of Council).

At municipal level for relief, Australian Red Cross is responsible for food and water arrangements. When activated by Council, Australian Red Cross will coordinate the provision of emergency food and water for affected community members in a relief environment such as an emergency relief centre. They can be supported by a range of local businesses and organisations in meeting food and water needs.

Contact details are listed in the Cluster Crisisworks Database.

The Red Cross State Duty Officer will, in conjunction with the local catering providers, ascertain the level of involvement necessary by Red Cross, ensuring that local resources, including those already in operation, are fully utilised.

#### 6.10.8 Staffing and Collaboration in an ERC

Member councils of the Northern Victorian Cluster have access to staff and resources from other municipalities through:

- Shared Local Government Emergency Management Services MOU which expires in October 2017)
- Protocol for Inter-Council Emergency Management Resource Sharing (Municipal Association of Victoria)

The protocol for activating are the MOU are contained in the Cluster Supporting an Incident Guidelines.



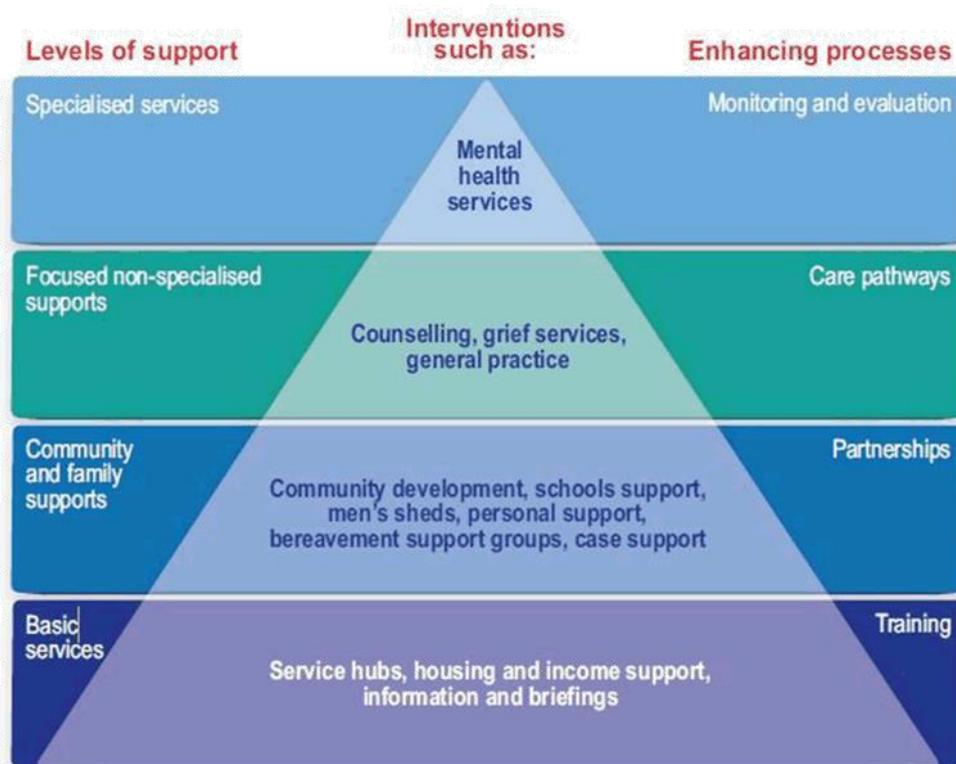
**6.10.9 Supply of Goods and Services in relief and recovery**

Municipalities and other relief agencies obtain and pay for goods/services through their own supply systems. The MRM from the affected municipality or municipalities, with the assistance of DHHS will coordinate the acquisition and supply of goods/services which cannot be provided by the municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from DHHS is required prior to the goods being obtained.

**6.10.10 Coordination of Personal Support, Psychological first aid, Emergency Grants and Temporary Accommodation**

The affected municipality will coordinate the provision of Personal support - including Psychological First Aid (PFA) and Emotional Spiritual Care (ESC), emergency grants and temporary accommodation services at municipal level. This should be in accordance with the municipality’s pre-arranged plans and arrangements with the agencies that have the capacity and capability to provide these services. If the above functions are outside of the capabilities of the municipal resources, the responsible agency is DHHS.

Intervention pyramid for psychosocial support



In emergencies, individuals and communities are affected in different ways and require different kinds of supports. A key to organising psychosocial support is to develop a layered system of complementary supports that meets the needs of different groups. The pyramid (shown below), is adapted from the Inter-agency Standing Committee of the United Nations, illustrates that the psychosocial effort is built on ensuring access to basic services and rebuilding community and individual support structures.



The Department of Health and Human Services is responsible for coordinating psychosocial support, as documented in After the Bushfires: Victoria's Psychosocial Recovery Framework. This support could range from personal support, community information and counselling, to specialised mental health services. For further information go to: <http://www.health.vic.gov.au/>

#### 6.10.11 Interim and Temporary Accommodation in single incidents

In single incidents temporary accommodation can be sought from the municipality in the first instance, with DHHS providing longer term support.

#### 6.10.12 Public Information in the Relief phase

During an emergency the control agency is responsible for leading the provision of information to affected communities. Announcements from response, relief and recovery agencies must be consistent with each other.

Municipal councils lead the provision of local public information to affected individuals in relief and recovery.

During the relief and recovery phases the council will nominate an Information Management Team Leader who will be responsible for communications and community engagement. The Emergency Relief Centre Manager will undertake this role in the absence of a separate appointment.

#### 6.10.13 Testing, Exercising and Reviewing of Relief arrangements

Testing, exercising and reviewing of relief activities is undertaken by a coordinated planning approach across the Northern Victorian Cluster Councils.

#### 6.10.14 Community Organisations

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the impacted Shire to provide the management system to coordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the municipality.

#### 6.10.15 Coordination of Volunteers

The Northern Victorian Cluster councils have a process for managing volunteers and this is detailed in its Standard Operating Procedures – Relief and Recovery Arrangements.

#### 6.10.16 Registration

Red Cross coordinates and resources the registration of affected people in relief/recovery centres, and the off-site management of registrations and inquiries in the State Inquiry Centre. Registrations are collected via the Personal Information Form. Victoria Police is the commissioning agency for Register, Find, Reunite and delegates the responsibility for administering the service to Red Cross.

The use of the Personal Information Forms (PIF) should be used as a tool for Municipalities to have authorised access to displaced and affected resident contact details. Where the PIF is used it facilitates this process well and also streamlines the contact that affected residents have with other agencies.

#### 6.10.17 Public Funding

The MRM is responsible for making arrangements if members of the public wish to make financial donations (preferred over material goods).



### 6.11 Recovery arrangements - Roles and Responsibilities

#### 6.11.1 Disaster Recovery Toolkit

The Disaster Recovery Toolkit for Local Government provides a range of tools, resources and literature to help local government and communities prepare for, respond to and recover from disasters.

The toolkit has been developed consisting of eight booklets which look at understanding disaster recovery, recovery readiness, response, beyond the disaster and engaging the community in recovery efforts. It also provides a number of recovery tools and resources.

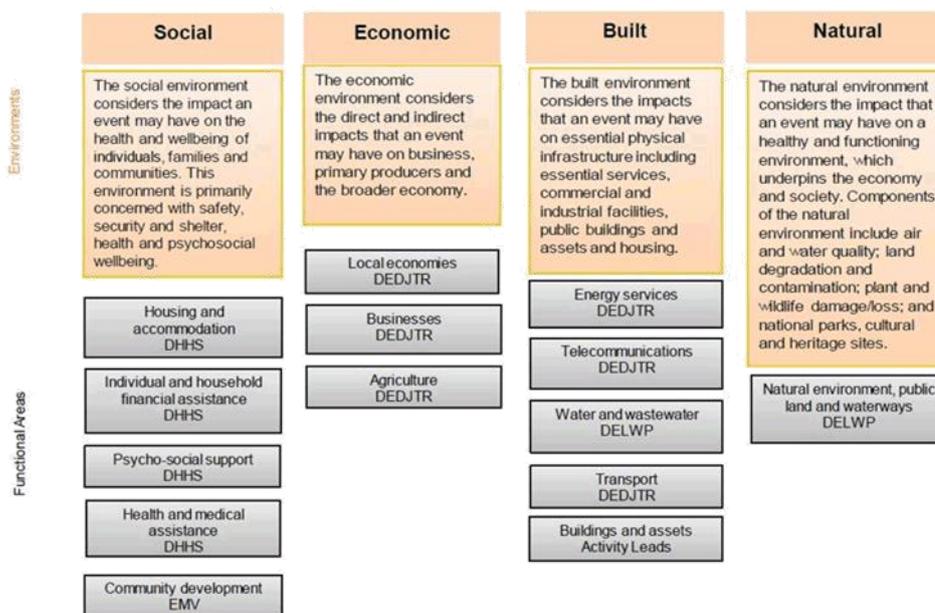
The toolkit will be updated annually to ensure it remains a valuable resource for relief and recovery in Victoria.

The tool kit can be found on the EMV database at the following reference:

<http://www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government>

#### 6.11.2 Environments for Recovery

There are four key environments of recovery that are considered the functional areas that require coordination arrangements as part of the recovery process:



Recovery environments and functional areas (Source: EMMV, part 4, page 27)



These functional areas focus on the various needs of communities following an emergency:

- Social environment – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities;
- Built environment – the restoration of essential and community infrastructure;
- Economic environment – the revitalisation of the affected economy, including agriculture;
- Natural environment – the rehabilitation of the affected environment;

In the event of a significant emergency a Council Recovery Committee will be established to ensure these areas are addressed appropriately. Each functional area will be assigned a Recovery Environment Coordinator with staff from across the functional area assigned to assist in the implementation of recovery activities. For further details on the role of the Recovery Environment Coordinator see the Emergency Management Manual Victoria part 4, page 26.

#### 6.11.3 Role of EMV

In the relief and recovery processes of an emergency, Emergency Management Victoria (EMV) has the following responsibility:

- Coordinate relief and recovery planning and management at the State level, supported by the Australian Red Cross.

#### 6.11.4 Role of Department of Health and Human Services in Recovery

DHHS is responsible for coordinating relief and recovery at the regional level. DHHS is supported by Red Cross in regional relief coordination.

Regional relief and recovery responsibilities to be coordinated include:

- Review and maintain regional relief and recovery plans, and lead relief and recovery planning processes - including regional planning committees
- Develop regional post-incident relief and recovery plans and lead regional post-incident relief and recovery processes - including operational committees
- Lead regional transition from response to recovery
- Coordinate existing regional resources and activities across the relief and recovery sector
- Facilitate the regional relief and recovery sector's capability assessment, readiness and preparedness
- Coordinate regional relief and recovery sector public information and messaging
- Assess regional situation, impacts, risks, progress and resources
- Monitor local situation, impacts, risks progress and resources
- Collate and analyse information on loss and damage and resulting consequence
- Coordinate regional relief and recovery intelligence to EMV
- Provide advice to municipal councils to enable them to appropriately manage relief and recovery consequences of local level events.

The department coordinates and distributes regional level relief and recovery information for the public, through outlets including:

- Victorian Emergency Recovery Information Line (1300 799 232)
- Emergency Relief and Recovery Victoria website [www.emergency.vic.gov.au/relief](http://www.emergency.vic.gov.au/relief).



#### 6.11.5 Role of Local Government in Recovery

The Municipal Recovery Manager (MRM) and nominated deputies manage the relief and recovery process on behalf of the municipality.

Part 7 of the Emergency Management Manual Victoria outlines the recovery responsibilities of all agencies involved in an emergency. Responsibilities of the affected Shire or shires during recovery include:

- Provision of information services to affected communities, using e.g. Information lines, newsletters, community meetings and websites
- Provision and staffing of Recovery / Information Centre(s)
- Formation and leadership of Municipal / Community Recovery Committees
- Post-impact assessment – gathering and processing of information
- Survey and determination regarding occupancy of damaged buildings
- Environmental health management – including food and sanitation safety, vector control, such as removing dead animals (domestic, native or feral) from waterways
- Oversight and inspection of rebuilding / redevelopment
- Provision and management of community development services
- Provision and/or coordination of volunteer helpers
- Provision of personal support services e.g. Counselling, advocacy
- Waste Management – in the event of an emergency, council will coordinate the process for waste to be taken to an appropriate landfill / transfer station in accordance with their Regional Waste Resource Recovery Group Contingency Plan. This includes disposal of dead animals (domestic, native and feral)
- Support provision / coordination of temporary accommodation
- Repair /restoration of infrastructure, e.g. Roads, bridges, sporting facilities, public amenities.

Some of the above are identified in this plan. However, others are outlined in the Northern Victorian Cluster's Standard Operating Procedures – Recovery Arrangements:

[http://files.ndc.em.vic.gov.au/Cluster Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf](http://files.ndc.em.vic.gov.au/Cluster%20Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf)

(The above web address is password protected. Those requiring access should contact the Cluster Executive Officer or the Emergency Management Coordinator of Council).

Some activities are not the responsibility of local government during recovery including:

- Replacement of rural fencing and associated costs
- Costs incurred by individuals affected by the emergency (other funding assistance may be available)
- Coordination and dispersal of donated goods and material aid (other agencies have responsibility for this role).

The impact of an event may lead to community needs that exceed the capacity of a municipal council. The council may then seek to escalate the level of management to a regional level, i.e. DHHS. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to state level of management may be necessary in respect of certain services needs in very large or complex events. In the most serious events the Australian Government may also provide a layer of management in respect of particular services.

A relief and recovery committee will be established after an emergency as required. This will be in line with the Standard Operating Procedures – Relief and Recovery Arrangements.



#### 6.11.6 Government assistance measures

Details of financial arrangements are in the Emergency Management Manual Victoria, Part 8, Appendix 1.

#### 6.11.7 Relief and recovery agencies and services

Role statements for Relief and Recovery Agencies are listed in Part 7 of the EMMV. Local branches of these agencies are listed in the Cluster Contact Database. Refer 11 – Contact Database for details.

### 6.12 The Social Environment - Roles and Responsibilities (DHHS)

#### 6.12.1 Introduction

The social recovery environment addresses the impact of an emergency on the health and well-being of individuals, families and communities.

Recovery programs need to include an emphasis on psychosocial support which can be provided by agencies such as the Victorian Council of Churches Emergencies Ministry and Red Cross. These services need to be accessed early in a recovery program where the service providers can offer the support required

#### 6.12.2 Responsibility

Coordination activities in the Social recovery environment are the responsibility of:

- Local level – Municipal council
- Regional and State level – DHHS.

Municipal councils are responsible for locally managing and delivering recovery services for affected individuals and the community.

Municipal councils must consider appropriate support strategies including:

- Accessing information
- Financial assistance
- Coordination of support services
- Coordination of accommodation arrangements (short and long term) DHHS will provide support when requested by Council.

DHHS are responsible for:

- The coordination of the provision of health services such as continuity of care for existing patients, clinical health services and preventative health services
- The coordination of psychosocial support (emotional, spiritual, cultural psychological and social needs).

#### 6.12.3 Targeted recovery programs

In the planning, communications and community engagement activities, ALL agencies and groups must recognise the diverse needs of affected individuals and communities.

Emergencies do not impact everyone in the same way and vulnerable community members are often more severely impacted.

Planning in the social recovery environment needs to consider the following:



#### 6.12.4 Men and Women in an Emergency

Men and women respond differently in an emergency. Recovery programs must be aware of gender differences. Men on occasions do not share their anxiety and concerns and this may lead to depression.

#### 6.12.5 Family violence in an Emergency

During an emergency the level of family and domestic violence can be exacerbated by the stress and pressure brought on by an emergency. Many factors can increase the risk of family violence, including homelessness, financial stress, unemployment, drug and alcohol abuse, and trauma. An emergency is not an excuse for violence.

Family violence is driven by gender inequity, gender stereotypes and a culture of excusing violence. During emergencies, it is common for people to lapse into traditional gender roles of men as the protectors and women as protected. This is damaging to both genders, and the Committee is committed to promoting the involvement of both men and women in all aspects of the response and recovery phase.

Family violence can include physical assaults and a range of tactics including:

- Intimidation or coercion
- Direct or indirect threats
- Sexual assault
- Emotional or psychological abuse
- Financial control
- Social abuse/isolation
- Racial or spiritual abuse, and
- Any behaviour that causes a person to fear for their safety and wellbeing.

In planning for and responding to emergencies, The Committee will endeavour to:

- Openly and candidly acknowledge the heightened risk of family violence during and post emergencies
- Dispel the notion that family violence is an acceptable response to stress and trauma, and that other issues should take priority during an emergency
- Ensure incidences of family violence, or suspected family violence, are recorded and referred to support services and Victoria Police as appropriate
- Provide mental health information to both men and women
- Provide family violence information to both men and women
- Provide women-friendly and men-friendly activities and outreach services
- Target and tailor risk and recovery information for men and women when needed
- Make use of existing social networks and gathering places, such as local venues and clubs, to distribute information across the community.

The following website provides information on the Victoria's 10 Year Plan regarding family violence.

<http://www.vic.gov.au/familyviolence>

#### 6.12.6 Children and youth in an Emergency

All agencies involved in recovery need to be aware that children and young persons have unique needs in an emergency. DHHS have developed the *Emergency management planning for children and young people guide*. Full details can be viewed at the attached website: <http://earlytraumagrief.anu.edu.au/>



#### 6.12.7 Vulnerable Groups

Municipal council and other service providers are responsible for considering how recovery arrangements best engage with vulnerable groups which may include:

- Multicultural
- Bereaved people
- Isolated households
- People with disabilities and /or mental health issues
- Parents with young children
- People from low socio-economic backgrounds
- People with poor literacy and numeracy skills.

The recovery arrangements must be sufficiently flexible, adaptable and inclusive when an emergency impacts on a community

DHHS can provide further assistance if requested.

#### 6.12.8 Displaced and dispersed people

An emergency may isolate, displace or disperse individuals or a whole community from where they live and work. All agencies must consider their needs and provide as much support and guidance as required. It is important that displaced and dispersed people are returned to their residences as quickly as possible.

History has shown that communities who are not rehabilitated as quickly as possible often never return. If circumstances are such that it is not possible for them to return quickly it is very important that they are informed of the reasons and kept up to date

#### 6.12.9 Community Programs

Depending on the level of damage - affected communities who have been adversely impacted by an emergency may not be able to return to their previous way of life. A devastating event may have changed the landscape forever.

Affected individuals and communities need support to adapt and accept change. Specific community recovery programs may be of assistance. Any program development must be done with the affected community's involvement. These planning sessions should be part of the overall recovery process and coordinated by Council at the local level in the initial stages. It should be the community though that identifies a sustainable program to support their ongoing recovery initiatives.

#### 6.12.10 Community engagement

Recovery programs should use all and any existing community networks to deliver information and identify needs and support those affected. These networks may include:

- Community houses
- Community resource centres
- Welfare agencies
- Health and Community Care workers
- Sporting clubs
- Service clubs
- Volunteer Resource centres
- Traders Associations.



Municipal councils are responsible for engaging community members in the development and delivery of shared community activities.

Municipal councils will lead community information (including community briefings and meetings). DHHS will provide support where necessary.

#### 6.12.11 Community Recovery Committees

A Community Recovery Committee is the primary method for supporting recovery arrangements following an emergency. Municipal councils are responsible for establishing these Committees as soon as possible.

A Community Recovery Committee should consider including:

- Municipal Recovery Manager or their representative
- Mayor or Councillor
- Council Community Development officer
- A DHHS representative
- Representatives from Community service providers in the affected community
- Welfare agencies
- Victorian Council of Churches Emergencies Ministry
- Red Cross
- Community leaders.

The functions of the Community Recovery Committee are to:

- Monitor the overall progress of the recovery process in the affected community
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the State's recovery management structure
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils
- Liaise with DHHS through the designated director or delegate
- Undertake specific recovery activities as determined by the circumstances and the Committee.

#### 6.12.12 Recovery Centres

In some cases an Emergency Relief Centre could be transitioned into a Recovery Centre, or a stand-alone Recovery centre could be established. This will need to be decided at the time and it may be that the relief centres operations are ongoing, or the venue is not suitable when assessing the room and other requirements agencies will need when a recovery centre is activated.

A recovery centre provides single point of entry for affected persons for an 'all agency, all stakeholders' integrated recovery process. The size and complexity of the emergency and the affected individuals and communities will determine what agencies and support services will need to be represented.

Further details and guidelines can be found in the Recovery Standard Operating Procedures. [http://files.ndc.em.vic.gov.au/Cluster Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf](http://files.ndc.em.vic.gov.au/Cluster%20Plans/SOPs/Northern-Victorian-Cluster-Recovery-SOPs.pdf) (The above web address is password protected. Those requiring access should contact the Cluster Executive Officer or the Emergency Management Coordinator of Council).



#### 6.12.13 Community Service Hubs

A Community Service Hub is similar to a recovery centre but they are established by DHHS and typically run for a longer period.

#### 6.12.14 Financial arrangements in Recovery

The municipality and other recovery agencies obtain and pay for goods/services through their own supply systems. The Municipal Recovery Manager with the assistance of DHHS will co-ordinate the acquisition and supply of goods/services which cannot be provided by the municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from Human Services is required prior to the goods being obtained.

### 6.13 The Built Environment - Roles and Responsibilities (DJPR)

At state level, the Department of Jobs, Precincts and Regions is responsible for coordinating the participation of all agencies to ensure that built environment recovery is facilitated. This may mean that the department may need to convene state actors to respond to those decisions made at regional level. The responsibilities of agencies at regional level are specified in regional relief and recovery plans.

Municipal councils are responsible at the local level.

Agencies retain their responsibilities and accountabilities in respect of that infrastructure that sits within their portfolio. The Department of Jobs, Precincts and Regions function is for coordination only. Similarly, agencies are responsible for any reporting obligations that apply to the infrastructure within their purview.

Assessment and repair of homes is critical to expediting the return of people to normal life functioning. Households and property owners are responsible for having adequate insurance protection (or other means) to enable the clean-up, repair and reconstruction of damaged property. The Building Commission provides building advice and information and in some cases can assist in expediting the building cycle after an emergency event.

Other recovery activities that can assist and help in the transition from displacement to repatriation are:

- Information for individuals and industry about temporary homes and buildings and new building standards
- Facilitating access to public housing or the private rental market
- Advice on obtaining building permits and engaging building practitioners.

The Department of Health and Human Services can support households arrange interim accommodation and assist with planning future housing arrangements.

Should the state need to assist in respect of clean up and demolition the Department of Environment, Land, Water and Planning will coordinate, as appropriate.



### 6.13.1 Public buildings and assets

The state government, local councils, community and private sector all have responsibilities when community facilities are damaged or destroyed.

Damaged facilities can include:

- Community/neighbourhood centres and places for congregation
- Schools and learning institutions
- Kindergartens and child care facilities
- Places of spiritual worship (including churches, mosques,
- Graveyards and memorials)
- Sporting and recreational facilities and clubs
- Cultural centres
- Entertainment venues
- Restaurants and cafes.

Each of these facilities has the potential to assist the community in its recovery process, but if damaged would be unable to perform their community functions. The damage may be structural damage to buildings or damage to furnishings and contents, or both.

The property manager is responsible for ensuring adequate insurance is in place to enable the restoration of community facilities. Critical public buildings, infrastructure and facilities need to be pre-identified as priorities in the recovery planning process and adequate arrangements developed for their restoration or replacement if required.

Departments are responsible for the restoration of critical infrastructure that sits within their portfolio, in conjunction with the Victorian Managed Insurance Authority and relevant private operators. Local councils are similarly responsible for council owned and managed assets and infrastructure, working with local businesses where appropriate.

Recovery activities should also recognise the key elements of the built environment that have social value, such as landmarks and significant community sites, which are symbolically and functionally important in community recovery

## 6.14 The Economic Environment - Roles and Responsibilities (DJPR)

*Department of Jobs, Precincts and Regions (DJPR), formerly Department of Economic Development, Jobs, Transport and Resources (DEDJTR)*

The economic environment considers the direct and indirect impacts that an event may have on business, primary producers and the broader economy. This may include impacts on individuals and households, primary producers, businesses, industries, tourism and the broader economy. They range from immediate and intense, such as loss of personal income or damage to business premises, to long-term and chronic, such as loss of workforce due to displacement, loss of productive land or reluctance of tourists to travel to hazard-prone areas.



Local economies DEDJTR	Businesses DEDJTR	Agriculture DEDTJR
Implement available NDRRA initiatives to assist voluntary non-profit groups, communities and economies (DTF)	Assist businesses to access available information and advice following an emergency (DEDJTR)	Implement available NDRRA initiatives to assist primary producer's recovery (DTF)
Implement approved actions and projects to assist economic recovery (DEDJTR)	Information and advice to small businesses to support decision making and encourage a return to business (DEDJTR)	Delivery of recovery programs and advice to primary producers, and rural land managers and other animal businesses (DEDJTR)
Encourage and bring forward the resumption of local trade and economic activity (DEDJTR)	Implement available NDRRA initiatives to assist small businesses' recovery (DTF)	Technical advice to primary producers and rural land managers on re-establishment or alternative strategies (DEDJTR)
Monitor broad economic impacts and consequences (DEDJTR)	Implement approved actions to assist business recovery (DEDJTR)	Assist farmers repair and restore fences damaged by fire or suppression activities (DELWP & CFA)
	Provide opportunities for the enhancement of knowledge and skills within small businesses (DEDJTR)	
	Coordinate the insurance industry response, information, advice and government liaison (DTF)	

*Economic recovery environment: functional areas and activities (Source EMMV: Part 4, page 35)*

Municipal councils are responsible for the local management and delivery of economic recovery activities for businesses. Councils can:

- Assist businesses in accessing information, grants or assistance programs through the Department of Health and Human Services
- Prioritise recovery works that have a strong positive impact on allowing businesses to return to normal.

Targeted recovery activities will focus on the provision of information and advice to businesses to support decision making and encourage a return to business. They may also involve the use of local businesses in

- Recovery activities
- Development and promotion of local employment opportunities
- Local tourism and support of locally affected businesses.

Municipal councils are responsible for the local management and delivery of economic recovery activities for businesses.

The Department of Jobs, Precincts and Regions can assist municipal councils with this role at a regional and state level.

The Business Victoria website provides guidance on business preparedness, risk mitigation and business continuity. For more information go to: <http://www.business.vic.gov.au/>



The Business Victoria website includes a series of downloadable resources to assist businesses plan for, respond to and recover from emergencies. For more information go to:

<https://www.business.vic.gov.au/tourism-industry-resources/Business-Tools-and-Support/crisis-management-guide/plan/emergency-planning>

#### 6.14.1 Animal welfare

The Department of Jobs, Precincts and Regions will coordinate all animal welfare (livestock and companion animals) and work with municipal councils, Royal Society for the Prevention of Cruelty to Animals, Australian Veterinary Association and volunteer groups involved with assisting the recovery of animals after emergencies. This includes access to adequate feed and water, provision of shelter, housing and adequate space, freedom from pain, injury, disease and obvious discomfort, and freedom from unnecessary fear and distress.

Key animal welfare considerations include:

- Maintaining acceptable animal welfare standards for all animal species
- Destruction of the minimum number of animals during the emergency response
- Best use of available resources (personnel, infrastructure, feed and water). The Victorian Emergency Animal Welfare Plan is available at:

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

The Department of Jobs, Precincts and Regions will also assess and assist with urgent animal welfare (livestock and companion animals) needs of rural land managers, with emphasis in the first instance on the relief of animal suffering.

The Department of Jobs, Precincts and Regions and Environment Protection Authority are able to provide direction to municipal councils regarding the location of stock disposal sites.

#### 6.14.2 Referral of needs

If any urgent needs are identified during relief activities, the Department of Jobs, Precincts and Regions, will refer these needs to the appropriate agency.

#### 6.14.3 Emergency fodder

The Department of Jobs, Precincts and Regions and the Victorian Farmers Federation may provide emergency fodder for a maximum of four weeks following an emergency where significant amounts of pasture and/or fodder has been lost. The Department of Jobs, Precincts and Regions and the Victorian Farmers Federation will jointly consider the need on a case-by case basis.

#### 6.14.4 Recovery arrangements

Following significant incidents, the Department of Jobs, Precincts and Regions may establish a longer term recovery program.

The Department of Jobs, Precincts and Regions is a key support agency that takes a lead role in the provision of recovery services to commercial primary producers and rural land managers.



The operational objective of a recovery program is to support primary producers in improving productivity after natural disasters and emergencies through the design and implementation of appropriate assistance programs.

The focus of a Department of Jobs, Precincts and Regions rural recovery program is on:

- Supporting the wellbeing of rural communities
- Revitalising the economy of rural communities through
- Reestablishment of agricultural enterprises
- Rehabilitation of productive land and the surrounding environment.

#### 6.14.5 Case management

Where primary producers are impacted, Municipal Recovery Managers should liaise with the Department of Jobs, Precincts and Regions to determine what level of case management deployment the department will activate, to ensure coordination and minimise duplication.

#### 6.14.6 Fencing

It is the responsibility of the owner of private land to fence their property and secure stock within their boundary. Landholders are expected to manage risks to their assets from the potential impact of emergencies. All landholders are expected to have appropriate levels of insurance cover for boundary and internal fences.

Assistance can often be provided to rural landholders by volunteer groups to assist in dismantling damaged fences and reconstructing fences. Municipal councils often take the lead role in coordinating local volunteer efforts after emergencies.

The Victorian Government will pay 100 per cent of the restoration costs of fences damaged on private land as a result of machinery used by fire agencies to control bushfires. This includes damage to fences by machinery such as bull-dozers entering the property and/or constructing fire control lines, and other fire emergency vehicles obtaining access.

The Victorian Government will meet half the cost of materials to replace or repair fencing between private land and all national parks, state parks and state forests destroyed or damaged by bushfires.

Further details can be found at <https://www.ffm.vic.gov.au/recovery-after-an-emergency/public-land-recovery>



### 6.15 The Natural Environment - Roles and Responsibilities (DELWP)

A third of Victoria is public land comprised of parks, forests and reserves. Emergencies that occur on this land have multiple consequences for biodiversity and ecosystem, economic and social values. Actions to recover from these emergencies may start while the emergency is still underway, and can continue for many months or years.

The Department of Environment, Land, Water and Planning is responsible for coordinating natural environment recovery activities at the local, regional and state level, by working closely with partner agencies such as Parks Victoria, the Environment Protection Authority, catchment management authorities, local government and communities. The Code of Practice for Bushfire Management on Public Land (2012) outlines how the Department of Environment, Land, Water and Planning approaches recovery after bushfire, a similar approach is taken for other emergency events. <http://delwp.vic.gov.au/safer-together>

Emergencies on public land or the marine environment can lead to impacts on the economies of communities and regions through the direct damage to the forestry, fishing, apiary and farming industries, and indirectly to other industries such as nature based tourism, cultural based tourism and recreational tourism. Activities that can be undertaken to assist restore the economic viability of impacted industries includes:

- Restoring access to impacted public land
- Reopening the road network
- Restoring visitor facilities
- Monitoring and surveying impacted habitats
- Regenerating forests for future timber use
- Assisting farmers restore boundary fences between farms and public land.

These activities are undertaken by the Department of Environment, Land, Water and Planning, Parks Victoria, VicForests and municipal councils as appropriate after emergency events.

Council will provide advice to the Department of Environment, Land, Water and Planning (DELWP) on community priorities and keeping the community informed about the recovery process.



## 7 CONSEQUENCE MANAGEMENT

Effective consequence management involves the ongoing assessment and management of the potential or actual effect of the emergency on communities. The safety of community members is the primary consideration in consequence management.

Although consequence management is a key consideration for all emergencies, it should not interfere with the control of an emergency.

To make appropriate decisions about relief and recovery needs decision-makers rely on clear, relevant, timely and accurate information regarding the needs of impacted individuals, families and communities.

When identifying these needs the decision-makers need to look beyond the immediate impacts of an emergency and consider the potential impacts their decisions, actions and inactions will have in the longer term.

Critical infrastructure such as water, power, mobile phone transmitters, etc., should also be mapped and where possible, additional resources should be deployed to protect these assets.

Each Council should identify community assets within their municipalities that have significant social or cultural value. The asset may not have a high monetary value but the community see it as an intrinsic and valuable part of their area and where possible additional resources should be made available to actively defend these sites.



## 8 IMPACT ASSESSMENTS

With the advent of the Emergency Management Act (2013) (hereafter referred to as The Act) the collection of Impact Assessment data is now the responsibility of the Emergency Management Commissioner (EMC).

The purpose of an Initial Impact Assessment (IIA) is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency
- Gathering information to assist response, relief and recovery activities
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident, and
- Establishing a standard process for gathering, recording and reporting on impact related information.

IIA is initiated by the Controller either at the incident, regional or state level for the purpose of providing relief and recovery agencies with raw data in relation to the impact of an emergency event.

In practice IIA data will be gathered by first responders. The assessment is intended to be observational and indicative, rather than definitive (e.g. the number of casualties recorded, or indication of dwellings or critical infrastructure destroyed, or scope of an environmental catastrophe).

The information gathered during this phase will be reasonably reliable and considered 'field truthed', except in the case of fatalities where Victoria Police is responsible for confirmation.

There is potential for merging IIA with the Secondary Impact Assessment phase depending on the nature and size of the emergency. It is important to note that where secondary data is sought in the IIA phase this may hinder the ability of managers to finalise reporting and could negatively affect timelines.

This phase should be completed within 48 hours from the time that IIA data collection teams first enter the affected area(s).

### Legislative Powers

Under Section 32 (1) (l) of The Act, the functions of the EMC include coordinating data collection and impact assessment processes.

The EMC has power to do all things that are necessary or convenient to be done for or in connection with, the performance of this function under The Act.

Under Sections 32(f) and 45 of The Act the EMC is responsible for consequence management for a major emergency. This includes ensuring the potential risks and consequences of emergencies are identified and proactive mitigation strategies applied.

### Community Welfare

The ability of a community to recover from a natural disaster can be influenced by the capability of emergency responders and recovery agencies to efficiently and effectively gather data and information on the impact of an emergency and make an assessment of their needs and provide relief to those affected in a timely manner.

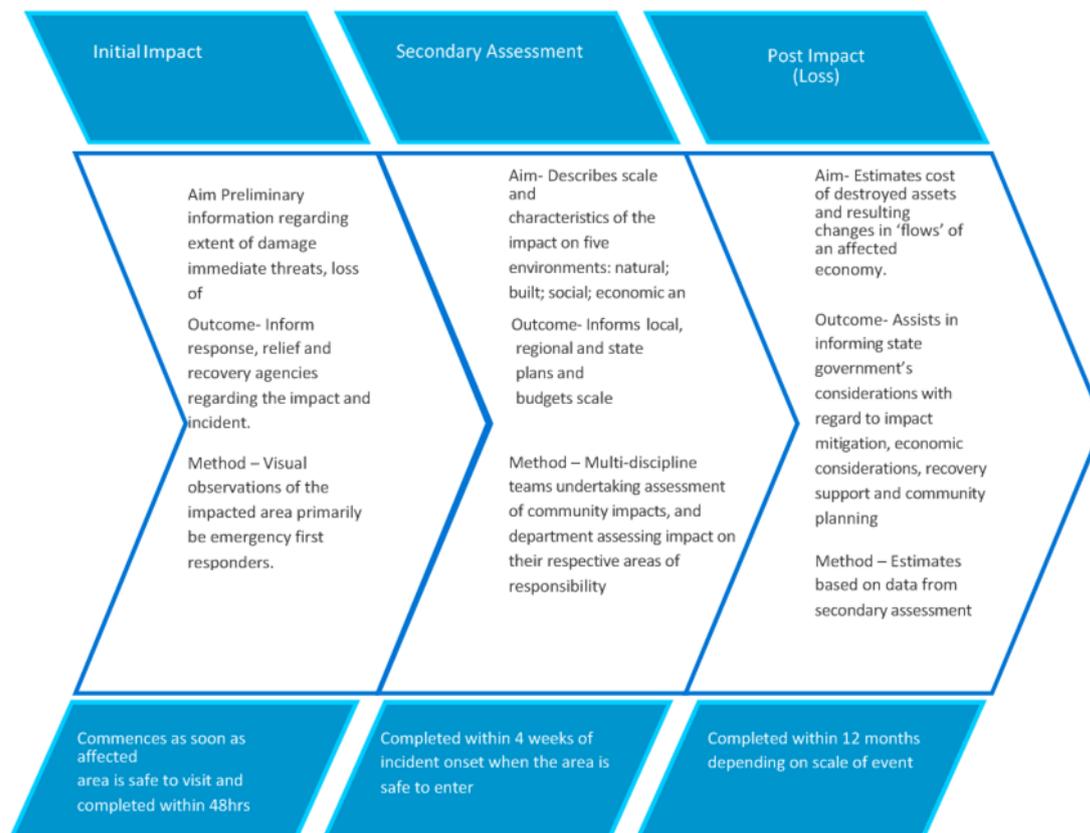


8.1 The Impact Assessment Process

The phased approach to impact assessment aids in increasing situational awareness and reduces ‘assessment fatigue’ caused by agencies making multiple visits to affected areas. It also assists in managing government and community expectations by providing them timely information.

In general terms, first responders conduct IIA, generating an immediate picture of the extent of damage and loss of life. Secondary Impact Assessment entails a higher level of data collection that can be generated from a number of agencies, departments and local government sources. Post Impact (Loss) Assessment is a far more detailed process involving analysis and input by experts (refer Figure 2).

Despite being able to describe the process as possessing three seamless phases it should be noted that due to the dynamic nature of emergencies different affected areas could simultaneously be at different phases of the process.



Control agency responsibility

The Control Agency is responsible for initiating the impact assessment process. Once it is initiated the Control Agency will request the appointment of a coordinator to manage the first phase of assessment. Once IIA transitions to Secondary and Post Impact Assessment a Recovery Coordinator is to be appointed to coordinate these phases.



### Multi agency Response

Impact Assessment is not the responsibility of a single agency; it encompasses data drawn from a number of different agencies and government departments. Whilst the IIA phase is essentially a visual inspection by first responders, the post impact phases utilise data drawn from agencies such as the Department of Human Services (DHHS), Health Department, local government, education sector, Department of Environment Land Water and Planning (DELWP) , Regional Roads Victoria and subject matter expert's depending on the nature and scale of the event.

#### 8.1.1 Initial Impact Assessment – Phase 1

IIA command arrangements are designed to allow for flexibility in their application as IIA will occur in a dynamic environment and the circumstance of a particular assessment may require adaptation of some of these arrangements.

The purpose of IIA is to provide an immediate assessment of an impacted area during the initial stages of an emergency by:

- Determining the impact and scale of the emergency
- Gathering information to assist response, relief and recovery activities
- Providing information to the government and the community on the impact of the emergency to promote confidence in the management of the incident, and
- Establishing a standard process for gathering, recording and reporting on impact related information.

IIA is initiated by the Control Agency either at the incident, regional or state level for the purpose of providing relief and recovery agencies with raw data in relation to the impact of an emergency event.

In practice IIA data will be gathered by first responders and needs to be stored online (e.g. Crisisworks, EM-COP<sup>1</sup>) in a location that Council Emergency Management staff can access. The assessment is intended to be observational and indicative, rather than definitive (e.g. the number of casualties recorded, or indication of dwellings or critical infrastructure destroyed, or scope of an environmental catastrophe).

The information gathered during this phase will be reasonably reliable and considered 'field truthed', except in the case of fatalities where Victoria Police is responsible for confirmation.

There is potential for merging IIA with the Secondary Impact Assessment phase depending on the nature and size of the emergency. It is important to note that where secondary data is sought in the IIA phase this may hinder the ability of managers to finalise reporting and could negatively affect timelines.

This phase should be completed within 48 hours from the time that IIA data collection teams first enter the affected area(s).

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<sup>1</sup> as at May 2019 possibility of this data being stored in EM-COP is still being explored.



#### Expected outcome

IIA data is used to assist recovery agencies to plan for potential relief and recovery requirements of communities by identifying the following impacts (not an exhaustive list):

- Community/ township built environment (sewage, water, electricity access)
- Injured/ deceased persons
- Potential isolation of communities, homes, businesses
- Damage to local businesses vital to the community (suppliers of food)
- Damage to government facilities of community significance (schools, hospitals)
- Residential damage indicating displaced people, and
- Damage to essential road and rail transport connections.

In addition, the data will assist in informing local, regional and state budget holders regarding potential financial assistance requirements.

#### Transition from Initial to Secondary Impact Assessment

The Control Agency will initiate the transition from IIA to Secondary Impact Assessment in consultation with the IIA Coordinator and Recovery Coordinator. If the timeline was documented in the first instance it will be at the conclusion of the nominated time period unless by agreement the transition can occur at an earlier time. The IIA Activation and Advice template shown in Appendix 5 provides for signatures to be documented from the Incident, Regional or State Response Controller and Recovery Coordinator in relation to the handover from IIA to Secondary Impact Assessment.

The conclusion of the IIA phase and transition to Secondary Impact Assessment is to be clearly communicated to all agencies and documented at the Incident and Regional EMT. At State level the formal acknowledgement of the transition from IIA to the Secondary Impact Assessment phase of impact assessment will occur at the SEMT meeting.

For the transition to occur the Incident or Regional Controller must first be satisfied the impacted area is safe for non-responder personnel to operate in, and the IIA Coordinator must ensure that information collected in the IIA phase has been made available to the Secondary Impact Assessment Phase Recovery Coordinator.

#### **8.1.2 Secondary Impact Assessment – Phase 2**

##### Purpose

Secondary Impact Assessment builds on the observational information gathered through the IIA phase to provide an additional layer of analysis and evaluation. A secondary assessment is more detailed and the information supports understanding the type and level of assistance needed by affected communities.

This phase considers resources available within an affected community and identifies those needs and priorities that can only be met with outside assistance. The management of this phase will change from the incident, regional and state level Initial Impact Assessment Coordinator to the Recovery Agency Coordinator.



Teams undertaking Secondary Impact Assessments should also consider the provision of psychological first aid by either including an appropriately trained person in the team (e.g. Red Cross or VCCEM) or providing psychological first aid training to those doing the assessment.

The Recovery Coordinator will undertake planning for this phase in consultation with the Incident Controller. It will generally be the case that this phase takes place when the level of danger has subsided and non-responder personnel are able to access the affected area. The following points should be considered when transitioning from IIA to either the Secondary or Post Impact Assessment Phase:

- Review incident risk assessments so that necessary measures are put in place for the safety and wellbeing of personnel that will be operating in the secondary and post impact assessment phases (such information would contribute to the development of operational briefings)
- Determine the need to conduct secondary impact assessment, or transition directly to local government where local resources are activated for the conduct of post impact assessment
- Confirm the process of IIA data exchange from the Incident Controller to DHHS, recovery agencies and local government (an agreed process should be developed and documented which ensures that any further impact assessment information collected by the control agency is clearly identifiable and flows seamlessly to those agencies and organisations involved in recovery operations)
- Determine what resources are required during the secondary and post Impact phases and for what period of time (resources could be sourced from agencies actively involved in IIA or by redirecting first responders where there is the capacity to do so and where such an approach would maintain continuity of understanding)
- Confirm which resources will be stood down and which resources will be activated such as Local Government, Red Cross and the Victorian Council of Churches Emergencies Ministry
- Map and understand key geographical areas within the area of impact where Secondary and Post Impact Assessment operations should be concentrated and prioritised, e.g. key infrastructure, isolated communities and community icons
- Development of key messages to the community which can be included within the broad suit of warning methods, and
- Understand the complications associated with the return of the community to the impacted area and develop a suitable plan where the community members are informed and supported.

This secondary assessment process will include recovery teams engaging with community members and obtaining impact information in greater detail. Returning residents may have had contact with IIA teams already, so subsequent assessors will need to keep this in mind and try to minimise 'assessment fatigue' by avoiding repeating the same questions that IIA responders may have previously asked.



Agencies, departments or personnel that would operate in this phase would include (but not limited to):

- Local Government Area representatives to ascertain places of residence and loss of community assets
- DHHS (for psycho-social needs)
- Recovery support agencies (e.g. Red Cross, Victorian Council of Churches Emergencies Ministry)
- DELWP Agriculture for more detailed stock, crop and fencing loss assessments and environmental assessments
- Parks Victoria for environmental impact assessment
- Insurance assessors
- Civil Engineers to assess safety of structures and roads, and
- Essential Service Providers for assessing the resumption of facilities.

Ideally secondary assessment teams will be deployed as soon as the Incident or Regional Controller declares the impact area safe. From past experience the timeframe for secondary assessment is within four weeks of the onset of the emergency event.

#### Expected outcome

The expected outcomes of this phase are as follows:

- Inform municipal, regional and state recovery plans (for each of the four environments)
- Inform budget estimates for government
- Inform agencies regarding the extent of psycho-social impact on communities and the extent of support that may be required
- Identify any underlying issues within affected communities that are likely to be exacerbated by the emergency event (e.g. economic instability, tourism, employment, transportation, supply chain disruption), and
- Assist in treating identified risks and support consequence management.

#### Activation arrangements

The relevant Control Agency will initiate the transition from IIA to Secondary Impact Assessment in consultation with the relevant IIA Coordinator and Recovery Coordinator.

The conclusion of the IIA phase and transition to Secondary Impact Assessment is to be clearly communicated to all agencies and documented at State, Regional or Incident level.

### 8.1.3 Post Impact (Loss) Assessment – Phase 3

#### Purpose

Post Impact Assessment estimates the cost of destroyed assets across the following environments:

- Built environment
- Economic environment
- Natural environment
- Social environment

This phase of assessment aims at estimating the cost of destroyed assets, the changes in the 'flows' of an affected economy caused by the destruction of assets, and any changes in the performance of an affected economy.



The assessment should inform the medium to longer-term recovery process, and guide planning that focuses on building structures and designing environments that enhances community resilience and assists in mitigating the impact of future emergencies.

These assessments provide the Department of Premier and Cabinet with a foundation for determining whether Federal Government assistance may be required from the Natural Disaster Relief and Recovery Arrangements.

The timeframe for this phase will be dependent on the nature and scale of the event and may result in a number of update reports until final loss and damage assessments can be accomplished. The assessment can take months, as it requires a high level of analysis and is dependent on the availability of expert assessment advice.

#### Expected Outcome

This phase provides a qualitative view of the overall cost of the impact and provides insight in relation to the length of time it will take the community and economy to recover. This data assists in informing State Government considerations regarding financial assistance, impact mitigation projects and recovery support to the community.

#### Methodology for Data gathering

The gathering of Post Impact Assessment data commences from a pre-existing baseline of data collected during the secondary assessment phase. Estimates are made for both physical and financial losses, such as the loss of business output. The Recovery Coordinator is accountable for coordination of this phase.



## 9 RESOURCE LIST

Each Municipality has a list of resources that are either owned by or are under the direct control of the Council. Lists of Council plant and machinery are managed by the Councils Works department.

The lists also record contractors who are able to provide plant and equipment that is not owned or controlled by Council. Access to the lists can be accessed by the MERO for each Council.

### 9.1 Request for resources

In an emergency the following steps must be followed when a request for Council resources is made:

- The Incident controller makes contact with the MERC requesting the resource
- The MERC makes contact with the Council MERO or MRM and makes the request for the resource
- The MERO or MRM take the necessary action to supply the resource
- The MERC then advises the Incident Controller that the resource request has been completed and what the details are regarding the estimated time of arrival or location of the resource
- If the resource cannot be supplied by Council because it is either unavailable or the request exceeds the Councils resource capacity the request is sent back to the MERC with the reasons why Council cannot meet the requirement
- The MERC advises the Incident Controller that the request cannot be met, along with the reasons. The Incident Controller can then escalate the request to regional level if required.

It should be noted that each Council within the Loddon Mallee Region is part of the Regional Emergency Management Team. Each Council have ready access to the Regional Control Centre which is based in Bendigo. Contact details for the RCC are contained in the all agency contact list.

Under the resource sharing model between Municipalities, there is greater access to resources. These resources can be requested through the MERO of the Council which owns or controls the resource.

### 9.2 Financial considerations when providing resources

Part 6 of the EMMV states that Councils are responsible for the costs of providing municipal resources that are owned or under the direct control of council, including:

- Plant and machinery (even where under it is operated under an existing contract from external providers)
- Personnel for response, relief and recovery activities
- Resources for relief and recovery activities.

The EMMV acknowledges that the provision of some resources may be subject to limitations and constraint due to costs. In these circumstances this request would then be escalated to regional level in the first instance.



### 9.3 Municipality recouping costs

Under certain circumstances Councils may seek financial assistance from the Department of Treasury and Finance when there has been a disaster. Depending on the disaster meeting certain criteria, this eligibility may refer to the following:

- Establishment of relief and recovery centres
- Counter disaster operations
- Reinstatement of essential public assets
- Salaries and wages
- Asset replacement including betterment and enhancement
- Costs incurred that are outside Councils normal operating budget and procedures (such as using contractors).

In exceptional circumstances, and where a local council can demonstrate financial hardship, arrangements for payments to be provided in advance to assist councils experiencing financial hardship in commencing or progressing NDRRA/NDFA recovery works can be organised.

It should also be noted that a Council may apply to the Victorian Grants Commission for the provision of special payments where there is a shortfall between the approved restoration costs and the DTF contribution.

Further guidance and templates for applications are available at:

<http://www.dtf.vic.gov.au/Victorias-Economy/Natural-disaster-financial-assistance>

### 9.4 Debriefing arrangements

A debrief should take place as soon as practicable after an emergency.

The Municipal Emergency Response Co-ordinator will convene the debrief following the response phase and all agencies who participated should be represented with a view to assessing the adequacy of the Plan and to recommend any changes.

There may also be a later debrief following the transition from response to relief/recovery. Further to that it may also be prudent to have a debrief at the end of the recovery phase to allow the people involved to discuss events and the outcomes. This debrief/s should be convened and chaired by the Emergency Management Coordinator.

Any debrief must have an agenda and following the debrief a report of the findings and outcomes is prepared by the convenor and is to be included at the next Committee meeting.

The debrief should also consider the impact and effect the emergency may have on the personnel who were involved. This should be a shared responsibility – primarily of the individual agencies or departments but also of the “lead” agency for each stage – response, relief and recovery.



## 10 EXERCISE AND TRAINING

Part 6 of the EMMV provides the guidelines for the development of a MEMP plan. Part of this process is to monitor and review the Plan.

The EMMV states that the MEMP Committee and organisations that have responsibilities under the Plan should conduct exercises to test the currency of the Plan.

Best practice is for at least one exercise to be conducted annually. A list of training / exercises undertaken is shown in Appendix 6.



## 11 CONTACTS

### 11.1 Contact lists

The Cluster maintains a contact list of staff members who occupy certain emergency management positions such as:

- MERO (and deputy)
- MRM (and deputy)
- MFPO (and deputy)
- MOC Manager (and deputy)
- Relief Centre Manager/s (and deputy)
- Recovery Centre Manager/s (and deputy)
- Cluster Emergency Manager
- Emergency Management Coordinator (EMC)
- Administration staff
- Emergency Management Liaison Officers (EMLO).

This directory also lists:

- Emergency Relief Centres
- Places where vulnerable persons are likely to be located
- Vulnerable persons funded agencies
- Officers from emergency service organisations
- Officers from relief and recovery organisations
- Suppliers of goods used in emergencies e.g. Sand suppliers, transport operators, media.

The Cluster contact list is located at <https://nvc.crisisworks.com/public>

All members of the IMEMPC have rights to access the list within Crisisworks and view information. Twice a year the IMEMPC membership will be required to log into Crisisworks to review and update their information.

Any other person or organisation wanting access to the contact list should contact the Cluster Executive Officer, or the Emergency Management Coordinator of Council. The Cluster Executive Officer will ensure the contact list is revised on a regular basis.



## 12 SUB PLANS, STANDARD OPERATING PROCEDURES

### 12.1 Sub-Plans for the Cluster

- Heatwave Plan
- Influenza Pandemic Plan
- Emergency Animal Welfare Plan

### 12.2 Sub-Plans and Special Plans for Individual Municipalities

All plans are available on the Council website, or by contacting emergency management staff at the Council.

#### 12.2.1 City of Greater Bendigo

- Municipal Fire Management Plan (including Neighbourhood Safer Places – Places of Last Resort Plan)
- Municipal Flood Emergency Plan

#### 12.2.2 Campaspe Shire Council

- Municipal Fire Management Plan (including Neighbourhood Safer Places – Places of Last Resort Plan)
- Flood Emergency Plan

#### 12.2.3 Mount Alexander Shire Council

- Municipal Fire Management Plan (including Neighbourhood Safer Places – Places of Last Resort Plan)
- Municipal Flood Emergency Plan
- Municipal Relief and Recovery Sub Plan
- Municipal Public Health Emergency Management Sub Plan

#### 12.2.4 Loddon Shire Council

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan (in preparation)
- Neighbourhood Safer Places Plan.

#### 12.2.5 Central Goldfields Shire Council

- Municipal Fire Management Plan
- Municipal Flood Emergency Plan (in preparation)
- Neighbourhood Safer Places Plan.



### 12.3 Standard Operating Procedures (Integrated)

- Emergency Relief Centres
- Recovery
- Emergency Management Liaison Officer (EMLO)
- Municipal Operations Centre.

### 12.4 Standard Operating Procedures (Municipalities)

- Code Red Policy (COGB)
- Summer Preparedness guidelines (COGB)
- Procedure for Disposal/Removal of Dead Animals (MASC)
- Emergency Accommodation (MASC)
- Service Delivery for High Fire Danger Days (MASC)
- Municipal Emergency Operations Response (Loddon, Central Goldfields)
- Mosquito Management Plan (MASC).



### 13 ACRONYMS

Emergency Management uses a broad range of acronyms across various plans, policies and procedures. The list of current acronyms can be sourced from the Emergency Management Manual Victoria, Part 8.



Appendix 1 Audit Certificate





## Appendix 2 Municipal Statistics and Demographics

The Loddon Shire Council is located in North Central Victoria, about 175km north-west of Melbourne. It is bounded by Gannawarra Shire in the north, the Shire of Campaspe and City of Greater Bendigo to the East, Mount Alexander and Central Goldfields Shires to the South and northern Grampian and Buloke Shires are to the West. The shire is predominantly rural, with many small towns and communities, and encompasses a total land area of about 6,700 square kilometres.

The history of broad-scale agricultural use has changed the landscape significantly in the Shire, particularly in the north. Boort, Wedderburn, Inglewood and Bridgewater are classed as sub-regional centres within the municipality and the major centres for employment, retailing, services, business and community services in the Shire.

Significant areas of the Shire are subject to bushfire risk, including rural areas adjoining vegetated crown land, residential areas abutting crown land and rural living areas. The shire has a vast history of flooding with the Loddon River flood plain extending from Bridgewater in the south of the municipality to well beyond the boundary in the north of the municipality.

Population  
**7,507**  
 ERP, 2017

Land area  
**669,414**  
 ha (6,694 Km<sup>2</sup>)

Population density  
**0.01**  
 persons per hectare

Median age	
<b>51</b>	
Regional VIC	43
Victoria	37
Australia	38

Aboriginal and Torres Strait Islander Population	
<b>1.6%</b>	
Regional VIC	1.6%
Victoria	0.8%
Australia	2.8%

Couples with children	
<b>19%</b>	
Regional VIC	25%
Victoria	31%
Australia	30%

Older couples without children	
<b>15%</b>	
Regional VIC	12%
Victoria	9%
Australia	10%

Lone person households	
<b>31%</b>	
Regional VIC	27%
Victoria	23%
Australia	23%

Medium and high density Housing	
<b>2%</b>	
Regional VIC	10%
Victoria	27%
Australia	27%



Median weekly household income	
<b>\$821</b>	
Regional VIC	\$1,124
Victoria	\$1,416
Australia	\$1,431

Median weekly mortgage repayment	
<b>\$177</b>	
Regional VIC	\$309
Victoria	\$391
Australia	\$409

Median weekly rent	
<b>\$131</b>	
Regional VIC	\$238
Victoria	\$330
Australia	\$339

Households renting	
<b>15%</b>	
Regional VIC	24%
Victoria	28%
Australia	29%

Households with a mortgage	
<b>23%</b>	
Regional VIC	31%
Victoria	33%
Australia	32%

Overseas born	
<b>8%</b>	
Regional VIC	11%
Victoria	28%
Australia	26%

Language at home other than English	
<b>3%</b>	
Regional VIC	6%
Victoria	26%
Australia	21%

University attendance	
<b>1%</b>	
Regional VIC	3%
Victoria	5%
Australia	5%

University qualification	
<b>8%</b>	
Regional VIC	15%
Victoria	24%
Australia	22%

Trade qualification (certificate)	
<b>21%</b>	
Regional VIC	22%
Victoria	17%
Australia	19%

Unemployment rate	
<b>5.0%</b>	
Regional VIC	6.0%
Victoria	6.6%
Australia	6.9%

Participation rate (population in labour force)	
<b>47%</b>	
Regional VIC	56%
Victoria	60%
Australia	60%

Public transport (to work)	
<b>0%</b>	
Regional VIC	2%
Victoria	12%
Australia	11%

SEIFA index of disadvantage 2016	
<b>942</b>	
Regional VIC	977
Victoria	1010
Australia	1002

Homeless persons estimated 2016 *	
<b>41</b>	

\* Source: ABS, 2049.0 Estimating Homelessness, 2016



## Population

Loddon Shire - Total persons	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Estimated Resident Population	7,558	--	--	7,546	--	--	+12
Enumerated Population	7,355	--	--	7,296	--	--	+59
Usual Resident Population	7,516	--	--	7,464	--	--	+52

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id by .id, the population experts.

## Selected subpopulation categories

Loddon Shire - Total people (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Males	3,848	51.2	49.1	3,810	51.0	49.1	+38
Females	3,668	48.8	50.9	3,654	49.0	50.9	+14
Aboriginal and Torres Strait Islander population	118	1.6	1.6	104	1.4	1.5	+14
Australian citizens	6,477	86.2	88.2	6,788	90.9	90.9	-311
Eligible voters (citizens aged 18+)	5,196	69.1	68.1	5,348	71.7	69.3	-152
Population over 15	6,319	84.1	81.8	6,163	82.6	80.8	+156
Employed Population	2,842	95.0	94.0	2,932	94.3	94.8	-90
Overseas visitors (enumerated)	21	--	--	17	--	--	+4

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual residence). Compiled and presented in profile.id by .id, the population experts.

## Dwellings

Loddon Shire – Households (Enumerated)	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Total dwellings	4,168	100.0	100.0	4,146	100.0	100.0	+22
Occupied private dwellings	3,319	79.6	83.6	3,231	77.9	83.3	+88
Population in non-private dwellings	113	--	--	146	--	--	-33
Average household size (persons per dwelling)	2.18	--	2.36	2.22	--	2.40	-0.03

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Enumerated). Compiled and presented in profile.id by .id, the population experts.

## Age structure - Service age groups

Loddon Shire - Total persons (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Babies and pre-schoolers (0 to 4)	335	4.5	5.8	405	5.4	6.3	-70
Primary schoolers (5 to 11)	567	7.5	8.7	620	8.3	8.8	-53
Secondary schoolers (12 to 17)	564	7.5	7.4	550	7.4	8.4	+14
Tertiary education and independence (18 to 24)	367	4.9	7.9	313	4.2	8.1	+54
Young workforce (25 to 34)	518	6.9	10.9	508	6.8	10.5	+10
Parents and homebuilders (35 to 49)	1,218	16.2	18.1	1,317	17.6	19.8	-99
Older workers and pre-retirees (50 to 59)	1,288	17.1	13.9	1,290	17.3	14.0	-2



Empty nesters and retirees (60 to 69)	1,311	17.4	13.4	1,214	16.3	11.9	+97
Seniors (70 to 84)	1,092	14.5	11.1	1,010	13.5	10.0	+82
Elderly aged (85 and over)	256	3.4	2.7	237	3.2	2.3	+19
<b>Total</b>	<b>7,516</b>	<b>100.0</b>	<b>100.0</b>	<b>7,464</b>	<b>100.0</b>	<b>100.0</b>	<b>+52</b>

### Ancestry - Ranked by size

Ancestry	2016			2011			Change
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Australian	3,140	41.8	40.0	3,283	44.0	40.9	-143
English	3,042	40.5	40.1	3,108	41.6	39.9	-66
Scottish	908	12.1	11.3	976	13.1	10.9	-68
Irish	756	10.1	13.0	874	11.7	12.6	-118
German	272	3.6	4.6	278	3.7	4.6	-6
Italian	112	1.5	3.7	103	1.4	3.6	+9
Dutch	95	1.3	2.2	121	1.6	2.3	-26
Filipino	71	0.9	0.5	30	0.4	0.4	+41
Welsh	40	0.5	0.5	24	0.3	0.5	+16
Chinese	39	0.5	1.0	37	0.5	0.7	+2

### Highest qualification achieved

Qualification level	2016			2011			Change
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Bachelor or Higher degree	537	8.5	14.5	495	8.0	12.5	+42
Advanced Diploma or Diploma	422	6.7	8.5	335	5.4	7.2	+87
Vocational	1,303	20.6	22.0	1,160	18.8	20.7	+143
No qualification	3,017	47.8	42.8	3,395	55.1	48.4	-378
Not stated	1,039	16.4	12.2	779	12.6	11.1	+260
<b>Total persons aged 15+</b>	<b>6,318</b>	<b>100.0</b>	<b>100.0</b>	<b>6,164</b>	<b>100.0</b>	<b>100.0</b>	<b>+154</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.

### Employment status

Employment status	2016			2011			Change
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Employed	2,842	95.0	94.0	2,932	94.3	94.8	-90
Employed full-time	1,672	55.9	53.8	1,803	58.0	56.2	-131
Employed part-time	1,076	36.0	38.3	1,060	34.1	36.5	+16
Hours worked not stated	94	3.1	1.9	69	2.2	2.1	+25
Unemployed (Unemployment rate)	151	5.0	6.0	178	5.7	5.2	-27
Looking for full-time work	113	3.8	3.5	132	4.2	3.1	-19
Looking for part-time work	38	1.3	2.5	46	1.5	2.0	-8
<b>Total labour force</b>	<b>2,993</b>	<b>100.0</b>	<b>100.0</b>	<b>3,110</b>	<b>100.0</b>	<b>100.0</b>	<b>-117</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.



### Volunteer work

Loddon Shire - Persons aged 15+  
(Usual residence)

Volunteer status	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Volunteer	2,003	31.7	24.3	2,104	34.2	23.4	-101
Not a volunteer	3,476	55.0	66.1	3,538	57.4	68.4	-62
Volunteer work not stated	845	13.4	9.6	519	8.4	8.1	+326
<b>Total persons aged 15+</b>	<b>6,324</b>	<b>100.0</b>	<b>100.0</b>	<b>6,161</b>	<b>100.0</b>	<b>100.0</b>	<b>+163</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.

### Unpaid care

Loddon Shire - Persons aged  
15+(Usual residence)

Assistance to a person with a  
disability, long term illness or  
old age

Assistance to a person with a disability, long term illness or old age	2016			2011			Change 2011 to 2016
	Number	%	Regional VIC %	Number	%	Regional VIC %	
Provided unpaid assistance	854	13.5	12.5	823	13.3	12.4	+31
No unpaid assistance provided	4,544	72.0	76.9	4,760	77.2	79.1	-216
Not stated	916	14.5	10.6	582	9.4	8.5	+334
<b>Total persons aged 15+</b>	<b>6,314</b>	<b>100.0</b>	<b>100.0</b>	<b>6,165</b>	<b>100.0</b>	<b>100.0</b>	<b>+149</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented by .id, the population experts.



### Appendix 3 Major Infrastructure and Assets [in Municipality]

Information available for Major Infrastructure and Assets upon request.



### Appendix 4 Victorian Government Municipal and Departmental Boundaries / Mapping

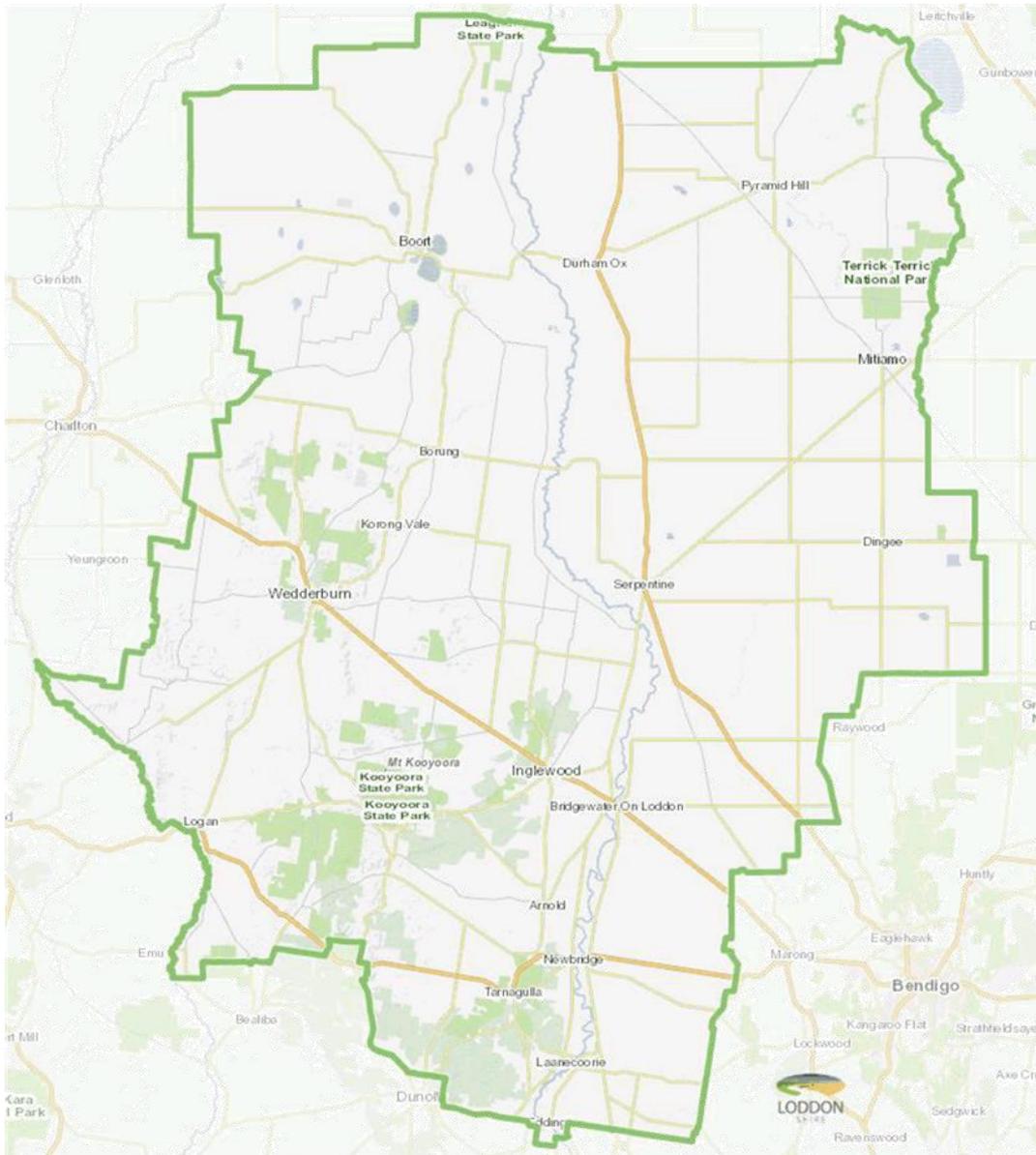
The map below indicates the regional boundaries and municipal boundaries for regional Victoria.

The Cluster Councils are all contained within the part of the Loddon Mallee region that is shaded light green.





Area map Loddon Shire Council.





## Appendix 5 Transition / Response to Recovery

(Taken from EMV website, August 2017)

Emergency Management Victoria  
**Transition | Response to Recovery**



### Transition | Response to Recovery

Template-TransitionfromResponsetoRecovery-v1.0.doc

Incident Name/Location:	
Date/Time:	
Transition Date Effective:	
Impacted Municipality/s	
Control Agency:	
Prepared by:	
Security Level:	FOR OFFICIAL USE ONLY

### Agreement

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the municipality/s of [Impacted Municipality/s] has been handed over from [control agency] to [Impacted Municipality/s] OR

[Regional Recovery Coordinator and impacted municipality/s] OR

[State Relief and Recovery Manager, Regional Recovery Coordinator and impacted municipality/s].



**Emergency Management Victoria**  
**Transition | Response to Recovery**



**Purpose**

The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

**Description of the event**

Incident Name:		Incident Type:	
Incident Start Date:		Incident Start Location:	
Municipality/s affected:			
Agencies involved:			
Assets lost:			
Life lost:		Injuries:	
Relief Centre(s) activated:		Community Meetings:	
Land area affected (ha):			
Summary			



**Emergency Management Victoria**  
**Transition | Response to Recovery**



**Authority**

To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

Local (if applicable)	Regional/Divisional	State
<b>Control Agency</b> <i>Incident Controller</i>	<b>Regional Controller</b>	<b>State Response Controller</b>
<b>Victoria Police</b> <i>Municipal Emergency Response Coordinator</i>	<b>Victoria Police</b> <i>Regional Emergency Response Coordinator</i>	<b>Victoria Police</b> <i>State Emergency Response Officer</i>
<b>Local Government</b> <i>Municipal Recovery Manager</i>	<b>Department of Health and Human Services</b> <i>Regional Recovery Coordinator</i>	<b>Emergency Management Victoria</b> <i>State Relief and Recovery Manager</i>

Endorsement is pursuant to the roles and responsibilities detailed in the Emergency Management Act (1986) (2013) and the Emergency Management Manual Victoria (EMMV).

**Coordination and management arrangements for transition from response to recovery**

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government), will be impacted by a number of key considerations. These include:

- The nature of the hazard/threat and whether there is a risk of a recurring threat;
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.



## Emergency Management Victoria Transition | Response to Recovery



### The Evolution of Relief and Recovery Coordination Needs

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments<sup>1</sup> in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential cleanup operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response co-ordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Health and Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

### Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

### Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional Department of Health and Human Services attend these meetings to provide information about recovery services that may be required.

<sup>1</sup> As obtained by reference to Initial Impact Assessment Guidelines December 2012



## Emergency Management Victoria

### Transition | Response to Recovery



A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that [www.recovery.vic.gov.au](http://www.recovery.vic.gov.au) is the State's single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long term requirements for all four recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments are interdependent and require equal consideration and planning.

#### Continuous Improvement

The process of transition from Response to Recovery will vary, and is dependant of the needs of each emergency. This document provides guidance to will continue to improve over time with testing and regular revision.



*Note: Where applicable, text added as an update to the original version of this document is in blue.*

## End of Topic

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Emergency Management Victoria  
 Transition | Response to Recovery



**Attachment 1 – Schedule of Transition Arrangements**

The following schedule of transition activities is to be utilised as applicable for  
 [INSERT IMPACTED MUNICIPALITY/IES]

Key considerations for transitions:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

	<b>Key Actions – Incident Control Agency</b> Note: The following actions may occur concurrently:	<b>Lead Agency</b>	<b>Confirmation process</b>
1.	Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.		Handover report
2.	Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.		
3.	A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency		
4.	Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.		Briefing
5.	Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.		Verbal Briefing
6.	Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.		Report
7.	Identification/notification of the hazard/threat and OH&S issues for recovery interests.		
8.	Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.		
9.	<b>Key Actions – Response Coordination Agency</b>		
10.	Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager. Briefing to include the ongoing MECC functionally requirements.	VicPol	Verbal Briefing



Emergency Management Victoria  
Transition | Response to Recovery



11.	Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.		
12.	<b>Key Actions – Recovery Coordination Agency</b>		
13.	Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.		Via Recovery Planning Arrangements
14.	Integration of recovery issues into existing arrangements, where applicable.		
15.	<b>Key Actions – Municipalities</b>		
16.	Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.	LGAs	Verbal Briefing
17.	Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report	LGAs	Report to DHS Region
18.	Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;	LGAs	Via recovery planning arrangements
19.	Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs	LGAs	
20.	Establish community based recovery processes as per Municipal Emergency Management Plan	LGAs	



## Appendix 6 Exercises and Training

### Completed

Date	Training / Exercising / Incident	Details	Agencies involved
17 <sup>th</sup> – 18 <sup>th</sup> May 2017	Introduction to Emergency Management Training	Conducted by VICSES	Open to all agencies Local Government
Oct 2017	Integrated Cluster Crisisworks Training		Local Government
17 <sup>th</sup> Oct 2017	Cross Border Ex	Animal Disease – DEDJTR – Megan Scott	Local Government DEDJTR
14 <sup>th</sup> Sept 2018	Pandemic Review Workshop	Workshop to review the Influenza Pandemic Plan	Local Government (EM & EHO's) DHHS (EM & Health)
3 <sup>rd</sup> Dec 2018	Crisisworks / EM-Cop Training	Staff instructed in the use of Crisisworks and EM-Cop	Local Government
5 <sup>th</sup> Dec 2018	EMLO Training	Open	VicPol Local Government Parks Vic DHHS
8 <sup>th</sup> May 2019	Animal Welfare Plan Workshop	Workshop to review the Animal Welfare plan	Ag Vic Local Government EPA
7 <sup>th</sup> June 2019	Communications & ERC Exercise	Maldon	Local Government Red Cross DHHS
13 <sup>th</sup> June 2019	Communications & ERC Exercise	Echuca	Vic Pol VCC EM
25 <sup>th</sup> Sept 2019	Tabletop Exercise	Serpentine	Local Government Red Cross DHHS RRV Vic Pol VCC EM AV SES
5 <sup>th</sup> Feb 2020	Crisisworks MRM Training	Crisisworks	Local Government

**9.3 INSTRUMENT OF DELEGATION TO THE CEO**

**File Number:** FOL/19/126337  
**Author:** Lynne Habner, Manager Executive and Commercial Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. S5 Instrument of Delegation to CEO

**RECOMMENDATION**

In the exercise of the power conferred by s 11(1)(b) of the *Local Government Act 2020 (the Act)*, Council resolves that:

1. There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately the common seal of Council is affixed to the instrument, and the CEO is authorised to use the common seal on the instrument.
3. On the coming into force of the instrument all previous S5 delegations to the Chief Executive Officer are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

The updates contained in this report have not been discussed by Council.

**BACKGROUND**

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

Council is required to review its delegations within 12 months after a general election in accordance with section 98 (6) of the Local Government Act 1989.

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

**ISSUES/DISCUSSION**

The attached amended delegation has been updated in accordance with most recent advice provided by Maddocks, and it is in response to the commencement of the new Local Government Act 2020.

**COST/BENEFITS**

Adoption of the recommendation will not have any financial impacts.

**RISK ANALYSIS**

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

**CONSULTATION AND ENGAGEMENT**

Nil.

## S5 Instrument of Delegation to the Chief Executive Officer

In exercise of the power conferred by s 11(1) of the Local Government Act 2020 (the Act) and all other powers enabling it, the Loddon Shire Council (Council) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on 23 June 2020;
2. the delegation
  - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
  - 2.2 is subject to any conditions and limitations set out in the Schedule;
  - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
  - 2.4 remains in force until Council resolves to vary or revoke it.

[Loddon Shire Council seal]

## SCHEDULE

The power to

1. determine any issue;
2. take any action; or
3. do any act or thing

arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

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

1. if the issue, action, act or thing is an issue, action, act or thing which involves
  - 1.1 awarding a contract or making an expenditure exceeding the value of [insert amount];
  - 1.2 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
  - 1.3 election of a Mayor or Deputy Mayor;
  - 1.4 granting of a reasonable request for leave under section 35 of the Act;
  - 1.5 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;
  - 1.6 approval or amendment of the Council Plan;
  - 1.7 adoption or amendment of any policy that Council is required to adopt under the Act;
  - 1.8 adoption or amendment of the Governance Rules;
  - 1.9 appointment of the chair or the members to a delegated committee;
  - 1.10 making, amending or revoking a local law;
  - 1.11 approval of the Budget or Revised Budget;
  - 1.12 borrowing money;
  - 1.13 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges; or
2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
  - 4.1 policy; or
  - 4.2 strategyadopted by Council; or
5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

**9.4 PROVISION FOR DOUBTFUL DEBTS AND WRITING OFF BAD DEBTS POLICY V4**

**File Number:** 18/01/001

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

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

**Attachments:** 1. Provision for Doubtful Debts and Writing Off Bad Debts Policy v4

**RECOMMENDATION**

That Council adopts the Provision for Doubtful Debts and Writing Off Bad Debts Policy v4

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Version 3 of the Provision for Doubtful Debts and Writing Off Bad Debts Policy (the Policy) was adopted on 24 July 2018 with a two year review date. The Policy is now due for review and the only recommended change is a proposed four year review date.

**BACKGROUND**

This Policy sets the principles for variations of the provision for doubtful debts and writing off bad debts.

**ISSUES/DISCUSSION**

The Policy delegates authority to the Chief Executive Officer, on receipt of advice from the Director of Corporate Services, to:

- vary the Provision for Doubtful Debts to such an amount as is required in the opinion for the CEO, and
- write off bad debts against the Provision for Doubtful Debts up to a value of \$1,000 in an individual case, and \$5,000 in aggregate per financial year.

Any amounts above the threshold will be submitted to Council at an Ordinary Meeting for consideration. This must occur prior to 30 June in the relevant financial year in order to comply with end of financial year audit requirements.

**COST/BENEFITS**

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

**RISK ANALYSIS**

Various charges are raised by Council for services provided and when overdue a debt collection process is undertaken. After exhausting this avenue and taking into consideration the individual amounts overdue, there are times when payment will not be received and need to be cleared from Councils debtors system. This policy outlines the principles within this process and application of the policy along with supporting procedures and other supporting documents, should help minimise risks.

**CONSULTATION AND ENGAGEMENT**

The document has been subject to the normal approval process of Management Executive Group and Policy Review Group prior to presentation in the Council Meeting Agenda. As there are only minor changes recommended, it was not seen as necessary to review at a Council Forum.



## PROVISION FOR DOUBTFUL DEBTS AND WRITING OFF BAD DEBTS POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	
VERSION NUMBER:	4
REVIEW DATE:	
DATE RESCINDED:	<a href="#">Click here to enter a date.</a>
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Levels of Authority delegations
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	

---

Signed by Chief Executive Officer

FILE LOCATION: Document2

**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.**



## PROVISION FOR DOUBTFUL DEBTS AND WRITING OFF BAD DEBTS POLICY

### 1 PURPOSE

This policy sets the principles for variations of the provision for doubtful debts and write-off of bad debts.

### 2 SCOPE

The authorisation is limited to the Chief Executive Officer (CEO).

### 3 POLICY

Council delegates authority to the Chief Executive Officer, on receipt of advice from the Director Corporate Services, to:

- a) vary the provision for doubtful debts to such an amount as is required in the opinion of the CEO, and
- b) write off bad debts against the provision for doubtful debts up to a value of \$1,000 in an individual case, and \$5,000 in aggregate per financial year.

Any amounts above the threshold will be submitted to Council at an Ordinary Meeting for consideration. This must occur prior to 30 June in the relevant financial year in order to comply with end of financial year audit requirements.

### 4 DEFINITIONS OF TERMS OR ABBREVIATIONS USED

Term	Definition
Provision for doubtful debts	An amount in the Financial Statements to cater for the possibility that some debtors will not meet their obligation to pay Council charges.
Bad debts	The amount of a debt for which all reasonable steps to collect have been exhausted and the debt is not worth further pursuit.

### 5 HUMAN RIGHTS STATEMENT

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

### 6 REVIEW

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

**9.5 FINANCE REPORT FOR THE PERIOD ENDING 31 MAY 2020**

**File Number:** 08/06/001

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

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

**Attachments:** 1. Finance report for the period ending 31 May 2020

**RECOMMENDATION**

That Council:

1. receives and notes the 'Finance report for the period ending 31 May 2020'
2. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

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

**BACKGROUND**

The Finance Report for the period ended 31 May 2020 includes standard monthly information about budget variations, cash, investments, interest, debtors and creditors, and provides a comparison of year-to-date actual results to year-to-date budget (by dollars and percentage) and total revised budget (by percentage).

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

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

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

## ISSUES/DISCUSSION

**Budgeted Surplus** - Council's budgeted cash surplus has remained at \$3.64M.

**Income Statement (revenue)** - Council's year to date (YTD) operating revenue is at 115% of YTD budget. Revenue brought to account for May was \$6.39M (\$1.63M for April).

**Income Statement (expenditure)** - Council's operating expenditure is at 88% of YTD budget. Payments for this month totalled just over \$2.30M (\$2.58M for April).

**Capital Works** - The revised budget for capital works is \$20.1M and is 30% complete in financial terms for the current financial year (27% at the end of April).

**Balance Sheet** - Council has a cash total of \$31.5M with \$9.32M in general accounts. Debtors are \$0.95M which is a decrease of \$1.0M for the month. Sundry debtors total \$275K (\$827K in April) with invoices outstanding for 90 or more days relating to community wellbeing debtors and local community groups totalling approximately \$76K.

There were supplementary valuations updated during May. The total rateable CIV at the end of May remains at just over \$2.35B.

## COST/BENEFITS

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

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

## RISK ANALYSIS

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

## CONSULTATION AND ENGAGEMENT

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

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

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

# LODDON SHIRE COUNCIL

## FINANCE REPORT FOR PERIOD ENDING 31 MAY 2020



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## INTRODUCTION

During May 2020 the 2020/21 Draft Budget was on public display for comment. Due to COVID-19 restrictions it was available on Council's website or a copy could be posted out on request.

## 1 CASH SURPLUS POSITION

### 1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports. Due to the advertisement of the Draft Budget there were no variations.

These revisions are summarised below:

Item	April Finance Report	May Finance Report	Change \$
Operating revenue	\$29,572,973	\$29,572,973	\$0
Operating expenditure	(\$34,570,816)	(\$34,570,816)	(\$0)
Transfers from reserves	\$17,787,946	\$17,787,946	\$0
Transfers to reserves	(\$2,731,062)	(\$2,731,062)	\$0
Other funding decisions	\$402,471	\$402,471	\$0
Capital expenditure	(\$20,112,709)	(\$20,112,709)	(\$0)
Other non cash adjustments	\$9,431,014	\$9,431,014	\$0
Accumulated surplus carried forward	\$3,860,817	\$3,860,817	\$0
<b>Closing surplus (deficit) as reported in Appendix 2</b>	<b>\$3,640,633</b>	<b>\$3,640,633</b>	<b>\$0</b>

## 2 STANDARD INCOME STATEMENT

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

### 2.1 Operating revenue

Total revenue brought to account for the month of May was \$6.39M.

Revenue YTD is at 115% compared to YTD budget or \$3.67M ahead.

#### 2.1.1 Revenue grants

Capital grants are ahead of budget by \$4.83M, due to a 50% prepayment of the grant funding income from the Victoria Grants Commission for the 2020/2021 financial year.

2.1.2 Capital grants

Capital grants are behind budget by \$1.32M. This is due to the many projects that have commenced but have not progressed to the next claim stage yet.

The main variations to budget are funding for the following projects:

- Bridgewater foreshore of \$150K
- Roads to Recovery program of \$279K
- Sloans Road bridge of \$255K
- Bridgewater Raywood Road of \$133K
- Caravan park improvement program of \$408K.

2.1.3 Reimbursements

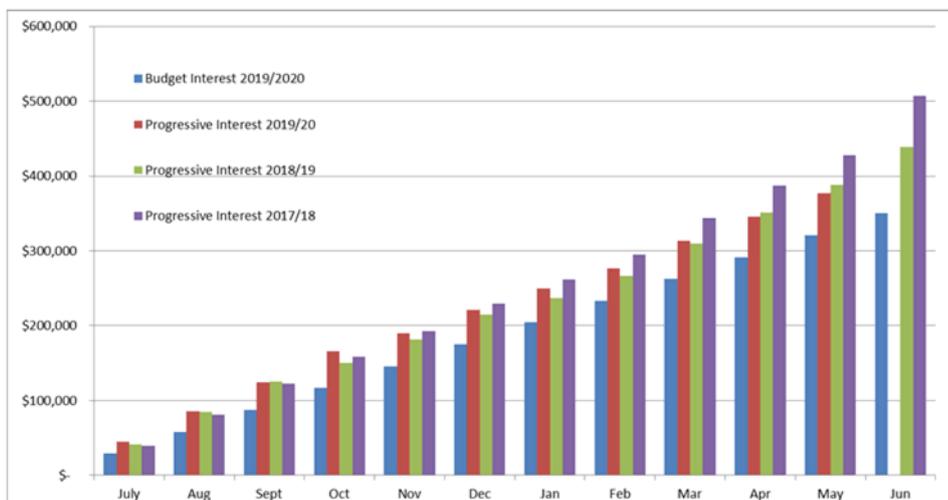
Reimbursements are ahead of budget by \$33K. The main variation to budget is for an insurance claim for the Boort tip fence with funds received earlier than expected.

2.1.4 Interest income

Council’s Investment Policy requires investment of funds with authorised deposit taking institutions rated AAA+ to BBB- with a maximum of 40% of funds at any one institution and a maximum of \$2M in any one transaction.

The total investment interest received and accrued to date is \$378K, and rates interest amounts to \$30K. Year to date represents 102% of the years revised budget amount of \$ 400K (\$375K for investments only).

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

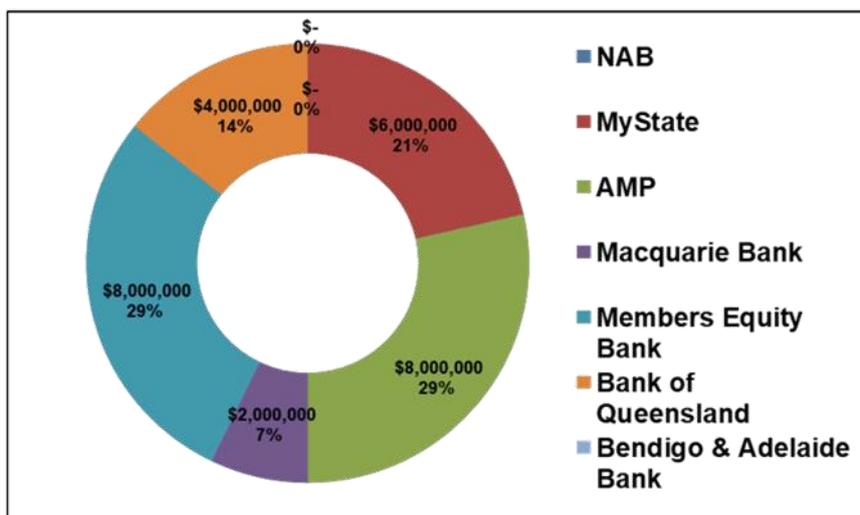


The below table shows all investments for the financial year to date.

LODDON SHIRE COUNCIL INVESTMENT SCHEDULE												
Bank	Establishment date	Status	Maturity date	Term (days)	Interest rate	Investment amount	Total interest receivable on TD	Interest accrued 2018/19	YTD accrued interest	Total interest accrued	YTD interest received	Total YTD interest earned
Bendigo & Adelaide Bank	31/12/2018	Open	N/A	N/A	1.00%	\$ 1,000,000		\$ -	\$ -	\$ -	\$ 5,330	\$ 5,330
Bendigo & Adelaide Bank	27/03/2019	Closed	25/07/2019	120	2.51%	\$ 2,000,000	\$ 16,438	\$ 13,014	\$ -	\$ -	\$ 16,991	\$ 3,977
Bendigo & Adelaide Bank	27/03/2019	Closed	25/07/2019				\$ 553					\$ 553
Members Equity Bank	25/02/2019	Closed	29/07/2019	154	2.65%	\$ 2,000,000	\$ 22,362	\$ 18,150	\$ -	\$ -	\$ 22,362	\$ 4,212
NAB	28/05/2019	Closed	26/08/2019	90	2.24%	\$ 2,000,000	\$ 11,047	\$ 4,296	\$ -	\$ -	\$ 11,047	\$ 6,751
AMP	28/05/2019	Closed	26/08/2019	90	2.30%	\$ 2,000,000	\$ 11,342	\$ 4,411	\$ -	\$ -	\$ 11,342	\$ 6,931
Members Equity Bank	17/06/2019	Closed	16/09/2019	91	2.10%	\$ 2,000,000	\$ 10,471	\$ 1,496	\$ -	\$ -	\$ 10,471	\$ 8,975
Auswide	19/06/2019	Closed	17/09/2019	90	2.15%	\$ 2,000,000	\$ 10,603	\$ 1,296	\$ -	\$ -	\$ 10,603	\$ 9,307
Bendigo & Adelaide Bank	30/07/2019	Closed	28/10/2019	90	1.75%	\$ 2,000,000	\$ 8,630	\$ -	\$ -	\$ -	\$ 8,630	\$ 8,630
Members Equity Bank	29/07/2019	Closed	29/10/2019	92	1.85%	\$ 1,000,000	\$ 4,863	\$ -	\$ -	\$ -	\$ 4,863	\$ 4,863
AMP	30/04/2019	Closed	30/10/2019	183	2.50%	\$ 2,000,000	\$ 25,068	\$ 8,366	\$ -	\$ -	\$ 25,068	\$ 16,712
AMP	2/05/2019	Closed	6/11/2019	188	2.50%	\$ 2,000,000	\$ 25,753	\$ 8,082	\$ -	\$ -	\$ 25,753	\$ 17,671
Members Equity Bank	19/06/2019	Closed	19/11/2019	153	2.10%	\$ 2,000,000	\$ 17,605	\$ 1,266	\$ -	\$ -	\$ 17,605	\$ 16,339
Bendigo & Adelaide Bank	17/06/2019	Closed	16/12/2019	182	2.10%	\$ 2,000,000	\$ 20,942	\$ 1,496	\$ -	\$ -	\$ 20,942	\$ 19,446
MyState	17/06/2019	Closed	16/12/2019	182	2.10%	\$ 2,000,000	\$ 20,942	\$ 1,496	\$ -	\$ -	\$ 20,942	\$ 19,446
Bendigo & Adelaide Bank	27/08/2019	Closed	24/01/2020	150	1.60%	\$ 2,000,000	\$ 13,151	\$ -	\$ -	\$ -	\$ 13,151	\$ 13,151
AMP	26/09/2019	Closed	24/02/2020	162	2.00%	\$ 2,000,000	\$ 19,945	\$ -	\$ -	\$ -	\$ 19,945	\$ 19,945
Macquarie Bank	28/11/2019	Closed	28/02/2020	92	1.60%	\$ 1,500,000	\$ 6,049	\$ -	\$ -	\$ -	\$ 6,049	\$ 6,049
Bendigo & Adelaide Bank	17/09/2019	Closed	17/03/2020	182	1.68%	\$ 2,000,000	\$ 16,754	\$ -	\$ -	\$ -	\$ 16,754	\$ 16,754
NAB	19/09/2019	Closed	17/03/2020	180	1.72%	\$ 1,500,000	\$ 12,723	\$ -	\$ -	\$ -	\$ 12,723	\$ 12,723
MyState	26/11/2019	Closed	26/03/2020	121	1.70%	\$ 1,500,000	\$ 8,453	\$ -	\$ -	\$ -	\$ 8,453	\$ 8,453
MyState	16/12/2019	Closed	15/04/2020	121	1.75%	\$ 2,000,000	\$ 11,603	\$ -	\$ -	\$ -	\$ 11,603	\$ 11,603
AMP	30/10/2019	Closed	5/05/2020	188	1.75%	\$ 2,000,000	\$ 18,027	\$ -	\$ -	\$ -	\$ 18,027	\$ 18,027
Defence Bank	1/11/2019	Closed	5/05/2020	186	1.65%	\$ 2,000,000	\$ 16,816	\$ -	\$ -	\$ -	\$ 16,816	\$ 16,816
AMP	6/11/2019	Closed	6/05/2020	182	1.75%	\$ 2,000,000	\$ 17,452	\$ -	\$ -	\$ -	\$ 17,452	\$ 17,452
Macquarie Bank	17/02/2020	Closed	18/05/2020	91	1.60%	\$ 2,000,000	\$ 7,978	\$ -	\$ -	\$ -	\$ 7,978	\$ 7,978
AMP	24/02/2020	Closed	25/05/2020	91	1.75%	\$ 2,000,000	\$ 8,726	\$ -	\$ -	\$ -	\$ 8,726	\$ 8,726
Bendigo & Adelaide Bank	24/02/2020	Closed	25/05/2020	91	1.40%	\$ 2,000,000	\$ 6,981	\$ -	\$ -	\$ -	\$ 6,981	\$ 6,981
Macquarie Bank	12/02/2020	Open	12/06/2020	121	1.60%	\$ 2,000,000	\$ 10,608	\$ -	\$ 9,556	\$ 9,556	\$ -	\$ 9,556
AMP	24/02/2020	Open	24/06/2020	121	1.60%	\$ 2,000,000	\$ 10,608	\$ -	\$ 8,504	\$ 8,504	\$ -	\$ 8,504
Members Equity Bank	28/05/2020	Open	28/07/2020	61	0.95%	\$ 2,000,000	\$ 3,175	\$ -	\$ 156	\$ 156	\$ -	\$ 156
Members Equity Bank	28/05/2020	Open	26/08/2020	90	1.10%	\$ 2,000,000	\$ 5,425	\$ -	\$ 181	\$ 181	\$ -	\$ 181
MyState	16/03/2020	Open	16/09/2020	184	1.75%	\$ 2,000,000	\$ 17,644	\$ -	\$ 7,288	\$ 7,288	\$ -	\$ 7,288
MyState	15/04/2020	Open	15/10/2020	183	1.75%	\$ 2,000,000	\$ 17,548	\$ -	\$ 4,411	\$ 4,411	\$ -	\$ 4,411
MyState	17/03/2020	Open	19/10/2020	216	1.75%	\$ 2,000,000	\$ 20,712	\$ -	\$ 7,192	\$ 7,192	\$ -	\$ 7,192
Bank of Queensland	5/05/2020	Open	5/11/2020	184	1.45%	\$ 2,000,000	\$ 14,619	\$ -	\$ 2,066	\$ 2,066	\$ -	\$ 2,066
AMP	25/05/2020	Open	25/11/2020	184	1.65%	\$ 2,000,000	\$ 16,636	\$ -	\$ 542	\$ 542	\$ -	\$ 542
Bank of Queensland	28/05/2020	Open	28/01/2021	245	1.15%	\$ 2,000,000	\$ 15,438	\$ -	\$ 189	\$ 189	\$ -	\$ 189
Members Equity Bank	25/05/2020	Open	25/03/2021	304	1.20%	\$ 2,000,000	\$ 19,989	\$ -	\$ 395	\$ 395	\$ -	\$ 395
AMP	5/05/2020	Open	5/05/2021	365	1.55%	\$ 2,000,000	\$ 31,000	\$ -	\$ 2,208	\$ 2,208	\$ -	\$ 2,208
AMP	6/05/2020	Open	6/05/2021	365	1.55%	\$ 2,000,000	\$ 31,000	\$ -	\$ 2,123	\$ 2,123	\$ -	\$ 2,123
Members Equity Bank	18/05/2020	Open	18/02/2021	276	1.20%	\$ 2,000,000	\$ 18,148	\$ -	\$ 855	\$ 855	\$ -	\$ 855
Total Interest on Investments								\$ 63,359	\$ 45,666	\$ 45,666	\$ 376,410	\$ 359,270
Interest on General Accounts												\$ 17,586
Interest transferred to/from externally funded projects												\$ -
<b>Net interest on investments</b>												<b>\$ 376,856.63</b>

All investments are term deposits and are currently with banks which meet Council's rating standards as below.

Current investments:			
NAB	A1+AA-		\$ - 0.0%
MyState	A2/BBB+		\$ 6,000,000 21.4%
AMP	A2/BBB+		\$ 8,000,000 28.6%
Macquarie Bank	A1/A		\$ 2,000,000 7.1%
Members Equity Bank	A2/BBB		\$ 8,000,000 28.6%
Bank of Queensland	A2/BBB		\$ 4,000,000 14.3%
Bendigo & Adelaide Bank	A2/BBB+		\$ - 0.0%
<b>Council Funds on Term Deposit</b>			<b>\$ 28,000,000 100%</b>



Due to the short term nature of the term deposits, those deposits which have not reached maturity are included as cash in the Balance Sheet.

**2.2 Operating expenditure**

Total operating expenditure for May was \$2.30M.

Expenditure YTD is at 88% compared to YTD budget or \$3.64M behind.

**2.2.1 Materials and services**

Materials and services are behind YTD budget by \$2.9M or 29%.

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

- outdoor exercise equipment of \$146K
- plant operating costs of \$180K
- Bridgewater Football/Netball change facilities \$367K
- Laanecoorie boat ramp of \$90K
- scar trees campaign of \$103K
- local road maintenance of \$68K
- service delivery reviews of \$97K.

**2.2.2 Utilities**

Utilities are ahead of YTD budget by \$76K or 16%.

This mainly relates to the timing of utility invoices with some quarterly and some monthly.

**2.2.3 Contract payments**

Contract payments are behind YTD budget by \$250K or 15%.

The main variation to budget is for the projects of flood mitigation survey and design and the cleaning of public facilities, due to a delay in receiving monthly invoices.

2.2.4 Payments

During the month the following payments were made:

Creditor payments - cheque	\$84,962.11
Creditor payments - electronic funds transfer	\$1,069,164.82
Payroll (2 pays)	\$587,833.35
<b>TOTAL</b>	<b><u>\$1,741,960.28</u></b>

2.3 **Operating surplus**

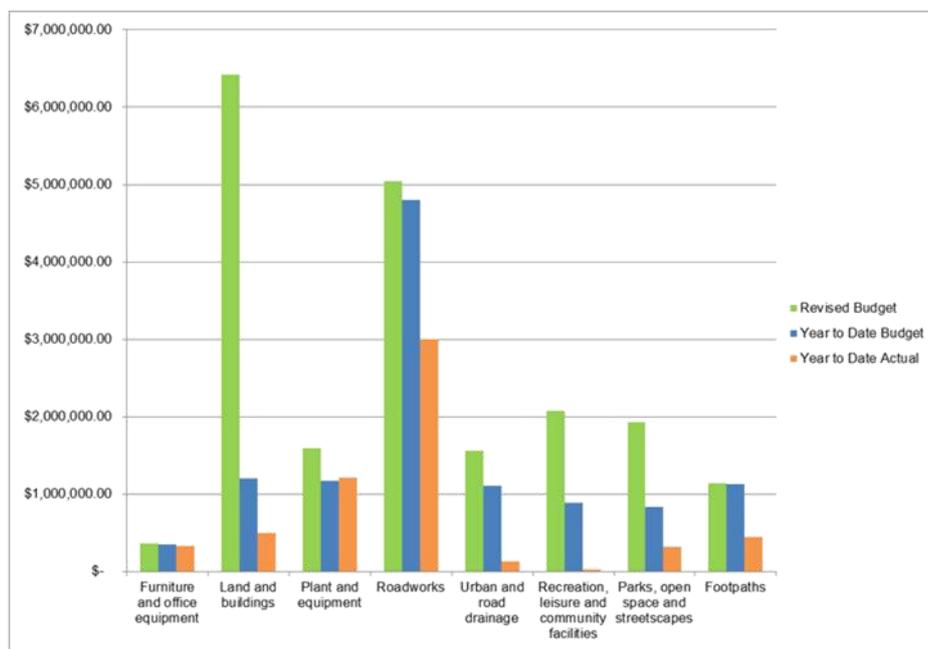
The operating deficit to date is \$1.03M.

2.4 **Capital expenditure**

Total capital works expenditure for May was \$525K.

The total revised budget for the 2019/20 capital works program is \$20.1M.

The total capital works expenditure is 30% complete in financial terms.



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

2.4.1 Proceeds from sale of assets

Proceeds from sale of assets are ahead of YTD budget by \$39K, with the main variance due to the sale of plant ahead of budget timing.

2.4.2 Land and buildings

Land and buildings is behind YTD budget by \$696K, the main variance is the flood mitigation works at Boort and the Inglewood Sports Centre upgrade, with some projects yet to start and others progressing slower than expected.

#### 2.4.3 Roadworks

Roadworks are behind YTD budget by \$1.8M.

The main variations that are behind budget due to works progressing slower than expected:

- Echuca Serpentine Road of \$425K
- Bridgewater Raywood Road of \$136K
- Pyramid Hill culvert upgrade of \$296K
- local roads reseals of \$578K
- Sloans Road Bridge of \$545K.

#### 2.4.4 Urban and road drainage

Urban and road drainage is behind YTD budget by \$974K, the main variance to budget is Verdon South Street Inglewood and Old Lead Dam Dunolly projects where the works are progressing slower than expected.

#### 2.4.5 Recreation leisure and community facilities

Recreation leisure and community facilities are behind YTD budget by \$856K, the main variance to budget is caravan park improvements and parks and garden program, due to slower than expected commencement of these projects.

#### 2.4.6 Parks, open space and streetscapes

Parks, open space and streetscapes are behind of YTD budget by \$514K, the variation relates to delay in delivery of the:

- Bridgewater foreshore project
- Inglewood Eucy Museum annex
- Donaldson Park redevelopment.

#### 2.4.7 Footpaths

Footpaths are behind of YTD budget by \$683K, due to works progressing slower than expected in the below projects:

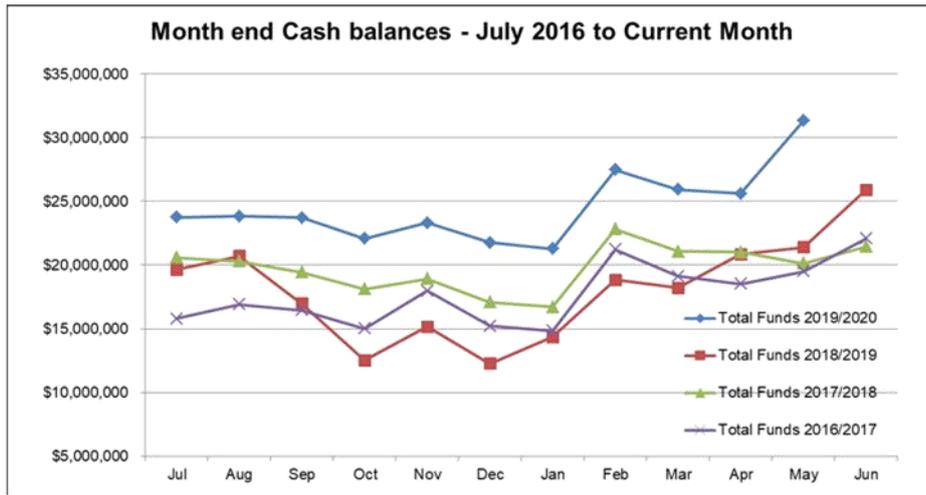
- Station Street Boort of \$44K
- Kiniry Street Boort of \$177K
- Wedderburn High Street of \$250K
- Eucy Distillery Footpath of \$139K.

### 3 STANDARD BALANCE SHEET

#### 3.1 Cash

At the end of the month, Council's overall cash total was \$31.5M which includes a balance of \$9.32M in general accounts.

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



#### 3.2 Receivables

##### 3.2.1 Debtors

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

Debtor category	May 2019	March 2020	April 2020	May 2020
Rates	503,790	1,177,988	968,551	572,868
Fire Services Property Levy	84,274	177,126	159,896	112,063
<b>Total Rates &amp; Fire Services Property Levy</b>	<b>588,064</b>	<b>1,355,114</b>	<b>1,128,447</b>	<b>684,931</b>
Sundry debtors	1,754,893	811,810	826,611	274,609
Community loans/advances	3,600	2,400	2,400	2,400
Long term loans/advances	-	-	-	-
Employee superannuation	3,676	(1,095)	8,332	3,619
Magistrates court fines	100,319	100,319	100,319	100,319
LESS provision for doubtful debts	(112,950)	(118,887)	(118,887)	(118,887)
<b>Total</b>	<b>2,337,602</b>	<b>2,149,661</b>	<b>1,947,222</b>	<b>946,990</b>

3.2.2 Rates debtors

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

	May 2019 (3/6/2019)	March 2020 (2/4/2020)	April 2020 (1/5/2020)	May 2020 (1/6/2020)
2006/07	\$ 288	\$ 308	\$ 314	\$ 314
2007/08	\$ 453	\$ 494	\$ 494	\$ 494
2008/09	\$ 473	\$ 516	\$ 516	\$ 516
2009/10	\$ 1,803	\$ 1,299	\$ 1,299	\$ 1,299
2010/11	\$ 3,305	\$ 2,848	\$ 2,668	\$ 2,548
2011/12	\$ 4,645	\$ 4,299	\$ 4,299	\$ 4,299
2012/13	\$ 3,989	\$ 3,532	\$ 3,532	\$ 3,532
2013/14	\$ 2,506	\$ 1,830	\$ 2,130	\$ 1,830
2013/14 Fire Services Property Levy	\$ 809	\$ 722	\$ 422	\$ 722
2014/15	\$ 5,665	\$ 3,704	\$ 3,704	\$ 3,704
2014/15 Fire Services Property Levy	\$ 1,629	\$ 1,192	\$ 1,192	\$ 1,192
2015/16	\$ 13,305	\$ 8,421	\$ 8,233	\$ 8,049
2015/16 Fire Services Property Levy	\$ 2,943	\$ 2,059	\$ 2,043	\$ 2,027
2016/17	\$ 27,918	\$ 21,360	\$ 19,278	\$ 19,058
2016/17 Fire Services Property Levy	\$ 4,964	\$ 3,706	\$ 3,305	\$ 3,280
2017/18	\$ 56,235	\$ 38,754	\$ 36,585	\$ 35,582
2017/18 Fire Services Property Levy	\$ 10,891	\$ 7,508	\$ 6,993	\$ 6,869
2018/19	\$ 383,205	\$ 75,390	\$ 68,611	\$ 63,301
2018/19 Fire Services Property Levy	\$ 63,038	\$ 13,533	\$ 12,751	\$ 12,004
2019/20		\$ -	\$ -	\$ 434,540
2019/20 Fire Services Property Levy		\$ -	\$ -	\$ 79,771
<b>Sub-total: arrears</b>	<b>\$ 588,064</b>	<b>\$ 191,475</b>	<b>\$ 178,369</b>	<b>\$ 684,931</b>
Current year (outstanding but not due)	\$ -	\$ 1,021,842	\$ 823,820	\$ -
Fire Services Property Levy	\$ -	\$ 141,790	\$ 126,259	\$ -
<b>Total outstanding</b>	<b>\$ 588,064</b>	<b>\$ 1,355,114</b>	<b>\$ 1,128,447</b>	<b>\$ 684,931</b>
<i>Summary</i>				
Rates in arrears	\$ 503,789	\$ 162,755	\$ 151,663	\$ 579,066
FSP in arrears	\$ 84,275	\$ 28,720	\$ 26,706	\$ 105,865
<b>Total arrears</b>	<b>\$ 588,064</b>	<b>\$ 191,475</b>	<b>\$ 178,369</b>	<b>\$ 684,931</b>

3.2.3 Sundry debtors

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

Current	\$389,127	75%
30 days	\$3,501	1%
60 days	\$47,642	9%
90 + days	\$75,857	15%
<b>Sub total routine debtors</b>	<b>\$516,128</b>	<b>100%</b>
Paid Parental Leave	\$0	
Government departments	(\$336,195)	
GST	\$94,676	
<b>Total</b>	<b>\$274,609</b>	
90 + days consists of:		
Community Wellbeing debtors	\$949	
Local community groups	\$913	
Others	\$73,995	
<b>Total</b>	<b>\$75,857</b>	

Total outstanding sundry debtors as at 31 May 2020 are (\$274K). The sundry debtors balance has reduced due to a payment received from Department of Infrastructure and Transport where an invoice is yet to be raised to offset the credit.

The mainstream sundry debtors (\$516K) have been broken into the amount of time they have been outstanding. At the time of this report \$76K or 15% of that total has been outstanding for more than 90 days. All debtors are contacted as a matter of routine.

#### 3.2.4 Supplementary valuations

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

Valuation type	Opening balance	Supplementary changes	Closing balance
Site Value	\$ 1,555,872,900	\$ 322,000	\$ 1,556,194,900
Capital Improved Value	\$ 2,350,151,700	\$ 4,621,000	\$ 2,354,772,700
NAV	\$ 120,570,565	\$ 229,550	\$ 120,800,115

The total rateable CIV at the end of May 2020 remains at \$2.35B.

### 3.3 **Water rights**

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

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

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

### 3.4 **Vision Super Defined Benefits Plan update**

On 18 May, council received official notification of the 31 March 2020 estimated Vested Benefit Index (VBI) for the sub-plan being 102.1%. This is a minor increase from the previous quarter and it remains above the required 100%.

Currently, under the superannuation prudential standards, VBI's must generally be kept above a fund's nominated shortfall, currently 97%. When an actuarial review/investigation is in progress the fund's VBI must be at least 100% as it was at 30 June 2019.

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

As at	30 June 2017 (actual)	30 June 2018 (actual)	30 June 2019 (actual)	30 Sept 2019 (estimated)	31 Dec 2019 (estimated)	31 March 2020 (estimated)
LASF DB	103.1%	106.0%	107.1%	107.3%	107.7%	102.1%

## APPENDIX 1: STANDARD INCOME STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>REVENUE FROM ORDINARY ACTIVITIES</b>							
Rates	\$11,027,275	\$11,049,483	\$11,049,483	\$10,983,180	(\$66,303)	99%	99%
Revenue grants	\$6,222,978	\$6,486,554	\$6,393,666	\$11,227,455	\$4,833,789	176%	173%
Capital grants	\$5,916,828	\$8,380,349	\$4,239,787	\$2,916,123	(\$1,323,664)	69%	35%
Vic Roads	\$524,064	\$515,027	\$472,098	\$499,095	\$26,997	106%	97%
User fees	\$1,836,005	\$2,044,401	\$1,764,873	\$1,837,519	\$72,646	104%	90%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$421,626	\$21,626	\$21,165	(\$461)	98%	5%
Interest income	\$375,125	\$400,125	\$366,784	\$408,493	\$41,709	111%	102%
* Reversal of impairment losses	\$0	\$0	\$0	\$103	\$103	0%	0%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$295,833	\$275,408	\$244,747	\$277,639	\$32,892	113%	101%
<b>Total revenue</b>	<b>\$26,508,108</b>	<b>\$29,572,973</b>	<b>\$24,553,064</b>	<b>\$28,170,773</b>	<b>\$3,617,709</b>	<b>115%</b>	<b>95%</b>
<b>EXPENDITURE FROM ORDINARY ACTIVITIES</b>							
Labour	\$10,796,481	\$10,623,784	\$9,767,318	\$9,210,344	\$556,974	94%	87%
Materials & services	\$8,638,752	\$11,879,675	\$10,016,970	\$7,117,663	\$2,899,307	71%	60%
Depreciation	\$9,431,014	\$9,431,014	\$8,645,054	\$8,645,099	(\$45)	100%	92%
Utilities	\$507,274	\$517,793	\$462,985	\$539,196	(\$76,211)	116%	104%
Contract payments	\$1,638,038	\$1,807,754	\$1,635,053	\$1,384,997	\$250,056	85%	77%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,631	\$84,631	\$40,500	\$28,817	\$11,683	71%	34%
Councillor costs	\$226,166	\$226,166	\$207,317	\$212,789	(\$5,472)	103%	94%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
* Impairment losses	\$0	\$0	\$0	\$0	\$0	0%	0%
Bad debts expense	\$0	\$0	\$0	\$894	(\$894)	0%	0%
<b>Total expenditure</b>	<b>\$31,322,355</b>	<b>\$34,570,816</b>	<b>\$30,775,197</b>	<b>\$27,139,798</b>	<b>\$3,635,399</b>	<b>88%</b>	<b>79%</b>
<b>NET RESULT FOR THE PERIOD</b>	<b>(\$4,814,247)</b>	<b>(\$4,997,843)</b>	<b>(\$6,222,133)</b>	<b>\$1,030,975</b>	<b>(\$7,253,108)</b>	<b>-17%</b>	<b>-21%</b>
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>							
Economic development & tourism	\$1,449,827	\$1,679,456	\$1,476,917	\$1,318,062	\$158,856	89%	78%
Leadership	\$1,688,427	\$1,743,929	\$1,496,098	\$1,455,810	\$40,287	97%	83%
Works & infrastructure	\$14,542,506	\$14,062,327	\$12,777,254	\$12,345,122	\$432,132	97%	88%
Good management	\$4,353,730	\$4,940,989	\$4,399,574	\$3,731,426	\$668,148	85%	76%
Environment	\$2,287,172	\$2,381,447	\$2,161,438	\$1,989,305	\$172,133	92%	84%
Community services & recreation	\$7,000,694	\$9,762,668	\$8,463,917	\$6,300,074	\$2,163,842	74%	65%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
<b>Total operating expenditure</b>	<b>\$31,322,355</b>	<b>\$34,570,816</b>	<b>\$30,775,197</b>	<b>\$27,139,798</b>	<b>\$3,635,399</b>	<b>88%</b>	<b>79%</b>
<b>NET RESULT FOR THE PERIOD</b>	<b>(\$4,814,247)</b>	<b>(\$4,997,843)</b>	<b>(\$6,222,133)</b>	<b>\$1,030,975</b>	<b>(\$7,253,108)</b>	<b>-17%</b>	<b>-21%</b>

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

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
<b>FUNDING DECISIONS</b>							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,812,974	\$17,787,946	\$0	\$0	\$0	0%	0%
Less transfer to reserves	(\$2,618,186)	(\$2,731,062)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$429,537	\$402,471	\$247,467	\$286,342	(\$38,875)	116%	71%
<b>TOTAL FUNDING DECISIONS</b>	<b>\$5,624,325</b>	<b>\$15,459,355</b>	<b>\$247,467</b>	<b>\$286,342</b>	<b>(\$38,875)</b>	<b>116%</b>	<b>2%</b>
<b>NET FUNDS AVAILABLE FOR CAPITAL</b>	<b>\$810,078</b>	<b>\$10,461,512</b>	<b>(\$5,974,666)</b>	<b>\$1,317,317</b>	<b>(\$7,291,983)</b>	<b>-22%</b>	<b>13%</b>
<b>CAPITAL EXPENDITURE BY ASSET TYPE</b>							
Furniture and office equipment	\$405,500	\$358,000	\$348,000	\$330,505	\$17,495	95%	92%
Land and buildings	\$4,994,164	\$6,423,871	\$1,198,364	\$502,295	\$696,069	42%	8%
Plant and equipment	\$1,275,763	\$1,588,990	\$1,170,918	\$1,208,316	(\$37,398)	103%	76%
Roadworks	\$4,711,536	\$5,044,573	\$4,795,768	\$2,999,675	\$1,796,094	63%	59%
Urban and road drainage	\$350,000	\$1,556,522	\$1,104,598	\$130,506	\$974,092	12%	8%
Recreation, leisure and community facilities	\$885,822	\$2,076,362	\$883,114	\$26,929	\$856,185	3%	1%
Parks, open space and streetscapes	\$800,000	\$1,924,932	\$836,499	\$322,954	\$513,545	39%	17%
Footpaths	\$261,057	\$1,139,459	\$1,124,211	\$441,489	\$682,722	39%	39%
<b>TOTAL CAPITAL EXPENDITURE PAYMENTS</b>	<b>\$13,683,842</b>	<b>\$20,112,709</b>	<b>\$11,461,472</b>	<b>\$5,962,670</b>	<b>\$5,498,803</b>	<b>52%</b>	<b>30%</b>
<b>NON CASH ADJUSTMENTS</b>							
Less depreciation	\$9,431,014	\$9,431,014	\$8,645,054	\$8,645,099	(\$45)	100%	92%
Add reversal of impairment losses	\$0	\$0	\$0	(\$103)	\$103	0%	0%
Less loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Less bad debts expense	\$0	\$0	\$0	\$894	(\$894)	0%	0%
<b>TOTAL NON CASH ADJUSTMENTS</b>	<b>\$9,431,014</b>	<b>\$9,431,014</b>	<b>\$8,645,054</b>	<b>\$8,645,891</b>	<b>(\$837)</b>	<b>100%</b>	<b>92%</b>
Accumulated surplus brought forward	(\$3,591,683)	(\$3,860,817)	\$0	\$0	\$0	0%	0%
<b>NET CASH (SURPLUS)/DEFICIT</b>	<b>(\$148,932)</b>	<b>(\$3,640,633)</b>	<b>\$8,791,084</b>	<b>(\$4,000,538)</b>	<b>\$12,791,622</b>	<b>-46%</b>	<b>110%</b>

## APPENDIX 3: STANDARD BALANCE SHEET

	May 2020 As per trial balance	June 2019 As per financial statements	May 2019 As per trial balance
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$31,512,206	\$25,893,132	\$21,392,004
Trade and other receivables	\$620,182	\$2,498,935	\$2,257,601
Financial assets	\$89,358	\$801,952	\$46,715
Inventories	\$27,234	\$40,279	\$46,205
Non-current assets classified as held for sale	\$556,091	\$556,092	\$690,322
<b>TOTAL CURRENT ASSETS</b>	<b>\$32,805,071</b>	<b>\$29,790,390</b>	<b>\$24,432,847</b>
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	\$2,397	\$2,397	\$80,000
Financial assets	\$334,516	\$269,572	\$347,419
Intangible assets	\$2,702,545	\$2,702,545	\$1,979,130
Property, infrastructure, plant and equipment	\$350,765,145	\$353,733,913	\$336,507,037
<b>TOTAL NON-CURRENT ASSETS</b>	<b>\$353,804,603</b>	<b>\$356,708,427</b>	<b>\$338,913,586</b>
<b>TOTAL ASSETS</b>	<b>\$386,609,674</b>	<b>\$386,498,817</b>	<b>\$363,346,433</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	\$163,479	\$1,174,480	\$288,579
Trust funds and deposits	\$472,292	\$340,748	\$474,782
Provisions	\$2,371,747	\$2,412,407	\$1,699,841
Interest bearing loans and borrowings	\$0	\$0	\$0
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$3,007,518</b>	<b>\$3,927,635</b>	<b>\$2,463,202</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	\$1,797,418	\$1,797,418	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>\$1,797,418</b>	<b>\$1,797,418</b>	<b>\$2,324,221</b>
<b>TOTAL LIABILITIES</b>	<b>\$4,804,936</b>	<b>\$5,725,053</b>	<b>\$4,787,423</b>
<b>NET ASSETS</b>	<b>\$381,804,739</b>	<b>\$380,773,764</b>	<b>\$358,559,011</b>
<b>EQUITY</b>			
Accumulated Surplus	\$94,651,631	\$93,620,656	\$92,239,960
Asset Revaluation Reserve	\$265,442,673	\$287,153,108	\$247,387,367
Other Reserves	\$21,710,435	\$0	\$18,931,684
<b>TOTAL EQUITY</b>	<b>\$381,804,739</b>	<b>\$380,773,764</b>	<b>\$358,559,011</b>

APPENDIX 4A: COMMUNITY PLANNING FINANCIALS BOORT

Boort Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		<b>Income</b>						
		Unspent Allocation from Previous Years	\$70,848	\$0	\$70,848	\$70,848	\$0	\$70,848
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
	26802	BRIC Gym Alloc 1	\$0	\$0	\$0	\$0	\$0	\$0
	26813	BRIC Gym Alloc 2	\$0	\$0	\$0	\$0	\$0	\$0
		Transfer from Reserve	\$0	\$0	\$0	\$0	\$0	\$0
		<b>Total Amount Available</b>	<b>\$120,848</b>	<b>\$0</b>	<b>\$120,848</b>	<b>\$120,848</b>	<b>\$0</b>	<b>\$120,848</b>
2017/18	26850	Lake Boort Outdoor Furniture	\$0	\$7,528	\$7,528	\$0	\$8,780	\$8,780
2018/19	26852	Korong Vale Playground Shade Sail	\$0	\$8,489	\$8,489	\$0	\$8,489	\$8,489
2019/20	26854	Boort Park Kitchen	\$0	\$20,000	\$20,000	\$0	\$20,000	\$20,000
<b>CURRENT</b>		<b>Boort Community Plans Unallocated</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$83,579</b>	<b>\$83,579</b>
		<b>Total Expenditure for the Year</b>	<b>\$0</b>	<b>\$36,017</b>	<b>\$36,017</b>	<b>\$0</b>	<b>\$120,848</b>	<b>\$120,848</b>
		<b>Total Amount Not Spent at the End of the Year, and Available for Next Year</b>			<b>\$84,831</b>			<b>\$0</b>

APPENDIX 4B: COMMUNITY PLANNING FINANCIALS INGLEWOOD

Inglewood Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		<b>Income</b>						
		Unspent Allocation from Previous Years	\$135,319	\$0	\$135,319	\$135,319	\$0	\$135,319
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		<b>Total Amount Available</b>	<b>\$185,319</b>	<b>\$0</b>	<b>\$185,319</b>	<b>\$185,319</b>	<b>\$0</b>	<b>\$185,319</b>
		<b>LESS Expenditure for the Year</b>						
2011/12	24804	Bridgewater Streetscape	\$0	\$0	\$0	\$0	\$39,500	\$39,500
2017/18	26847	Inglewood Sports Centre Power Upgrade	\$0	\$4,200	\$4,200	\$0	\$4,200	\$4,200
2018/19	17956	B/W Recreation reserve Lights	\$0	\$18,575	\$18,575	\$0	\$21,949	\$21,949
2019/20	26856	Inglewood Eucy Museum Annex Alloc 2	\$0	\$0	\$0	\$0	\$81,000	\$81,000
2019/20	18707	Campbells Forest & District Newsletter	\$0	\$2,299	\$2,299	\$0	\$2,299	\$2,299
2019/20	26857	Bridgewater Hall Alloc 3	\$0	\$20,000	\$20,000	\$0	\$20,000	\$20,000
<b>CURRENT</b>		<b>Inglewood Community Plans Unallocated</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,371</b>	<b>\$16,371</b>
		<b>Total Expenditure for the Year</b>	<b>\$0</b>	<b>\$45,074</b>	<b>\$45,074</b>	<b>\$0</b>	<b>\$185,319</b>	<b>\$185,319</b>
		<b>Total Amount Not Spent at the End of the Year, and Available for Next Year</b>			<b>\$140,245</b>			<b>\$0</b>

APPENDIX 4C: COMMUNITY PLANNING FINANCIALS TARNAGULLA

Tarnagulla Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		<b>Income</b>						
		Unspent Allocation from Previous Years	\$159,599	\$0	\$159,599	\$159,599	\$0	\$159,599
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Strategic Fund	\$150,000	\$0	\$150,000	\$150,000	\$0	\$150,000
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		<b>Total Amount Available</b>	<b>\$359,599</b>	<b>\$0</b>	<b>\$359,599</b>	<b>\$359,599</b>	<b>\$0</b>	<b>\$359,599</b>
		<b>LESS Expenditure for the Year</b>						
2017/18	16858	Laanecoorie Boat Ramp	\$0	\$92,824	\$92,824	\$0	\$89,807	\$89,807
2017/18	12524	Newbridge Solar Bollards	\$0	\$0	\$0	\$0	\$1,234	\$1,234
2018/19	17307	Rheola Hall verandah Flood Light	\$0	\$0	\$0	\$0	\$1,533	\$1,533
2018/19	17308	Tarnagulla Public Hall Shed Repairs	\$0	\$23,417	\$23,417	\$0	\$24,270	\$24,270
2018/19	17309	Newbridge Rac Reserve BBQ Shelter	\$0	\$9,195	\$9,195	\$0	\$13,110	\$13,110
2018/19	17314	Newbridge Playground Shelter	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2018/19	27980	Newbridge Hall Repairs	\$0	\$4,545	\$4,545	\$0	\$9,487	\$9,487
2019/20	26853	TaCPSF Newbridge Hall	\$0	\$36,117	\$36,117	\$0	\$40,000	\$40,000
2019/20	18704	TaCPSF Laanecoorie Hall Paint	\$0	\$0	\$0	\$0	\$20,000	\$20,000
2019/20	18705	TaCPSF Newbridge Recreational Reserve Mow	\$0	\$38,843	\$38,843	\$0	\$40,000	\$40,000
2019/20	18706	TaCPSF Tarnagulla Community Centre Asphalt	\$0	\$0	\$0	\$0	\$50,000	\$50,000
2019/20	26858	Tarnagulla Hall Solar System	\$0	\$0	\$0	\$0	\$21,174	\$21,174
2019/20	18708	Rheola Hall Heating and Cooling	\$0	\$0	\$0	\$0	\$13,200	\$13,200
2019/20	18709	Rheola Park Pipeline Connection	\$0	\$0	\$0	\$0	\$10,259	\$10,259
2019/20	26859	Newbridge Progress Park BBQ and Shelter	\$0	\$0	\$0	\$0	\$10,509	\$10,509
2019/20	18710	Laanecoorie Notice Board	\$0	\$0	\$0	\$0	\$2,000	\$2,000
2019/20	18711	Newbridge Notice Board	\$0	\$0	\$0	\$0	\$2,000	\$2,000
<b>CURRENT</b>		<b>Tarnagulla Community Plans Unallocated</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,016</b>	<b>\$1,016</b>
		<b>Total Expenditure for the Year</b>	<b>\$0</b>	<b>\$204,941</b>	<b>\$204,941</b>	<b>\$0</b>	<b>\$359,599</b>	<b>\$359,599</b>
		<b>Total Amount Not Spent at the End of the Year, and Available for Next Year</b>			<b>\$154,658</b>			<b>\$0</b>

APPENDIX 4D: COMMUNITY PLANNING FINANCIALS TERRICK

Terrick Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		<b>Income</b>						
		Unspent Allocation from Previous Years	\$63,381	\$0	\$63,381	\$63,381	\$0	\$63,381
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		<b>Total Amount Available</b>	<b>\$113,381</b>	<b>\$0</b>	<b>\$113,381</b>	<b>\$113,381</b>	<b>\$0</b>	<b>\$113,381</b>
		<b>LESS Expenditure for the Year</b>						
2010/11	16279	Pyramid Hill Rural Water Community Areas	\$0	\$0	\$0	\$0	\$7,091	\$7,091
2017/18	16917	Dingee Recreation Reserve Playground	\$0	\$0	\$0	\$0	\$790	\$790
2017/18	26849	Pyramid Hill Memorial Hall Power Upgrade	\$0	\$1,923	\$1,923	\$0	\$4,196	\$4,196
2017/18	16918	Dingee Hall Storage Container	\$0	\$0	\$0	\$0	\$1,449	\$1,449
2018/19	17943	Dingee Hall Solar	\$0	\$0	\$0	\$0	\$1,191	\$1,191
2018/19	18352	Dingee EPU Feasibility Study	\$0	\$0	\$0	\$0	\$12,000	\$12,000
2018/19	27907	PH Lions Park Redevelopment	\$0	\$38,526	\$38,526	\$0	\$57,101	\$57,101
2019/20	18712	Mitamo Sporting Rooms Flood Upgrade	\$0	\$0	\$0	\$0	\$10,000	\$10,000
2019/20	18713	Dingee Memorial Hall Toilet	\$0	\$0	\$0	\$0	\$20,000	\$20,000
<b>CURRENT</b>		<b>Terrick Community Plans Unallocated</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$437</b>	<b>-\$437</b>
		<b>Total Expenditure for the Year</b>	<b>\$0</b>	<b>\$40,449</b>	<b>\$40,449</b>	<b>\$0</b>	<b>\$113,381</b>	<b>\$113,381</b>
		<b>Total Amount Not Spent at the End of the Year, and Available for Next Year</b>			<b>\$72,932</b>			<b>\$0</b>

APPENDIX 4E: COMMUNITY PLANNING FINANCIALS WEDDERBURN

Wedderburn Community Plans			ACTUALS			BUDGET		
YEAR	LEDGER	PROJECT	2019/20 FINANCIAL YEAR			2019/20 FINANCIAL YEAR		
			INCOME	EXPENDITURE	NET COST	INCOME	EXPENDITURE	NET COST
		<b>Income</b>						
		Unspent Allocation from Previous Years	\$196,073	\$0	\$196,073	\$196,073	\$0	\$196,073
		This Year's Allocation	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
		Equity Adjustment	\$0	\$0	\$0	\$0	\$0	\$0
		Movement in Wards	\$0	\$0	\$0	\$0	\$0	\$0
		Strategic Fund	\$0	\$0	\$0	\$0	\$0	\$0
		<b>Total Amount Available</b>	<b>\$246,073</b>	<b>\$0</b>	<b>\$246,073</b>	<b>\$246,073</b>	<b>\$0</b>	<b>\$246,073</b>
		<b>Expenditure</b>						
2016/17	16912	Wedderburn Town Entry	\$0	\$2,530	\$2,530	\$0	\$35,840	\$35,840
2016/17	16913	Wedderburn Caravan Park	\$0	\$0	\$0	\$0	\$50,000	\$50,000
2018/19	27908	Soldiers Memorial Park Exercise Equipment	\$0	\$25,000	\$25,000	\$0	\$25,000	\$25,000
2018/19	27909	Wedderburn Caravan Park Redevelopment	\$0	\$0	\$0	\$0	\$25,000	\$25,000
2018/19	27910	Donaldson Park Redevelopment	\$0	\$10,000	\$10,000	\$0	\$10,000	\$10,000
<b>CURRENT</b>		<b>Wedderburn Community Plans Unallocated</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,233</b>	<b>\$100,233</b>
		<b>Total Expenditure for the Year</b>	<b>\$0</b>	<b>\$37,530</b>	<b>\$37,530</b>	<b>\$0</b>	<b>\$246,073</b>	<b>\$246,073</b>
		<b>Total Amount Not Spent at the End of the Year, and Available for Next Year</b>			<b>\$208,543</b>			<b>\$0</b>

**9.6 2020 COUNCIL MEETING SCHEDULE AMENDMENT**

**File Number:** FOL/19/45613  
**Author:** Christine Coombes, Executive and Commercial Services Officer  
**Authoriser:** Lynne Habner, Manager Executive and Commercial Services  
**Attachments:** Nil

**RECOMMENDATION**

That Council

1. approve the amendment to the date, time and location of the Special Council meeting to be held on Thursday 19 November 2020, commencing at 5pm to be held at the Serpentine Memorial Hall;
2. provide public notice of the change of date for the details of the Special Council meeting to be held on Thursday 19 November 2020.

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

The 2020 schedule of Council Meetings was adopted on 24 September 2019.

Amendment of the September 2020 meeting and Special meeting were adopted at the April 2020 Council meeting, as listed below in the table of 2020 scheduled meetings.

Tuesday 28 January	Tuesday 26 May	Tuesday 15 September
Tuesday 25 February	Tuesday 23 June	Tuesday 13 October
Tuesday 24 March	Tuesday 28 July	Tuesday 24 November
Tuesday 28 April	Tuesday 25 August	Tuesday 15 December
Special meeting: Thursday 12 November at Serpentine Memorial Hall at 5pm		

**BACKGROUND**

The Loddon Shire Council has traditionally conducted Council meetings on a monthly cycle on the fourth Tuesday of the month. It was proposed that this meeting schedule be continued through 2020.

**ISSUES/DISCUSSION****Caretaker period and proposed meeting date change**

Caretaker and election period planning has been commenced by officers. Caretaker period for the 2020 Council Election will commence on Tuesday 22 September 2020. The election is scheduled to be held on Saturday 24 October 2020.

**Special Council meeting following Election**

It is proposed to amend the scheduled date, time and location of the Special meeting to be held for the taking of the Oath of Office, making written declaration to abide by the Code of Conduct, Election of Mayor and appointment to committees. The amendment is due to notification from the Victorian Electoral Commission that final declarations for all councils will not be complete until 13 November 2020, one week later than originally anticipated. This

implication was notified as a part of the items alerted to the Chief Executive Officer in regard to council elections being delivered with a COVID-19 overlay.

The scheduling of this meeting will allow officers to plan the induction program for the newly elected body. The proposed details for this meeting are 5.00pm on Thursday 19 November 2020 at the Serpentine Memorial Hall.

**COST/BENEFITS**

There are some costs associated with this recommendation related to advertising, venue hire and catering which can be accommodated within existing budget allocations.

**RISK ANALYSIS**

Nil

**CONSULTATION AND ENGAGEMENT**

The matter was discussed with the Chief Executive Officer and Management Executive Group.

**9.7 LOCAL GOVERNMENT ACT 2020 - AUDIT AND RISK COMMITTEE**

**File Number:** 06/02/003  
**Author:** Sharon Morrison, Director Corporate Services  
**Authoriser:** Phil Pinyon, Chief Executive Officer  
**Attachments:** 1. Audit and Risk Committee Charter proposed version 9

**RECOMMENDATION**

That Council:

1. Establishes the Loddon Shire Council Audit and Risk Committee by appointing the persons named in this report as Audit Committee members for the periods stated in this report.
2. Approves the Audit and Risk Committee Charter version 9

**CONFLICT OF INTEREST**

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

**PREVIOUS COUNCIL DISCUSSION**

Council approved version 8 of the Audit and Risk Committee Charter on 28 April 2020.

**BACKGROUND**

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

This section of the 1989 Act has been repealed however the section 54(8) of the Local Government Act 2020 (the 2020 Act) specifically allows for the continued operation of an audit committee established under section 139 of the 1989 Act until an Audit and Risk Committee is established under the 2020 Act.

**ISSUES/DISCUSSION**

Section 53 of the 2020 Act states that 'A Council must establish an Audit and Risk Committee (the Committee)'. Section 54(7) of the 2020 Act states that a Council must approve the first Audit and Risk Committee Charter and establish the first Audit and Risk Committee on or before 1 September 2020.

The Committee must:

- a) include members who are Councillors of the Council; and
- b) consist of a majority of members who are not Councillors of the Council and who collectively have-
  - i) expertise in financial management and risk; and
  - ii) experience in public sector management; and
- c) not include any person who is a member of Council staff of the Council.

The chairperson must not be a Councillor of the Council.

Section 123 (misuse of position) and 125 (confidential information) of the 2020 Act apply to a member of the Committee who is not a Councillor as if the member were a member of a delegated committee.

Section 54(3) of the 2020 Act states that Council may pay a fee to a member of the Committee who is not a Councillor of the Council.

Section 54 of the 2020 Act states that 'A Council must prepare and approve an Audit and Risk Committee Charter' (the Charter).

The Charter must specify the functions and responsibilities of the Audit and Risk Committee including the following-

- a) monitor the compliance of Council policies and procedures with—
  - i) the overarching governance principles; and
  - ii) this Act and the regulations and any Ministerial directions
- b) monitor Council financial and performance reporting;
- c) monitor and provide advice on risk management and fraud prevention systems and controls;
- d) oversee internal and external audit functions.
  - a)
  - b) The Committee must
    - adopt an annual work program
    - undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and
    - provide a copy of the annual assessment to the CEO for tabling at the next Council meeting
    - prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
    - provide a copy of the biannual audit and risk report to the CEO for tabling at the next Council meeting

The CEO must

- ensure the preparation and maintenance of agendas, minutes and reports for the Committee; and
- table reports and annual assessments of the Committee at Council meetings when required by the Act and when requested by the chairperson of the Committee

It is proposed that the existing members of the Audit Committee be appointed to the Audit and Risk Committee for the periods set out below:

- Alan Darbyshire to 30 April 2021
- Rod Poxon to 30 April 2022
- Jarrah O'Shea to 30 April 2023
- Rod Baker to 30 April 2024
- Councillor Gavan Holt as the substantive councillor member for the period to election day 2020.
- Councillor Neil Beattie as the alternate councillor member for the period to election day 2020.

Attached is proposed version 9 of the Charter. The document highlights the inclusion of requirements of the 2020 Act and tracks changes where there is a change from the recently adopted version 8 of the Charter.

### **COST/BENEFITS**

Audit committee members are already paid a meeting fee and there is an internal audit program already funded by Council. The benefits of the recommendations in this report are good governance and compliance with the 2020 Act.

**RISK ANALYSIS**

The adoption of the recommendations in this report address the risk of non-compliance with the 2020 Act.

**CONSULTATION AND ENGAGEMENT**

Councillors discussed changes to the Audit and Risk Committee at the Council Forum on 9 June 2020.

# LODDON SHIRE COUNCIL

## AUDIT AND RISK COMMITTEE CHARTER



## DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
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RELATED LEGISLATION:	<a href="#">-Local Government Act-1989</a> <a href="#">Local Government Act 2020</a>
EVIDENCE OF APPROVAL:	

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Signed by Chief Executive Officer

FILE LOCATION: K:\EXECUTIVE\Strategies policies and procedures\Strategies - adopted PDF and Word\STR Audit and Risk Committee Charter v8 .DOCX

Strategic documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the Loddon Shire Internet to ensure that the version you are using is up to date.  
This document is available in alternative formats (e.g. larger font) if requested.

## ACKNOWLEDGEMENT OF COUNTRY

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

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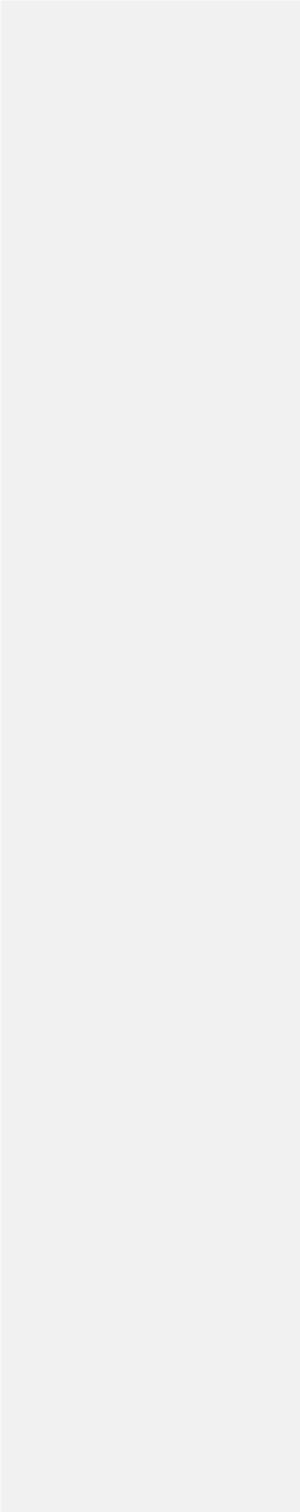
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## 1 PURPOSE

The purpose of this charter is to outline functions and responsibilities of Council's Audit and Risk Committee.

## 2 BUDGET IMPLICATIONS

This document has no direct budget implications.

## 3 RISK ANALYSIS

The Audit and Risk Committee has a responsibility to oversee Council's risk management function, and the audit program is a risk based program. It is a requirement of Section 53(3) of the Local Government Act 2020 (the 2020 Act) that Council establish an Audit and Risk Committee.

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## 4 OBJECTIVES OF THE COMMITTEE

The Audit and Risk Committee is an independent advisory Committee to Council. It is not a delegated committee of Council. (Note section 53(2) of the 2020 Act.)

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The primary functions and responsibilities of the Audit and Risk Committee is to:

- (a) monitor the compliance of Council policies and procedures with—
    - (i) the overarching governance principles; and
    - (ii) this Act and the regulations and any Ministerial directions;
  - (b) monitor Council financial and performance reporting;
  - (c) monitor and provide advice on risk management and fraud prevention systems and controls;
  - (d) oversee internal and external audit functions.
- (Note section 54(2) of the 2020 Act.)

## 5 TERMS OF REFERENCE

### 5.1 General

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

5.2 Membership

- (a) The Audit and Risk Committee will comprise of five members – one substantive Councillor appointment (and one alternate Councillor in the event that the substantive Councillor’s absence or inability to attend) and four external independent persons. Council’s Chief Executive Officer and Director Corporate Services will attend the meeting in an advisory capacity. (Note section 53(3) of the 2020 Act.)
- (b) External independent persons will collectively have expertise in financial management and risk; and experience in public sector management, and will not include any person who is a member of Council staff of the Council. (Note section 53(3) of the 2020 Act.)
- (c) Members will be provided the opportunity to attend technical and professional development courses as appropriate.
- (d) Appointments of external independent persons shall be made by Council by way of public advertisement and be for a term of four years. The terms of the appointment should be arranged to ensure an orderly rotation and continuity of membership despite changes to Council’s elected representatives. A sitting member is able to reapply and be appointed for subsequent terms.
- (e) If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting which is open to the public, if that member so requests.
- (f) Remuneration will be paid to each independent member of the Committee. The fee will be reviewed and set by the Council on an annual basis in line with setting the annual budget. (Note section 53(6) of the 2020 Act.)
- (g) At the first Audit and Risk Committee meeting each calendar year an election of Chair from the external members of the committee will be held. (Note section 53(4) of the 2020 Act.)

At the first Council Meeting following the election, the Chair will be appointed by Council on advice of the committee.

The term of the new Chair will commence at the conclusion of the current Chair’s term, and will be until the date of the February Council Meeting.

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

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

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- (k) Representatives of the external auditor should be invited to attend at the discretion of the Committee but **must** attend meetings considering the draft annual financial report and results of the external audit.
- (l) When an extraordinary vacancy occurs, the replacement member will complete the term of the committee member which he/she has replaced. In the situation where the remaining term is less than 12 months, the Committee can apply to Council for leave to extend the term. If the term is for a period less than 12 months there is no requirement to advertise the vacancy.
- (m) External members are subject to the provisions of section 123 (misuse of position) and 125 (confidential information) of the 2020 Act as if they were a member of a delegated committee. (Note section 53(5) of the 2020 Act.)

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### 5.3 Meetings

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

#### 5.4 Duties and responsibilities

##### The Audit and Risk Committee must:

- a) Adopt an annual work program (Note section s54(3) of the 2020 Act)
- b) Undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting (Note section s54(4) of the 2020 Act).
- c) Prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations and provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting (Note section s54(5) of the 2020 Act).

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Activities may include the following:

##### Internal audit

- (i) Discuss with Council the appropriate method for the provision of the internal audit function.
- (ii) The Chair will be consulted during the evaluation of any tender to appoint an Internal Auditor. The Audit and Risk Committee, following the tender evaluation, will receive a confidential briefing on the recommendation arising from the tender evaluation and provide advice regarding the recommendation to the Council, and if applicable, to the Council officer holding the financial delegation to award the Contract.
- (iii) To review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:
  - internal controls over significant areas or risk, including non-financial management control systems
  - internal controls over revenue, expenditure, assets and liability processes
  - the efficiency, effectiveness and economy of significant Council programs
  - compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
- (iv) Review the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or Chief Executive Officer.
- (v) Review the level of resources allocated to internal audit and the scope of its authority.
- (vi) Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.

##### Internal controls

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

##### Risk management

- (ix) Monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.
- (x) Monitor ethical standards and related party transactions by determining whether the systems of control are adequate.
- (xi) Receive from management reports on all suspected and actual frauds, thefts and breaches of the law.

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- (xii) Identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the internal auditor and the Council if appropriate. Where appointed oversee any subsequent investigation, including overseeing of the investigation of any suspected cases of fraud within the organisation in accordance with Council's fraud policy.
- (xiii) Monitor the progress of any major lawsuits facing the Council.
- (xiv) Address issues brought to the attention of the Committee, including responding to requests from Council for advice that is within the parameters of the Committee's terms of reference.

#### Financial Report

- (xv) Review Council's draft annual financial report, focusing on:
  - accounting policies and practices
  - changes to accounting policies and practices
  - the process used in making significant accounting estimates
  - explanations for significant adjustments to the financial report (if any) arising from the audit process
  - compliance with accounting standards and other reporting requirements
  - significant variances from prior years.
- (xvi) Recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.
- (xvii) Review issues relating to financial reporting by Council business units and comparative performance indicators.

#### External audit

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

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

#### 5.5 Induction of new members

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

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

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

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

#### **5.6 Rights to obtain information**

- (a) Should the Committee wish to obtain information from any employee and any relevant external party it will do so by requesting such information from the Chief Executive Officer or Director Corporate Services through the Chair.
- (b) The Committee will have right of access to the Chief Executive Officer at any time, through the Chair in the first instance; and
- (c) The Committee may recommend to the Council the instigation of special investigations.

#### **5.7 Dispute resolution**

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

#### **5.8 Insurance**

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

### **6 TERMS OF APPOINTMENT**

#### **6.1 Chair**

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

#### **6.2 Committee members**

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

#### **6.3 Councillor representative**

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

### **7 APPROVAL**

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

### **8 REVIEW**

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

### Appendix 1: Agenda Format

1. Welcome/Present
  2. Apologies
  3. Declaration of conflicts of interest
  4. Minutes of Previous Meeting
  5. Review of Action Sheet
  6. Decision Reports\*
  7. Compliance Reports\*
  8. Information Reports\*
  9. General Business
  - ~~10. Items referred to Council~~
- |                   |                   |
|-------------------|-------------------|
| <del>11-10.</del> | Next review       |
| <del>12-11.</del> | Next meeting date |
| <del>13-12.</del> | Close of meeting  |

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

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

Report topics will be drawn from:

- Audit and Risk Committee Charter
- Audit and Risk Committee Annual Work Program
- Actions arising from previous meetings
- Topics of interest

## Appendix 2: Terms Of Appointment

### 6.1 Chair

The current Chair is Rod Baker.

The term of current Chair is 25 February 2020 to 23 February 2021 or the date of the Ordinary Meeting of Council in February 2021 where resolution for appointment of Chair for the new term will be made, whichever is the earlier.

### 6.2 Committee members

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

Alan Darbyshire	1 May 2017 to 30 April 2021
Rod Poxon	1 May 2018 to 30 April 2022
Jarrah O'Shea	1 May 2019 to 30 April 2023
Rod Baker	1 May 2020 to 30 April 2024

### 6.3 Council representative

The current Councillor representatives are:

- Substantive: Councillor Gavan Holt for the period November 2019 to election day 2020.
- Alternate: Councillor Neil Beattie for the period November 2019 to election day 2020.

## APPROVAL

The Audit and Risk Committee Charter was approved ~~by the Audit Committee on 20 February 2020 and endorsed~~ by Council on ~~28~~ 3 May-June 2020.

**10 INFORMATION REPORTS**

Nil

**11 COMPLIANCE REPORTS**

Nil

**12 GENERAL BUSINESS**

**13 CONFIDENTIAL ITEMS****RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 66(1) and 66(2)(a) of the Local Government Act 2020:

**13.1 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)

**13.2 Sale of land – Lot 1 Ballast Road, Pyramid Hill**

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

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.

**13.3 Sale of Land - 25 Ridge Street, Wedderburn**

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

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, as various negotiations remain pending

**13.4 MAV Small Tariff Electricity Tender**

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 July 2020 at 3pm.

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

Confirmed this.....day of..... 2020