



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

Date: Tuesday, 28 April 2020
Time: 3pm
Location: Wedderburn Council Office

AGENDA

Ordinary Council Meeting

28 April 2020

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1 OPENING PRAYER

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

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 APOLOGIES

4 DECLARATIONS OF CONFLICT OF INTEREST

5 PREVIOUS MINUTES**5.1 CONFIRMATION OF MINUTES**

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council confirm:

1. The minutes of the Council Briefing of 25 February 2020
2. The minutes of the Ordinary Council Meeting of 25 February 2020
3. The minutes of the Council Forum of 10 March 2020
4. The minutes of the Council Forum of 14 and 16 April 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: Lynne Habner, Manager Executive and Commercial Services

Attachments: 1. Action sheet

RECOMMENDATION

That Council receive and note the action sheet.

REPORT

Refer attachment.

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 March 2020 2:46:50 PM

Outstanding action from previous meetings

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Gladman, Wendy Gladman, Wendy	Decision Reports	CAPTAIN MELVILLE TRAIL PROJECT
RESOLUTION 2020/18			
Moved: Cr Geoff Curnow Seconded: Cr Neil Beattie			
That Council, in relation to the Captain Melville Trail project resolve to:			
1. determine the project in its current form is concluded			
2. advise relevant stakeholders, such as Parks Victoria, Department of Environment Water Land and Planning (DEWLP) and affected adjoining landowners			
3. reallocate the current project budget to an alternative recreation project.			
CARRIED			
12/03/2020 7.39 AM – Wendy Gladman			
The internal budget revisions have been completed. Notifications to agencies and landholders will progress shortly.			
16/04/2020 11.35 AM – Wendy Gladman			
Letters of notification have been drafted, currently awaiting approval.			

Meeting	Officer/Director	Section	Subject
Council 28/01/2020	Phillips, Steven Pinyon, Phil	New Item	Skidders Flat reservoir
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.			
14/02/2020 5:26:20 PM - Steven Phillips			
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.			
13/03/2020 5:21:57 PM - Steven Phillips			
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.			
14/04/2020 5:22:52 PM - Steven Phillips			
Discussions have been undertaken and an agreement has been reached to honour the provision of recreational water to Skidders Flat.			

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 March 2020 2:46:50 PM

Actions completed since last meeting

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Gladman, Wendy Gladman, Wendy	Decision Reports	Bridgewater change room project funding
RESOLUTION 2020/19			
Moved: Cr Colleen Condliffe Seconded: Cr Geoff Cumow			
That Council provide additional funding of \$166,633 to the Bridgewater Change room Project from the following funding sources:			
<ul style="list-style-type: none"> • reallocation of \$100,000 released from the undelivered Captain Melville trail project • \$66,633 allocation from the 2019/20 Major Projects Reserve allocation 			
CARRIED			
<i>12/03/2020 7:39 AM – Wendy Gladman</i>			
The internal budget revisions have been completed with club/reserve representatives and SRV advised of the outcome. Complete.			

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	McKnight, Belinda Gladman, Wendy	Decision Reports	Northern Victorian Integrated Influenza Pandemic Plan
RESOLUTION 2020/10			
Moved: Cr Colleen Condliffe Seconded: Cr Geoff Cumow			
That Council endorse the Northern Victorian Integrated Influenza Pandemic Plan as a sub plan of the Municipal Emergency Management Plan, as recommended by the Northern Victorian Integrated Municipal Emergency Management Planning Committee.			
CARRIED			
<i>4/03/2020 8:51:18 AM - Belinda McKnight</i>			
Completed			

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 March 2020 2:46:50 PM

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Perry, Sarah Gladman, Wendy	Decision Reports	Loddon Shire Community Grants Scheme 2019 - 2020
RESOLUTION 2020/11			
Moved: Cr Neil Beattie Seconded: Cr Geoff Cumow			
That Council allocate the following amount from the 2019/2020 Community Grants unspent funds:			
1. \$6,800 to the Pyramid Hill Swimming Pool Committee of Management in support of the purchase of an automatic pool cleaner.			
CARRIED			
<i>3/03/2020 3:48:31 PM - Sarah Perry</i> Have sent confirmation form for funding allocation. Once completed and received, money will be transefered to nominated account			
<i>4/03/2020 4:44:58 PM - Sarah Perry</i> Action completed by: Perry, Sarah Confirmation email already sent to applicant for completion via Smartygrants			

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Stephenson, Carolyn Phillips, Steven	Decision Reports	Settlement Strategy
RESOLUTION 2020/12			
Moved: Cr Colleen Condliffe Seconded: Cr Geoff Cumow			
That Council resolve to adopt the Settlement Strategy 2019-2034.			
CARRIED			
<i>16/03/2020 1:08:46 PM - Carolyn Stephenson</i> Final draft provided to Christine			
<i>16/03/2020 1:58:57 PM - Carolyn Stephenson</i> Action completed by: Stephenson, Carolyn final report provided to Christine			

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 March 2020 2:46:50 PM

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Stephenson, Carolyn Phillips, Steven	Decision Reports	Request for Authorisation - Planning Scheme Amendment for update of flood controls at Dunolly
RESOLUTION 2020/13			
Moved: Cr Geoff Curnow			
Seconded: Cr Neil Beattie			
That Council:			
<ol style="list-style-type: none"> 1. Request authorisation from the Minister for Planning to prepare an amendment to the Loddon Planning Scheme to update the Land Subject to Inundation Overlay (LSIO) at Dunolly; 2. Should authorisation be provided, prepare the amendment and place the amendment on exhibition. 			
CARRIED			
<i>16/03/2020 1:09:10 PM - Carolyn Stephenson</i>			
NCCMA provided copy of Council minutes to enable them to seek authorisation from Minister			
<i>16/03/2020 1:59:11 PM - Carolyn Stephenson</i>			
Action completed by: Stephenson, Carolyn			
Advice provided to the NCCMA			

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Caserta, Deanne Morrison, Sharon	Decision Reports	Finance Report for the period ending 31 January 2020
RESOLUTION 2020/14			
Moved: Cr Geoff Curnow			
Seconded: Cr Colleen Condliffe			
That Council:			
<ol style="list-style-type: none"> 1. receives and notes the 'Finance report for the period ending 31 January 2020' 2. approves budget revisions included in the report for internal reporting purposes only 3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20. 			

Outstanding	Division: Committee: Officer:	Date From: Date To:
Action Sheets Report		Printed: Monday, 16 March 2020 2:46:50 PM

CARRIED

3/03/2020 5:00:37 PM - Deanne Caserta
Action completed by: Caserta, Deanne
Completed

Meeting	Officer/Director	Section	Subject
Council 26/02/2020	Morrison, Sharon Morrison, Sharon	Decision Reports	Appointment of Audit Committee Chair for 2020
RESOLUTION 2020/15			
Moved: Cr Geoff Curnow Seconded: Cr Colleen Condliffe			
That Council endorses the Audit Committee's recommendation to appoint Rod Baker as Audit Committee Chair to 28 February 2021 or the date of the Ordinary Meeting of Council in February 2021 where a resolution for appointment of Chair for a new term will be made, whichever is the earlier.			
CARRIED			
<i>12/03/2020 12:39:07 PM - Sharon Morrison</i> Action completed by: Morrison, Sharon The Chair will receive an additional payment for this role.			

Meeting	Officer/Director	Section	Subject
Council 25/02/2020	Gladman, Wendy Gladman, Wendy	Decision Reports	RELEASE OF DRAFT YOUTH STRATEGY FOR PUBLIC COMMENT
RESOLUTION 2020/16			
Moved: Cr Colleen Condliffe Seconded: Cr Neil Beattie			
That Council resolve to place the draft Loddon Youth Strategy 2019-2025 on public display for a period of 28 days and invite comment and feedback.			
CARRIED			
<i>10/03/2020 9:58:28 AM - Wendy Gladman</i> Action completed by: Gladman, Wendy The draft Loddon Youth Strategy has been placed on public display, with the opportunity for comments closing on Friday 3 April 2020.			

7 MAYORAL REPORT

7.1 MAYORAL REPORT

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Mayoral Report

REPORT

The Mayor will present a report at the meeting.

8 COUNCILLORS' REPORT

8.1 COUNCILLORS' REPORTS

File Number: 02/01/001

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: Nil

RECOMMENDATION

That Council receive and note the Councillors' reports

REPORT

Each Councillor will present a report at the meeting.

9 DECISION REPORTS**9.1 PLANNING PERMIT APPLICATION 5435 - USE AND DEVELOPMENT OF THE LAND FOR A DWELLING; AND DEVELOPMENT OF OUTBUILDINGS (GARAGE/WORKSHOP AND FARM SHED)**

File Number: 5435
Author: Grant Trenwith, Senior Statutory Planning Officer
Authoriser: Glenn Harvey, Manager Development and Compliance
Attachments:

1. Decision report 5435
2. Plans
3. Business Plan
4. Objection
5. Objection
6. Objection
7. Objection

RECOMMENDATION

That Council issue a Notice of Decision to approve a planning permit for the use and development of Shelbourne Road, Shelbourne, being Lot 2 TP80795R, for a dwelling and outbuildings (garage/workshop and farm shed) subject to the conditions set out in the attached decision report.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

There have been no previous Council discussions on this matter.

BACKGROUND

Applicant: Pete Collings Architect

Subject Land: Shelbourne Road, Shelbourne being Lot 2 TP080795R

The application is for the use and development of the land for a dwelling; and development of outbuildings (garage/workshop and farm shed).

The subject site is located within the Farming Zone with frontage to Shelbourne Road. A Bushfire Management Overlay applies to the southern section of the site and a Land Subject to Inundation Overlay applies to a small section of the site in the north-east corner.

The Planning Officer is recommending that a Notice of Decision to approve a planning permit is issued subject to the conditions set out in the attached decision report.

Please refer to the attachment for the full decision report.

ISSUES/DISCUSSION

Under the Planning and Environment Act 1987 (the Act) the Minister for Planning delegates a

municipal council power to become the planning authority for any planning scheme in force in its municipal district.

A municipal council is obligated to enforce and administer the relevant planning scheme and must use the scheme to determine applications.

For Council, the Loddon Planning Scheme is the relevant Planning Scheme which must be applied by Council when determining applications.

Council has delegated authority to its Planning officer to determine outcomes of applications, however it is Council's practice to make the final determination for applications which:

- receive one or more public objections; and/or
- are to be recommended for refusal by the Planning officer.

The Council has received four (4) public objections to this proposal.

COST/BENEFITS

There are various costs associated with having a delegated Planning Officer consider an application and make a recommendation as well as with the time of the Councillors to consider this recommendation.

The benefits associated with this cost are the ability for Council to fulfil its requirement under law and provide the community with a statutory service that delivers well managed and appropriate development.

RISK ANALYSIS

The risks of Council not fulfilling its statutory obligation under the Act include:

- inappropriate development which could endanger life and property
- Council's reputation as a responsible Authority
- breaches of the Planning & Environment Act 1987 requiring compliance action.

CONSULTATION AND ENGAGEMENT

Please refer to the decision report for further detail on the application.

LODDON SHIRE COUNCIL

Decision Report – 5435



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SUMMARY

Application Number:	5435
Applicant:	Pete Collings Architect
Subject Land:	Lot 2, TP80795R Shelbourne Road, Shelbourne
Owner:	Jayden Lather Properties Pty Ltd
Zone:	Farming Zone
Overlay(s):	Bushfire Management Overlay Land Subject to Inundation Overlay
Existing use:	Agricultural land
Proposal:	Use and development of the land for a dwelling; and development of outbuildings (garage/workshop and farm shed)

1 RECOMMENDATION

That the Responsible Authority having considered all matters which the *Planning and Environment Act, 1987*, requires it to consider, decides to issue a Notice of Decision to approve a planning permit for use and development of the land for a dwelling; and development of outbuildings (garage/workshop and farm shed) subject to the following conditions:

- 1) Before the use and/or development starts, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans prepared by Pete Collings Architect dated 22 November 2019 but modified to show:
 - a) The location of the wastewater system (septic tank and associated disposal field).
 - b) The Vegetation Plan required by Condition 10.

Unless otherwise approved in writing by the Responsible Authority, all buildings and works are to be constructed and/or undertaken in accordance with the endorsed plans to the satisfaction of the Responsible Authority prior to the commencement of the use.

- 2) The wastewater system must be appropriately sized and located in accordance with the Land Capability Assessment Report No. LCA02032020 prepared by Zoltan Lorincz dated March 2020. Wastewater must be treated and retained on-site in accordance with the State Environment Protection Policy (Waters Victoria) under the *Environment Protection Act, 1970*.
- 3) The dwelling must be connected to a potable water supply with adequate storage for domestic use as well as for fire-fighting purposes.
- 4) The dwelling must be connected to reticulated electricity supply or have an alternative energy source.
- 5) Access to the dwelling must be provided via an all-weather road with dimensions adequate to accommodate emergency vehicles.
- 6) The exterior colour and cladding of the buildings must be non-reflective to the satisfaction of the Responsible Authority.
- 7) No commercial activities may be carried out in the garage/workshop building without the further written consent of the Responsible Authority.
- 8) Before the development starts, Lots 1 and 2 on Title Plan 080795 must be consolidated under the *Subdivision Act, 1988*.
- 9) Unless otherwise agreed in writing by the Responsible Authority, within three (3) months of the completion of the Plan of Consolidation required by Condition 8, the owner must enter into an agreement with the Responsible Authority pursuant to section 173 of the *Planning and Environment Act, 1987* to provide the following:
 - a) The owner and/or occupier of the land acknowledge and accept that the property is located in the Farming Zone where neighbouring agricultural activity may give rise to amenity impacts.
 - b) The land may not be further subdivided so as to increase the number of lots.

- c) The farming and land management initiatives as stated in the approved Business Plan prepared by Providence Farming, dated 18 November 2019, must be demonstrably commenced prior to the initial occupation of the dwelling, and thereafter carried out on an on-going basis to the satisfaction of the Responsible Authority.
- d) The permit approved for the use and development of the land for a dwelling will lapse if, for a period of greater than twelve (12) months, the owner of the land can no longer demonstrably show that the land is being actively farmed pursuant to the Business Plan as approved by the Responsible Authority or any subsequently amended business plan approved by the Responsible Authority.
- e) Vegetation works must, at all times, be undertaken in accordance with the approved Vegetation Plan endorsed to planning permit 5435 for the land unless with the prior written consent of the Responsible Authority.

An application must be made to the Register of Titles to register the section 173 agreement on the title to the land under section 181 of the Act. The use of the development must not commence until the agreement has been registered at the titles office and a dealing number assigned confirming that the agreement has been registered.

The Responsible Authority may release the owner from these obligations and/or vary the requirements upon the written request of the owner. The Responsible Authority must be satisfied that the release and/or variation to the agreement will result in a better planning outcome or that the agreement is no longer required.

All costs associated with the preparation, signing, lodgement, registration, amending and ending of the Agreement must be borne by the owner, including all notification costs and legal fees.

- 10) A vegetation plan must be submitted for approval by the Responsible Authority within three (3) months of the commencement of the use approved by this permit. For the purpose of this permit, indigenous species must be planted. The vegetation plan shall include the names and location details of the proposed vegetation to be planted.

All revegetation works must be undertaken in accordance with the approved 'Vegetation Plan' and completed within twelve (12) months from the date of issue of the Certificate of Occupancy for the proposed dwelling.

The vegetation works must be maintained (i.e., by using tree guards, fencing etc) to ensure a survival rate of 80% is achieved after three years. Replacement plantings shall occur if a 80% survival rate is not achieved during this three-year establishment period.

The applicant/owner must notify the Responsible Authority within 14 days after the vegetation works have occurred.

- 11) This permit will expire if the development permitted by this permit is not completed within 2 years from the date of the permit. The time within which the development must be completed may, on written request made before or within 6 months after the expiry of this permit, be extended by the Responsible Authority.

Planning Notes

1. This permit does not constitute any authority to carry out any building works or occupy the building or part of the building unless all relevant building permits are obtained. The works hereby approved must accord with the requirements of the *Building Act 1993*, *Building Regulations 2006* and *Building Code of Australia 2014*.

2. The construction or altering of a vehicle crossing and/or any other works or alterations within a road reserve or any other Council asset may require approval to be obtained from the Loddon Shire Council. For further information, please contact Councils Assets and Infrastructure Department.

2 DISCUSSION

2.1 Site & location

The subject site is approximately 23 hectares and is vacant agricultural land. The site contains scattered trees and a waterway crosses the site in the north-east corner. Access to the site is from Shelbourne Road. A Bushfire Management Overlay (BMO) applies to part of the site near the southern boundary and a Land Subject to Inundation Overlay (LSIO) applies to a small section of the site in the north-east corner.

The surrounding land comprises rural-residential lots to the north (on the north side of Shelbourne Road) and vacant agricultural land to the east, west and south. The adjoining property to the south contains a large stand of woodland trees that abut the southern boundary of the subject site and trees within Shelbourne Road run the length of the northern boundary.

The subject site and surrounds are shown at Figure 1 and a planning map is shown at Figure 2.



Figure 1 - Subject site and surrounds (Source: MapshareVic)



Figure 2 – Planning map

2.2 Site history

No planning permits have been previously approved for the subject site.

2.3 Proposal

It is proposed to use and develop the land for a dwelling and to construct a garage/workshop and farm shed.

The dwelling comprises a lounge, family/dining room, TV room, four bedrooms (one with ensuite), kitchen, bathroom and laundry. The dwelling will be constructed from weatherboard with a corrugated metal roof. Two water tanks (7,200 litres and 4,000 litres) will be positioned near the dwelling to provide water for domestic use.

The garage/workshop is 9m x 16m and will be used for a farm workshop, storage of personal effects and parking of vehicles. A 16,000-litre water tank will be positioned near the building to provide water for fire-fighting purposes, and two x 9,000-litre water tanks – also positioned near the building - will provide additional water for domestic and farm use. The building will be constructed from corrugated metal.

The farm shed is 9m x 16m and contains 4 bays that will house various farm vehicles and equipment. The shed will be constructed from corrugated metal and three x 9,000-litre water tanks will be positioned near the shed.

An all-weather access road (3.6m wide with passing bay) will provide access to the dwelling.

2.4 Loddon Planning Scheme

2.4.1 Zone

The subject site is located within the Farming Zone (FZ). The purpose of the zone is:

To implement the Municipal Planning Strategy and the Planning Policy Framework.

To provide for the use of land for agriculture.

To encourage the retention of productive agricultural land.

To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.

To encourage the retention of employment and population to support rural communities.

To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.

To provide for the use and development of land for the specific purposes identified in a schedule to this zone.

2.4.2 Overlay

A Bushfire Management Overlay (BMO) applies to part of the site near the southern boundary; and a Land Subject to Inundation Overlay (LSIO) applies to part of the site in the north-east corner. It is not proposed to develop the land within either of these overlays so the provisions of the BMO and LSIO do not apply in this instance.

2.4.3 Particular provisions

Pursuant to Clause 52.06 of the Loddon Planning Scheme, before a new use commences the number of car spaces required under Clause 52.06-5 must be provided to the satisfaction of the responsible authority. The table at Clause 52.06-5 requires that two car spaces to each three or more-bedroom dwelling must be provided on the land.

2.4.4 Permit trigger

Pursuant to Clauses 35.07-1 and 35.07-4 of the Loddon Planning Scheme, a permit is required to use and develop the land for a dwelling with associated garage/workshop, and to construct a farm shed.

2.4.5 Restrictive covenant

There are no restrictive covenants registered on title.

2.4.6 Planning Policy Framework

The following planning policies and objectives (in italics) apply to the application:

14.01-1S - Protection of agricultural land

To protect the state's agricultural base by preserving productive farmland.

Relevant strategies under the policy include avoiding permanent removal of productive agricultural land from the state's agricultural base; and protecting strategically important agricultural and primary production land from incompatible uses.

In considering a proposal to use or develop agricultural land, the following must be considered:

- Desirability and impacts of removing the land from primary production, given its agricultural productivity.
- Impacts on the continuation of primary production on adjacent land, with particular regard to land values and the viability of infrastructure for such production.

- Compatibility between the proposed or likely development and the existing use of the surrounding land.
- The potential impacts of land use and development on the spread of plant and animal pests from areas of known infestation into agricultural areas.
- Land capability.

14.01-2S - Sustainable agricultural land use

To encourage sustainable agricultural land use

Relevant strategies under the policy include ensuring agricultural and productive rural land use activities are managed to maintain the long-term use and management of existing natural resources; and encouraging diversification and value adding of agriculture through effective agricultural production.

15.01-6S - Design for rural areas

To ensure development respects valued areas of rural character.

Relevant strategies under the policy include ensuring that the siting, scale and appearance of development protects and enhances rural character; protecting the visual amenity of rural landscapes; and minimising the visual impacts on surrounding natural scenery and landscape features including ridgelines, hill tops, waterways, lakes and wetlands.

2.4.7 Local Planning Policy Framework

The following local planning policies and objectives (in italics) apply to the application:

22.05 - Development in rural areas

This policy applies to all land in the Farming Zone and Rural Conservation Zone. The objectives of the policy are:

To protect the natural and physical resources upon which agricultural industries rely.

To support the ongoing viability of existing farms.

To maintain farmland in productive agricultural use.

To promote the development of new and diverse agricultural industries, fulfilling the potential of existing infrastructure.

To prevent land use conflicts between sensitive uses of water and soil in the Shire.

To ensure that development in rural areas does not compromise landscapes of significant value.

To encourage safety from structure fires and bushfires.

It is policy to assess proposals against the following criteria:

- Where buildings or works are essential, they should be sited so as to avoid or minimise loss of good quality agricultural land.

- The responsible authority will support the construction of a dwelling on land in the Farming Zone where it can be demonstrated that the construction of the dwelling is required to enhance the agricultural output of the land and that the dwelling is likely to remain ancillary to the farming use of the property.
- The agricultural use of the land that the new dwelling is required to support must be established prior to construction of the dwelling.
- An application for a new dwelling in the Farming Zone will be advertised to surrounding landowners/occupiers.
- Council may require the following information to support an application for a new dwelling in the Farming Zone where a new farm business is proposed: –
 - A farm business plan that shows:
 - Why there is a need to live on site and how that would enhance agricultural use.
 - The investment into agriculture on the property.
 - The estimated return from the agricultural pursuit.
 - The amount of land to be engaged in farming; and
 - The estimated production from the property; or
 - A whole farm plan that shows the layout of agricultural uses on the property to demonstrate that the majority of the property is used for farming. These information requirements are in addition to the information required by Clause 35.07-4 of the Loddon Planning Scheme.
- New developments will be provided with good quality all-weather road access where required. Preference will be given to locating new development so that it has access from the existing constructed road network. Access to new dwellings must be to a standard that will enable a fully laden fire truck to drive to a source of water near the dwelling.
- New development must be provided with an appropriate source of power.
- New dwellings must be provided with at least 10,000 litres of water permanently set aside for firefighting purposes and located within a tank within 60m of the dwelling.

2.5 Referrals

The application was not required to be referred externally in accordance with section 55 of the *Planning and Environment Act 1987* or clause 66 of the Loddon Planning Scheme.

The application was referred internally to Council's Public Health Officer for assessment of the Land Capability Assessment (LCA). The Public Health Officer has no concerns with the LCA or the proposed use and development.

2.6 Public notification

The application was notified pursuant to section 52 of the *Planning and Environment Act, 1987* by sending notices by ordinary mail to the adjoining land occupiers and owners. At the end of the advertising period, four (4) objections had been lodged with Council.

NOTE: The original application was for use and development of two (2) dwellings and a host farm which included the small scale farming of chickens, goats, alpacas, lavender, honey and cows; and development of outbuildings (garage/workshop and farm shed). Following notification to adjoining landowners/occupiers, ten (10) objections were received. Consequently, the

applicant decided to amend the application to that which is now the subject of this assessment. Pursuant to section 57A of the *Planning and Environment Act, 1987*, the amended application was notified to the objectors to the original application and as a result, six (6) of the objections were withdrawn.

The grounds of objection of the four remaining objections are detailed in the Assessment below.

3 ASSESSMENT

3.1.1 Planner assessment

Before deciding on an application to use land or construct a building or carry out works in the Farming Zone, the responsible authority must consider the decision guidelines at Clause 35.07-6 of the Loddon Planning Scheme. The officer response to the decision guidelines follows:

General issues

It is considered that the site is suitable for the proposed use and development. A business plan has been prepared by Providence Farming which outlines the business goals and objectives to sustain the agricultural use of the land. This is attached at Appendix 1. A condition of permit will require that a section 173 Agreement is entered into and registered on title which requires that the farming initiatives as stated in the plan must be demonstrably commenced prior to the initial occupation of the dwelling and thereafter carried out on an on-going basis to the satisfaction of Council.

A Land Capability Assessment (LCA) prepared by Zoltan Lorincz has established that wastewater can be treated to an acceptable standard and contained within the site. The recommendation is that pressure compensated subsurface irrigation utilising the processes of evapotranspiration and deep seepage is utilised. The LCA has been assessed by Council's Public Health Officer and is acceptable. A condition of permit will require that wastewater is treated and retained on site in accordance with the approved LCA and to comply with the *Environment Protection Act, 1970*.

The proposed use and development are compatible with adjoining and nearby land uses. Land to the north (north of Shelbourne Road) comprises small rural blocks of a similar size and scale to that which is proposed. These properties are mostly used for rural-residential living with accompanying small-scale agricultural pursuits. Larger rural blocks adjoin the site to the west and south however it is not expected that the dwelling will prevent the ongoing agricultural activity occurring on these properties.

Agricultural issues and the impacts from non-agricultural uses

The business plan demonstrates that the use and development will support and enhance agricultural production and it is not anticipated that the introduction of a dwelling onto the land, along with the accompanying farming activity, will limit the operation and expansion of adjoining and nearby agricultural uses. To this end, a condition of permit will require that a section 173 be entered into which requires that the owners and occupiers of the land acknowledge that the property is located in the Farming Zone where neighbouring agricultural activity may give rise to amenity impacts.

The dwelling is centrally located within the site and it is not expected that the residence will be adversely impacted by the farming activities occurring on adjoining land, i.e., the setbacks to boundaries are sufficiently large to buffer against potential impacts.

Dwelling issues

It is considered that the introduction of a dwelling into the area will not result in the loss or fragmentation of productive agricultural land. The dwelling will allow the owners to reside on the land making it easier to undertake daily farming activity to achieve the objectives outlined in the business plan. This part of the municipality comprises a number of small farming blocks that provide for rural living and accompanying farming activities at various scales. It therefore cannot be concluded that this proposal will lead to a proliferation of dwellings in the area as to some extent, this situation already exists.

However, by way of acknowledgement of the importance of agriculture to the municipality and the need to conserve as many larger rural lots as possible, a condition of permit will require that the subject site is consolidated with the adjoining parcel of land, being Lot 1 TP80795R, to create a larger rural block thereby making it more difficult to establish another dwelling into the area, i.e., it is difficult justifying a second dwelling on one parcel of land in rural zones.

Environmental issues

It is considered that the proposal will not adversely impact the natural physical features and resources of the area. The dwelling and associated outbuildings will be positioned in a cleared part of the site so no trees or other vegetation of significance will need to be removed. It is noted that the business plan includes a proposal to plant and establish native habitat for endangered Woodland species and to undertake additional native tree planting around the property. Appropriate revegetation in locations which will not limit the productive capacity of the land is considered to be a good outcome in terms of enhancing the natural values of the property, and in this regard a vegetation plan will be required by a condition on permit.

As previously stated, the Land Capability Assessment has established that a septic system (tank and disposal fields) can be positioned to ensure that waterways are not adversely impacted, noting that the nearest waterway is located approximately 140 metres to the east of the proposed dwelling location.

Design and siting issues

The proposed dwelling and outbuildings are centrally located within the site thereby minimising adverse impacts on surrounding agricultural land. A weatherboard dwelling with a corrugated metal roof is proposed which is consistent with other development in the area and is typical for rural areas. The land slopes upward from north to south (the rise is approximately 10m across the site), so the buildings, whilst visible from surrounding land and Shelbourne Road, will not visually adversely impact surrounding land noting that the setback to Shelbourne Road is approximately 347 metres and approximately 180 metres to the side and rear boundaries.

A condition of permit will require that the colours and materials of the buildings are muted to be in keeping with the rural setting of the land.

Response to the local planning policy at Clause 22.05 – Development in rural areas

It is policy to assess proposals against the relevant criteria outlined at Clause 22.05 of the Local Planning Policy Framework (see Clause 22.05 above). In this regard the following is noted:

- The buildings and works are sited to avoid the Bushfire Management Overlay at the rear of the site. The entire block can potentially be farmed/grazed and a small part of this productive land is required to be set aside for the dwelling, access and outbuildings so the land can be appropriately managed.
- A section 173 Agreement will be required to be entered into and registered on title which requires that the farming initiatives as stated in the business plan prepared by Providence Farming must be demonstrably commenced prior to the initial occupation of

the dwelling and thereafter carried out on an on-going basis to the satisfaction of Council.

- A business plan prepared by Providence Farming details the business objectives for the property and can be summarised as follows:
 - Income generated through existing agistment arrangements and development of own herd once homestead established.
 - Future purchase/lease of adjacent or nearby land to expand herd operations.
 - Current outside employment enables self-funding of the growth of the farm.
 - Researching the viability of establishing an organic herb garden to supply local restaurants.
 - Planting of native trees and shrubs in the south-east corner to further establish habitat for five threatened Woodland Bird species including Diamond Firetail, Hooded Robin, Jacky Winter and Painted Buttonquail).
 - The establishment of native trees and shrubs throughout the property.

The plan outlines the timelines for the various projects with the business currently at start-up phase. A key milestone is to establish a dwelling on the land so that the land can be managed in accordance with the objectives outlined above. A company will be formed to operate the business aspect of the property and customers will be auction yards and abattoirs for the sheep, and local restaurants, food markets and grocers for the herbs. It is stated that market research will be undertaken once a permit is approved.

The four-year financial analysis shows that whilst revenue from the farm operations is low (\$5,000.00 over four years), the plan clearly signifies improvements in the environmental performance of the land and an intention to put the land to agricultural production albeit at a small scale initially. Requiring the landowner to consolidate this parcel of land with the adjoining parcel (Lot 1 TP80795R) increases the potential for agricultural production to expand within the resulting 40-hectare lot, and it is considered that operations can be better managed with the landowners present on the land.

It is noted that small-scale farming operations, e.g., hobby farms, exist in other locations on Shelbourne Road and the surrounding area. It is considered that opportunities for diversification of agricultural activity should be supported to address the decline in traditional agricultural activity. This can be achieved through smaller scale agricultural enterprises supported by off-farm income such as this. These businesses will contribute economically to the region and achieve positive land management and land rehabilitation outcomes.

- Access to the dwelling will be from the existing road network, will be of all-weather construction, and will enable a fully laden fire truck to drive to a source of water near the dwelling. This will be required by a condition on permit.
- A condition of permit will require that the proposed dwelling is connected to a power supply.
- A 16,000 litre water tank is proposed with 10,000 litres allocated for the exclusive use of the CFA for fire-fighting purposes. The tank is located within 60m of the dwelling.

On the above analysis, it is considered that the proposed use and development adequately satisfies the criteria under the local policy.

Car parking

Pursuant to Clause 52.06 of the Loddon Planning Scheme, before a new use commences the number of car spaces required under Clause 52.06-5 must be provided to the satisfaction of the

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responsible authority. The table at Clause 52.06-5 requires that two car spaces to each three or more-bedroom dwelling must be provided on the land.

A 4-bedroom dwelling is proposed requiring two car parking spaces to be provided. A large garage/workshop is proposed which will accommodate vehicles and there is ample land available around the dwelling for the parking of vehicles.

Objections

Public notification of the application was undertaken as detailed at Clause 2.6 above. At the end of the notification period four (4) objections had been received. The grounds of objection followed by the officer's response are detailed below:

Ground of objection	Officer response
Vehicles carting water, feed, etc to the farm must be fitted out for fire safety	As with all freight delivery vehicles, owners and operators of these vehicles must ensure that the vehicles are operated in a manner which ensures the safety of drivers and any other persons. This includes carrying fire extinguishers as appropriate. Notwithstanding this, the fitting out of vehicles for fire safety is not a matter required to be considered under the Loddon Planning Scheme provisions.
The extra traffic servicing the accommodation and chicken farm will impact the quality of the Shelbourne Road and will generate dust.	The traffic generated by the proposed dwelling and associated outbuildings will be typical for rural-residential properties and will have minimal impact on Shelbourne Road which, on any given day, may carry large vehicles associated with living and farming activities on surrounding properties. It is within this context that the likely impacts, including dust, from this proposal are considered minimal. Following the amendment of the application (see Clause 2.6 above), a chicken farm is no longer proposed.
The odour from the proposed chicken farm will be offensive.	A chicken farm is no longer proposed as part of this application (see Clause 2.6 above).
Currently there is no driveway or gravel located on the property and the section of road that passes along the property is not sealed.	The plans show a proposed access path with passing bay from Shelbourne Road to the dwelling and workshop/garage. A condition of permit will require that the access to the dwelling is provided via an all-weather road with dimensions adequate to accommodate emergency vehicles.
The proposal is not compatible with surrounding properties	The surrounding uses comprise a mix of rural-residential living and accompanying agricultural activities and larger farming blocks. The proposal to use and develop the land for a dwelling providing accommodation for the land managers to undertake agricultural pursuits on the land is consistent with other uses in the area.
People visiting the property may not be aware of current farming practices	This objection relates to the initial application which included a host farm. The application was

(spraying, burning, vermin control, etc)	subsequently amended to exclude the host farm. The owner/occupiers of the proposed dwelling and their associates are likely to have some knowledge of current farming practices. Also, the dwelling and outbuildings will be centrally located within the site meaning that occupants of the dwelling will be sufficiently distanced from the farming activity on adjoining properties.
The business plan states that 'intensive chicken farming' is proposed. This is inappropriate.	A chicken farm is no longer proposed as part of this application (see Clause 2.6 above).
It is questioned whether the farm stay proposal is a genuine proposal or justification for constructing two large dwellings	A host farm is no longer proposed as part of this application (see Clause 2.6 above)
Farms of a similar size with dwellings along this area of Shelbourne Road are hobby/lifestyle properties. None of the properties rely on agriculture for the majority of their income. Farming of land less than 100 acres is an unrealistic and inappropriate use of the property.	This proposal is consistent with other land use activities in this area of Shelbourne Road, as pointed out by the objector. The business plan provided with the application confirms that the return from the farming activity will be minimal for the first four years, however, the plan clearly signifies improvements in the environmental performance of the land and an intention to put the land to agricultural production albeit at a small scale initially.
There will be insufficient water to service two dwellings and livestock	The application was amended to reduce the number of dwellings to one. There is an existing dam on the property and several water tanks are proposed as part of the development. Other dams may be developed on the land if required subject to approval by Goulburn Murray Water and Council.
The business plan timeline indicates that the intention is to build the dwellings first and rent out/reside in at least one dwelling before the farming plans have been established and funded. This is a contravention of local policy 22.05.	The application was amended to reduce the number of dwellings to one. A section 173 Agreement to be registered on title requires that the farming initiatives as stated in the business plan prepared by Providence Farming must be demonstrably commenced prior to the initial occupation of the dwelling and thereafter carried out on an on-going basis to the satisfaction of Council.

4 CONCLUSION

The use and development of the land for a dwelling and outbuildings is acceptable. The buildings are well positioned to ensure that agricultural activities on adjoining land will not be adversely impacted, wastewater can be appropriately treated and retained within the site and the business plan provides for improvements in environmental performance and small-scale agricultural production that is consistent with other agricultural activities in the locality. The proposal is therefore considered acceptable in terms of relevant planning policies and the purpose and decision guidelines of the Farming Zone.



SITE OVERVIEW



VIEW FROM SHELBOURNE ROAD [looking south]



BIRD'S EYE VIEW OF PROPOSAL FROM NORTH-WEST

DRAWING SCHEDULE

- A01 SITE PLAN
- A02 DWELLING LAYOUT (ROOF PLAN)
- A03 DWELLING FLOOR PLAN
- A04 DWELLING ELEVATIONS
- A05 STORAGE SHED PLANS & ELEVATIONS
- A06 FARM SHED PLANS & ELEVATIONS
- A07 PHOTOGRAPHS

CLIENT
Ray Shaw

PROJECT
BAROQUE

LOCATION
Shelbourne Road
SHELBOURNE
VIC 3515

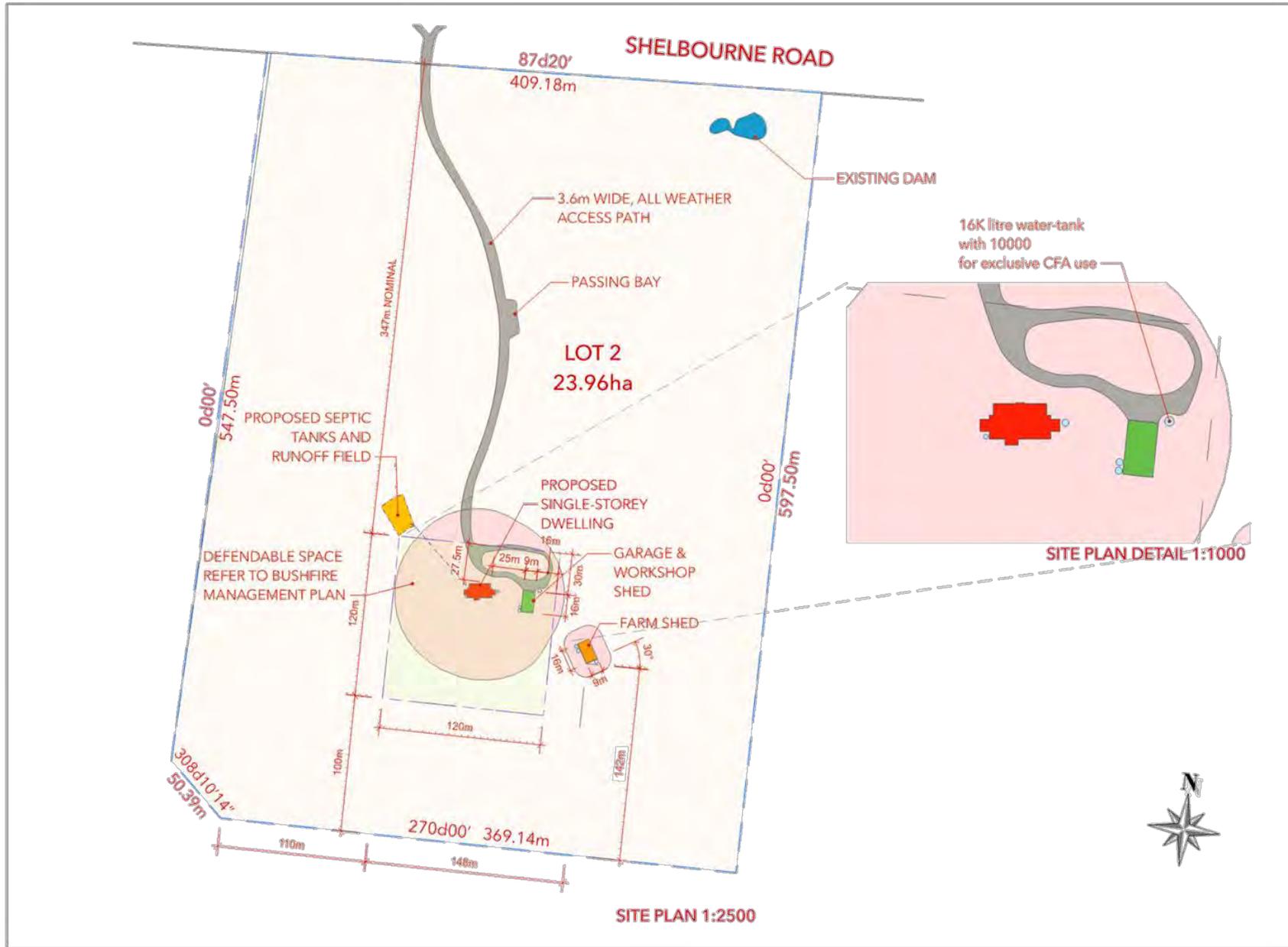
DRAWN BY
PETE
Collings

ISSUE
TP-F
2019.11.22



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COVER SHEET



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 Shelbourne Rd
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PROJECT
 BAROQUE

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 2019.11.22

DRAWN BY
 PETE COLLINGS

SITE PLAN

A.01



DRIVEWAY

SINGLE-STOREY
4 BEDROOM FARMHOUSE

GARAGE, WORKSHOP
& STORAGE SHED

FARM SHED
4-BAY OPEN
TO NORTH-EAST



SITE LAYOUT (ROOF PLAN) 1:500

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PETE COLLINGS

ROOF
PLAN



FLOOR PLAN 1:100

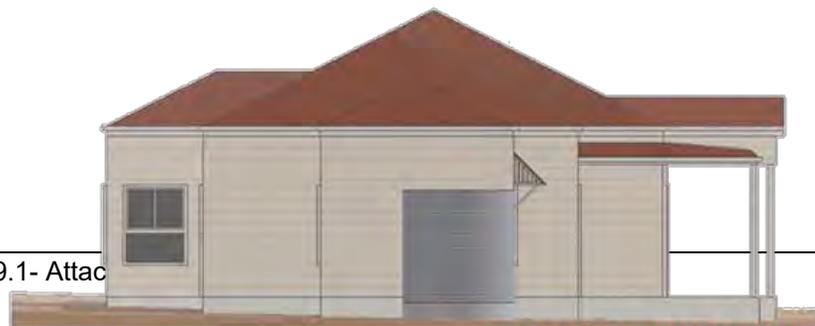


NORTH ELEVATION 1:100

MATERIALS:
METAL ROOF CLADDING: CORRUGATED
"COLORBOND MANOR RED"
WEATHERBOARDS: "CLASSIC CREAM"
WINDOW FRAMES & TRIM: WHITE



SOUTH ELEVATION 1:100

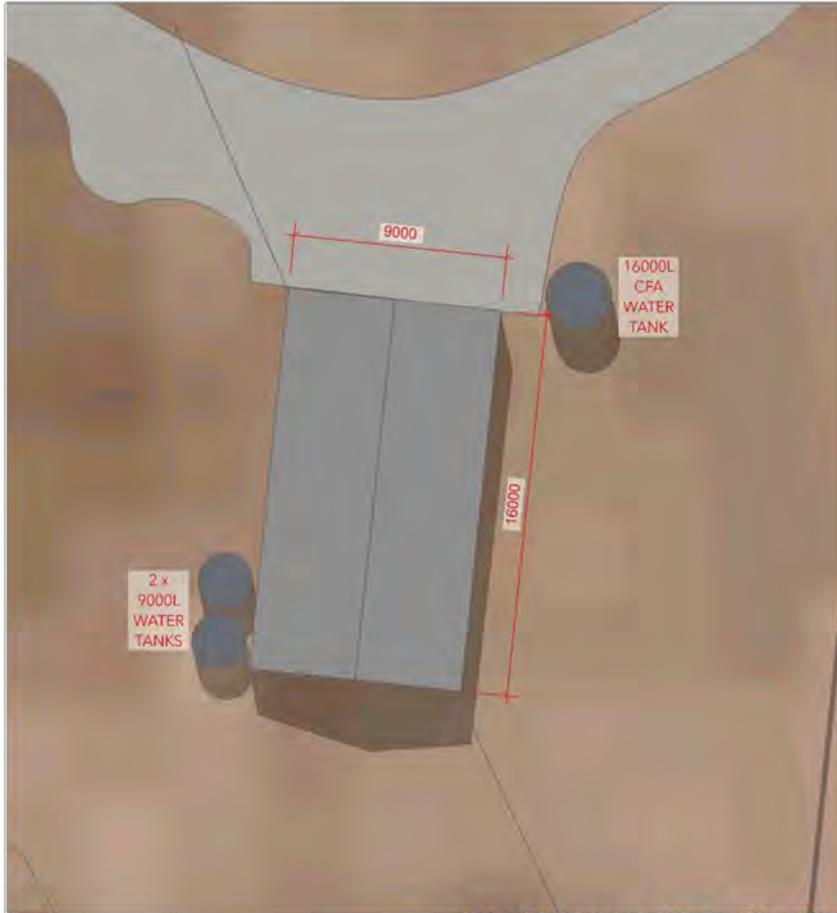


EAST ELEVATION 1:100



WEST ELEVATION 1:100

Item 9.1- Attac

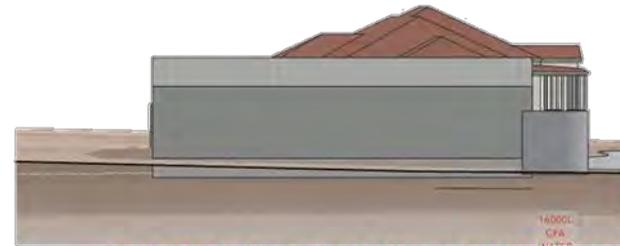


GARAGE STORE SHED PLAN 1:200

MATERIALS:
 METAL ROOF & WALL CLADDING: CORRUGATED
 "COLORBOND WINDSPRAY"
 ROLLER DOORS: "COLORBOND WOODLAND GREY"
 ALL RAINWATER TANKS: "COLORBOND WINDSPRAY"



GARAGE STORE SHED NORTH ELEVATION 1:200



GARAGE STORE SHED EAST ELEVATION 1:200

CLIENT
 Pete Collings architect
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 HEYFIELD VIC 3868
 M: 0423-757-307



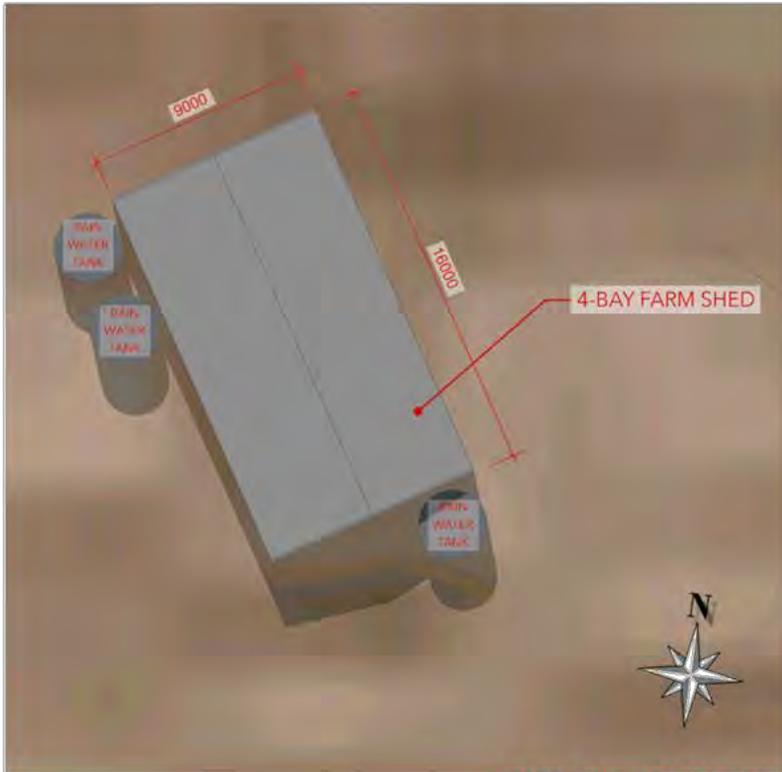
CLIENT
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 Shelbourne Rd
 SHELBOURNE
 VIC 3515

PROJECT
 BAROQUE

ISSUE
 2019.11.22

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**GARAGE SHED
 ROOF PLAN
 ELEVATIONS**

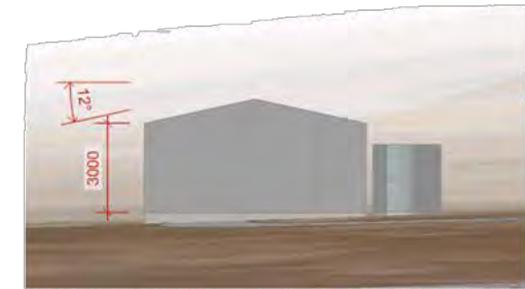


FARM SHED PLAN 1:200



PHOTO: 4-BAY FARM SHED OPEN TO NORTH-EAST

MATERIALS:
 METAL ROOF & WALL CLADDING: CORRUGATED
 "COLORBOND WINDSPRAY"
 ROLLER DOORS: "COLORBOND WOODLAND GREY"
 ALL RAINWATER TANKS: "COLORBOND WINDSPRAY"



FARM SHED NORTH-WEST ELEVATION 1:200



FARM SHED NORTH-EAST ELEVATION 1:200

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 SHELBORNE
 VIC 3515

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 PETE COLLINGS

**FARM SHED
 ROOF PLAN
 ELEVATIONS**



VIEW OF SITE FROM ABOVE
LOOKING WEST-SOUTH-WEST



VIEW OF SITE FROM ABOVE
LOOKING SOUTH-SOUTH-EAST



VIEW FROM NORTHERN BOUNDARY OF SITE
LOOKING NORTH ACROSS SHELBOURNE ROAD



VIEW FROM NORTHERN BOUNDARY
LOOKING SOUTH ACROSS THE SITE

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PROJECT
BAROQUE

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DRAWN BY
PETE COLLINGS

PHOTOGRAPHS

Providence Farming

BUSINESS PLAN | 2019

Prepared by: Richard Lather &
Ray Shaw (father-in-law)
Date: 18 Nov 2019
Version: v2.0

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1 Business overview

1.1 Introductory information

1.1.1 Foundation details

Structure	Company
Established	TBC once planning permit and building permit obtained, ongoing compliance costs are being avoided till there is certainty around the farm site.
Date registered	Please see above comments under section 1.1.1 'Established'.
Registration number	Please see above comments under section 1.1.1 'Established'.

1.1.2 Contact details

Contact name	Richard Lather	Ray Shaw
Mobile	0410129706	0457 643 676
Email	rlather1980@gmail.com	ray.leann8@gmail.com

1.2 Business summary

The following business objectives are primary drivers for operating this farm:

1. Farm to generate income initially through existing arrangement (sheep agistment) and once homestead established (we expect to use .5 to 1 hectare), to begin developing our own herd of Dorper sheep (meat raising without need to shear);
2. Future purchase/lease of adjacent or nearby land to expand herd/operations;
3. Current outside employment enables self-funding the growth of the farm;
4. Research viability of establishing organic herb garden within homestead boundary to supply local restaurants (expect to fence off .5 to 1 hectare around the homestead, to keep out sheep and kangaroos, and enable secure separation of children when farming activities/equipment is active on the property).
5. As part of the "Connecting Country" project, plant native trees and shrubs in southeast corner of lot 1 (bordering the property at 1215 Shelbourne Rd) to further establish habitat area for five threatened Woodland Bird species (Diamond Fire-tail, Brown Tree-creeper, Hooded Robin, Jacky Winter and Painted Buttonquail);
6. Establish more native trees and native shrubs throughout both lot 1 and 2, and maintain current treed areas, including roadside strip to reduce fire risk;
7. Promoting the natural beauty and tourist appeal of Bendigo and its surrounding areas;
8. We are seeking the professional services/advice of EcoSustainableHomes (Castlemaine) and similar organizations to establish highest level of self-sustainability as we are able.

1.3 Business goals and objectives

Short-term goals: Year 1	Actions required	Milestone date	Responsibility
Current operations – sheep agistment	Maintain	Current	Richard
Establishment of homestead	Permits, engage planner, builder	30 June 2020	Richard Ray Kitome Architect
Establish sheep herd	Establish water and feed systems, farm shed, purchase stock	30 June 2020	Richard Ray Elders Landmark
If research proves viable, establish small-scale organic herb garden	Set up water-efficient “Wicking Bed” system	30 Sep 2020	Ray

Long-term goals: Years 1-3	Actions required	Milestone date	Responsibility
Continue farm set up to achieve optimal revenue generation from sheep herd (including farm agistments and possible joint ventures with neighbouring farmers, collaborations with local and national markets)	Capital raising, formal agreements, contracts with third parties for farm generated products.	30 June 2021	Richard Ray
Future purchase/lease of adjacent or nearby land to expand herd/operations.	As above	30 June 2022	Richard Ray
If viable, expand organic herb market base	Market product, establish customer base	30 June 2021	Ray

1.4 Current business position

The business is in the start-up phase. A key milestone upon which the entire business’s inception depends is the ability for the proposed planning permit to be approved and subsequent building approval, development and completion. Purpose for establishing home and shedding on this property:

1. Maintaining proper animal husbandry/security of sheep herds;
2. Planting and establishment of native habitat for endangered Woodland Bird species;
3. Planting and establishment of additional native trees and shrubs around the property;
4. Establish and maintain small-scale organic herb production;
5. Maintain current fencing and nature strips to ensure security of animals and reduce fire risk;
6. Move closer to friends and school (children attend in Castlemaine);
7. Look forward to be an active part of the Shelbourne/Maldon community.

2 Organisational Structure

At this stage it is estimated that the farming operation will be managed by my wife and I, and my wife's father who lives nearby. Upon receiving planning and building approvals and the buildings being completed, a company will be formed to operate the business aspect of the property.

3 Business operations

3.1 Products and services

Categories	Details
Products/services	Dorper Sheep, research is being conducted into small-scale organic herb production.
Digital Marketing	Internet, other social media as appropriate
Pricing	Pricing will be based on local market rates / auctions.
Future growth	Capital requirements will be met through organic sales and retained earnings and where feasible, through external third-party financing in the short term for the first 2 years.
Payment	At this point the decision regarding payment methods for customers has not been finalised given the stage of the business cycle.
Production	Production will be done on premises and it is aimed at products being processed from farming outputs directly on premises, and offsite via third party contracts (auction yards and/or abattoirs).

3.2 Key suppliers and customers

Suppliers	Sheep - Elders and Landmark Herbs - Eden Seeds, Diggers Club
Customers	Sheep - Auction yards, abattoirs Herbs - Local restaurants, food markets, grocers

3.3 Business assets

3.3.1 Premises

Premises	Purchase date	Price	Lease/finance rates, conditions, options
Lot 1 & 2 Shelbourne Rd	Cert. of Title dated 17 Sep 2018	Not relevant.	The property is owned outright.

3.3.2 Assets and equipment

To be purchased as needed once planning permit and building permit obtained

3.3.3 Stock and inventory

Sheep to be purchased once infrastructure established and when/if agistment arrangements cease.
Herb seeds and infrastructure to be purchased/established once homestead perimeter fencing erected.

3.3.4 Intellectual property

Intellectual property to be protected	Type of protection	Protection end date	Geography covered	Conditions that apply
N/A	N/A	N/A	N/A	N/A

3.4 Organisational resources

3.4.1 People

Staff member	Areas for development	How they'll be developed and retained
2 family members	To be confirmed at a later stage of the business.	To be confirmed at a later stage of the business.

3.4.2 Financial resources

The following three sources are aimed to be used over the lifecycle of the business and farm:

1. Loan approvals have been received subject to planning permit and then subsequent building permits for the premises and buildings;
2. Capital raisings have been initiated subject to successful contractual agreements being entered; and
3. Internal generation of capital and through sales.

3.4.3 E-commerce and technology

Independent Sales Organisations and online marketing organisations such as SEO experts/website developer will be utilised, along with word of mouth.

3.4.4 Data and customer information

Not currently applicable.

3.5 Risk management

3.5.1 Risk assessment

Given the drive to make the farming operation sustainable and achieve growth through retained earnings and strategic partnerships, it is deemed that the level of risk is low as no current debt is present and investment is only required through guaranteed contracts in the first few years.

3.5.2 Succession planning

The farm itself is held in a unit trust along with an adjoining farming property. The farming operation will be run as a company and succession planning will be based on the organisational aspects rather than an individual.

3.5.3 Regulatory and legal considerations

None at this point except for local council approval.

3.5.4 Insurance

Appropriate insurances will be entered at appropriate times.

4 Market analysis and strategy

4.1 Market research

Market research will be undertaken once council approval for buildings is obtained. Non-formal research has commenced along with discussions with relevant target clients.

4.2 Opportunities in the market

Please see above.

4.3 Target market and proposition

Please see above sections and discussion.

4.4 Customer management

Please see above sections and discussion

4.5 Competitors

Not completed at this point as the financial risk is low given no / low level of debt.

4.6 SWOT analysis

<p style="text-align: center;"><u>STRENGTHS</u></p> <ol style="list-style-type: none"> 1. No debt. 2. Sustainable growth with a view to incurring capital intensive expenditure only once contracts are secured. 3. Small and agile operation with low levels of organisational complexity to navigate. 4. Potential market size (national and international for ‘premium’ products). 5. Precedential agreements by local farms with local farming operations. 6. Strategic local contacts 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ol style="list-style-type: none"> 1. Size of operation. 2. Local market size.
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ol style="list-style-type: none"> 1. The ‘Gig’ economy. 2. Strategic relationships in the financial sector. 	<p style="text-align: center;"><u>THREATS</u></p> <ol style="list-style-type: none"> 1. ‘Black Swan’ events causing a recession. 2. Major changes to policy or legislation.

4.7 Strategic direction

Please refer to commentary in section 1.

4.8 Marketing, advertising and promotion

Please see sections 1.2 and 3.1.

5 Financial analysis

5.1 Funding sources

Please see section 3.4.2 above.

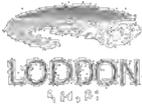
5.2 Current financial position and past performance

No current debt. Minimal secured debt in future for buildings/infrastructure. Farming business investment to be funded without debt initially and for key capital-intensive projects, debt will be secured when contracts are entered into.

5.3 Financial forecast

Year 1 P & L / Cashflow					
Description	Quarter				Total
	1	2	3	4	
Build Cost - House	100,000	100000	0	0	200,000
Garage/Workshop	30,000	0	0	0	30,000
Farm Shed	15,000	0	0	0	15,000
Up to 7 water storage tanks	30,000	0	0	0	30,000
Utility Connections	10,000	0	0	0	10,000
Irrigation	10,000	0	0	0	10,000
Equipment/Tractor	30,000	0	0	0	30,000
Stock	0	0	0	10000	10,000
Road	50,000	0	0	0	50,000
Total Expenses	275,000	0	0	0	385,000
Personal capital injection	5,000	5000	5000	5000	20,000
Agistment	1,250	1250	1250	1250	5,000
Loan	500,000	0	0	0	500,000
Total Revenue	506,250	6,250	6,250	6,250	525,000
Net Cashflow	231,250	6,250	6,250	6,250	140,000

Year 1 Balance Sheet	
Description	Amounts
House & Land	485,000
Garage/Workshop	30,000
Farm Shed	15,000
Water storage tanks	30,000
Irrigation	10,000
Equipment/Tractor	30,000
Stock	10,000
Road	50,000
Total Assets	660,000
Loans	500,000
Total Liabilities	500,000
Equity	160,000



OBJECTION TO PLANNING APPLICATION

Objectors details

Surname: Bos - Waring Title: Mr Mrs Miss Ms Cr
 First name: REGINA & IAN
 Street: 1340 SHELBOURNE RD
 Town: SHELBOURNE State: Vic Postcode: 3515
 Phone number: 54357327
 Email: teswar01@bigpond.com

The application being objected to

Planning application number: 5435 Proposal: Use & DEVELOPMENT of LAND for 2 dwellings & accommodation (fao)

Reasons for objecting to the application

OBJECTION 1: The business plan states that one farming option being explored is 'intensive chicken farming'. This is inappropriate on this property because:

- lack of water required for high density poultry numbers.
- proximity of chicken sheds to surrounding dwellings/heightours.
- contamination of water & soil run off to surrounding properties from animal waste & nutrient rich feeds.
- bio security for surrounding residential/hobby farms (disease outbreaks)
- increased heavy vehicle traffic on unmade gravel local roads (dust, noise & deterioration of gravel road)
- odours emanating from 'intensive farming' impacting on neighbours quality of life.
- moral objection to 'intensive farming practices'

OBJECTION 2: The application for planning permit dated 17/9/19 does not mention the property being used for farm stay accommodation, (which is the reason given for building 2 dwellings on the property. Combined with the information provided

LODDON

OBJECTION TO PLANNING APPLICATION

(on 2 parts)
 on the business plan (that suggests only 6% of the properties revenue will come from farm stay), we question that this is a genuine proposal or merely a justification to build 2 dwellings on only 60 acres. Both houses seem to be extremely large for either to be used for 'farm stay accommodation'. We therefore object to 2 dwellings on Lot 2 of the property.

objection 3: Within the business plan (3.3.3) Stock and inventory; is an estimation that 91.5% of their revenue will come from farming & related activities (but only 6% from farm stay accommodation). All other farms of a similar size with dwellings along this area of Shelbourne Rd, are hobby/lifestyle properties. None of the properties rely on agriculture for the majority of their income - on < 100 acres this is an unrealistic & inappropriate use of the property.

objection 4: - The development plan does not appropriately address where enough water will be obtained to service 2 dwellings with 8-10 people residing & potential livestock. In particular intensive farming of any kind which would require more water than the property could currently supply - increasing the size of the current dam

Please attach an additional sheet if more room is required.

Loddon Shire Council
 41 High Street, Wedderburn, Victoria
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 Telephone: (03) 5494 1200 Facsimile: (03) 5494 3003
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 Web: www.loddon.vic.gov.au



OBJECTION TO PLANNING APPLICATION

OBJ. 4 cont. or creating other dams would greatly impact neighbours whose dams are on the same catchment/watercourse.

OBJECTION 5: - As stated in policy 14.01 Agriculture, the development of the property is to be compatible with the surrounding properties. The properties of direct neighbours, surrounding the proposed development (with no dwellings) consist of cropping/hay production & sheep grazing - now this development is therefore not compatible.

OBJECTION 6: - The business plan time line (page 2) indicates that the intention is to build the dwellings first and rent out/ reside in at least 1 dwelling well before the farming plans have been established & funded. This is in contravention of policy number 22.05 "Development in Rural Areas" which states: Agricultural use of the land (that the new dwelling is required to support) must be established prior to construction of the dwelling.

• On these grounds we REGINA M J BOS M/M and Ian H. WARWAY Son Warway of 1340 Shelbourne Rd, Shelbourne object to this development proposal # 5435

Please attach an additional sheet if more room is required

Loddon Shire Council

41 High Street, Wedderburn, Victoria

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Privacy statement

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OBJECTION TO PLANNING APPLICATION

Objectors details

Surname: PUNTON Title: Mr Mrs Miss Ms Or

First name: BELINDA

Street: 110 PUNTON RD

Town: SHELBORNE State: VIC Postcode: 3515

Phone number: 0400553542

Email: levertonpark@bigpond.com

The application being objected to

Planning application number: 5435 Proposal: 2 DWELLINGS + HOST FARM

Reasons for objecting to the application

- ROAD GRAVEL + NARROW INCREASE IN TRAFFIC CAUSING DUST
- NOT COMPATIBLE WITH SURROUNDING PROPERTIES.
- PEOPLE VISITING WHO AREN'T USED/AWARE OF CURRENT FARMING PRACTICES WHICH HAVE BEEN DONE IN THE AREA FOR OVER 100 YEARS
 - SPRAYING
 - BURNING
 - MUSELING
 - CONTROLLING VERMIN ECT

Page 1 of 2



OBJECTION TO PLANNING APPLICATION

Objectors details

Surname: TAYLOR Title: Mr Mrs Miss Ms Cr

First name: BETTY

Street: 738 MALDON - SHELBOLIRNE RD

Town: BRADFORD State: VIC Postcode: 3463

Phone number: 5475 2436

Email: _____

The application being objected to

Planning application number: 5435 Proposal: USE AND DEVELOPMENT OF THE LAND FOR 2 DWELLINGS AND ACCOMMODATION (HOST FARM)

Reasons for objecting to the application: CHICKEN FARM.

① ALL TRANSPORTS THAT ARE CARTING WATER, FEED ETC TO THE FARM, MUST BE FITTED OUT FOR FIRE SAFETY

② THE EXTRA TRAFFIC SERVICING THE ACCOMMODATION AND CHICKEN FARM WILL PLACE A GREAT AMOUNT OF WEAR AND TEAR ON THE SMALL LOCAL ROAD. ALSO SIGNS MUST BE PLACED, WARNING DRIVERS OF EXTRA TRAFFIC "NO RELAXED COUNTRY DRIVE"

③ THE ODORIFEROUS SMELL FROM A POULTRY FARM OF ANY TYPE IS VERY STRONG AND MOST UNPLEASANT THIS SHOULD BE TAKEN INTO CONSIDERATION BECAUSE THIS IS A BUILT UP SMALL FARMING ~~AND~~ AND DWELLING AREA



OBJECTION TO PLANNING APPLICATION

Objectors details

Surname: COLLINS Title: Mr Mrs Miss Ms Cr

First name: Toby

Street: 257 Shelbourne Rd

Town: Shelbourne State: Vic Postcode: 3575

Phone number: _____

Email: Toby.collins92@gmail.com

The application being objected to

Planning application number: 5435 Proposal: Use and development of the land for two dwellings and accommodation (host farm)

Reasons for objecting to the application

Objection 1. Untruthful statements contained with the "assessment of the proposal"

All-weather access gravel driveway has been constructed to the proposed dwelling site. The driveway is of sufficient width to accommodate emergency vehicles.

Shelbourne road is a sealed rural road providing access to many farming zoned properties.

Currently there is no driveway or gravel located on the property and that the section of road that passes along the property is not sealed.

9.2 REVIEW OF DELEGATIONS, APPOINTMENTS AND AUTHORISATIONS

File Number: FOL/19/126337

Author: Lynne Habner, Manager Executive and Commercial Services

Authoriser:

- Attachments:**
1. **S6 Instrument of Delegation to members of Council staff**
 2. **Instrument of Appointment and Authorisation**
 3. **Revocation of Appointment and Authorisation**

RECOMMENDATION

That Council

1. In the exercise of the powers conferred by section 98(1) of the Act and the other legislation referred to in the attached instrument of delegation, resolves that:
 - (a) There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.
 - (b) The instrument comes into force immediately the common seal of Council is affixed to the instrument.
 - (c) On the coming into force of the instrument all previous Council Delegations to members of Council staff (other than the Chief Executive Officer) are revoked.
 - (d) 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.
2. In the exercise of the powers conferred by section 224 of the Act and the other legislation referred to in the attached instrument of appointment and authorisation, resolves that:
 - (a) The members of Council staff referred to in the instrument be appointed and authorised as set out in the instrument.
 - (b) The instrument comes into force immediately the common seal of Council is affixed to the instrument, and remains in force until Council determines to vary or revoke them.
 - (c) The instrument be sealed.
3. Revokes all existing Instruments of Appointment and Authorisation (Planning and Environment Act 1987), effective from the date that the CEO approves the new instrument as attached.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

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.

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 delegations have been updated in accordance with most recent advice provided by Maddocks, and changes have also been made as a result of various staffing and position title changes.

The attached Instrument of Appointment and Authorisation under the Planning and Environment Act 1987 and associated request for revocation is submitted for approval as a result of the recruitment of a Senior Statutory Planning Officer.

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

The supervisors of the relevant staff were consulted about the changes to be made.

S6 Instrument of Delegation - Members of Staff

Preamble

Instrument of Delegation

In exercise of the power conferred by section 98(1) of the Local Government Act 1989 and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. record that references in the Schedule are as follows:

	means
AA	Administrative Assistant
AMC	Asset Management Coordinator
AMW	Assistant Manager Works
AOO	Administrative Officer - Operations
CEO	Chief Executive Officer
DCS	Director Corporate Services
DCW	Director Community Wellbeing
DE	Design Engineer
DMERO	Deputy Municipal Emergency Resource Officer
DOP	Director Operations
FA	Financial Accountant
GISAO	GIS and Assets Officer
LLO	Local Laws Officer
LLPCO	Local Laws/Planning Compliance Officer
MAI	Manager Assets and Infrastructure
MBS	Municipal Building Surveyor
MDC	Manager Development and Compliance
MERO	Municipal Emergency Resource Officer
MFS	Manager Financial Services
MOD	Manager Organisation Development
MW	Manager Works
PHO	Public Health Officer
PMC	Project Management Coordinator
R	Ranger
RC	Revenue Collector
SPHO	Senior Public Health Officer
SStatPO	Senior Statutory Planning Officer
StratSPO	Strategic/Statutory Planning Officer
TL	Team Leader
TLTS	Team Leader Townscape Services
TO	Technical Officer
WC	Works Coordinator

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on **28 April 2020**; and

3.2 the delegation:

3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

- 3.3.1 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; or
- 3.3.2 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
 - (a) policy; or
 - (b) strategy adopted by Council; or
- 3.3.3 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 section 98(1)(a)-(f) (inclusive) of the Act or otherwise; or
- 3.3.4 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.

Council seal

**Phil Pinyon
Chief Executive Officer
Loddon Shire Council**

Date:

Delegation Sources

- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Environment Protection Act 1970
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Rail Safety (Local Operations) Act 2006
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Further Interim Regulations 2013
- Planning and Environment (Fees) Regulations 2016
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010
- Road Management (General) Regulations 2005
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

S6 Instrument of Delegation - Members of Staff

Cemeteries and Crematoria Act 2003			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	Where Council is a Class B cemetery trust	CEO
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	Where Council is a Class B cemetery trust	CEO
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions	Where Council is a Class B cemetery trust	CEO
s 12A(1)	Function to do the activities set out in paragraphs (a) - (n)	Where Council is a Class A cemetery trust	CEO
s 12A(2)	Duty to have regard to matters set out in paragraphs (a) - (e) in exercising its functions	Where Council is a Class A cemetery trust	CEO
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions		CEO
s 14	Power to manage multiple public cemeteries as if they are one cemetery.		CEO
s 15(1) and (2)	Power to delegate powers or functions other than those listed		CEO
s 15(4)	Duty to keep records of delegations		CEO
s 17(1)	Power to employ any persons necessary		CEO

s 17(2)	Power to engage any professional, technical or other assistance considered necessary		CEO
s 17(3)	Power to determine the terms and conditions of employment or engagement	Subject to any guidelines or directions of the Secretary	CEO
s 18(3)	Duty to comply with a direction from the Secretary		CEO
s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	Where Council is a Class A cemetery trust	CEO
s 18C	Power to determine the membership of the governance committee	Where Council is a Class A cemetery trust	CEO
s 18D	Power to determine procedure of governance committee	Where Council is a Class A cemetery trust	CEO
s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	Where Council is a Class A cemetery trust	CEO
s 18D(1)(b)	Power to appoint any additional community advisory committees	Where Council is a Class A cemetery trust	CEO
s 18D(2)	Duty to establish a community advisory committee under section 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	Where Council is a Class A cemetery trust	CEO
s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the Financial Management Act 1994	Where Council is a Class A cemetery trust	CEO

s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	Where Council is a Class A cemetery trust	CEO
s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	Where Council is a Class A cemetery trust	CEO
s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	Where Council is a Class A cemetery trust	CEO
s.18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2))	Where Council is a Class A cemetery trust	CEO
s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	Where Council is a Class A cemetery trust	CEO
s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	Where Council is a Class A cemetery trust	CEO
s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	Where Council is a Class A cemetery trust	CEO
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	Where Council is a Class A cemetery trust	CEO
s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	Where Council is a Class A cemetery trust	CEO
s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	Where Council is a Class A cemetery trust	CEO

s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	Where Council is a Class A cemetery trust	CEO
s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	Where Council is a Class A cemetery trust	CEO
s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year.	Where Council is a Class A cemetery trust	CEO
s 19	Power to carry out or permit the carrying out of works		CEO
s 20(1)	Duty to set aside areas for the interment of human remains		CEO
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery		CEO
s 20(3)	Power to set aside areas for those things in paragraphs (a) - (e)		CEO
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land		CEO
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	Subject to the approval of the Minister	CEO
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	Subject to the Minister approving the purpose	CEO
s 40	Duty to notify Secretary of fees and charges fixed under s 39		CEO

s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	Provided the street was constructed pursuant to the Local Government Act 1989	CEO
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	Report must contain the particulars listed in s 57(2)	CEO
s 59	Duty to keep records for each public cemetery		CEO
s 60(1)	Duty to make information in records available to the public for historical or research purposes		CEO
s 60(2)	Power to charge fees for providing information		CEO
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)		CEO
s 64B(d)	Power to permit interments at a reopened cemetery		CEO
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	The application must include the requirements listed in s 66(2)(a)-(d)	CEO
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park		CEO
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed		CEO
s 70(2)	Duty to make plans of existing place of interment available to the public		CEO

s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies		CEO
s 71(2)	Power to dispose of any memorial or other structure removed		CEO
s 72(2)	Duty to comply with request received under s 72		CEO
s 73(1)	Power to grant a right of interment		CEO
s 73(2)	Power to impose conditions on the right of interment		CEO
s 75	Power to grant the rights of interment set out in s 75(a) and (b)		CEO
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted		CEO
s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application		CEO
s 80(1)	Function of receiving notification and payment of transfer of right of interment		CEO
s 80(2)	Function of recording transfer of right of interment		CEO
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment		CEO

§ 83(2)	Duty to pay refund on the surrender of an unexercised right of interment (sole holder)		CEO
§ 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment		CEO
§ 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment		CEO
§ 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	The notice must be in writing and contain the requirements listed in § 85(2)	CEO
§ 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	Does not apply where right of interment relates to remains of a deceased veteran.	CEO
85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of interment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of interment is not extended or converted to a perpetual right of interment	CEO
§ 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified		CEO
§ 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment		CEO
§ 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment		CEO

s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)		CEO
s.86(4)	power to take action under s.86(4) relating to removing and re-interring cremated human remains		CEO
s.86(5)	duty to provide notification before taking action under s.86(4)		CEO
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)		CEO
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment		CEO
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment.		CEO
s 91(1)	Power to cancel a right of interment in accordance with s 91		CEO
s 91(3)	Duty to publish notice of intention to cancel right of interment		CEO
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment		CEO
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment		CEO
s 99	Power to approve or refuse an application made under s 98, or to cancel an approval		CEO
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the		CEO

	application or within 45 days of receiving further information where requested		
s 100(1)	Power to require a person to remove memorials or places of interment		CEO
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)		CEO
s 100(3)	Power to recover costs of taking action under s 100(2)		CEO
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery		CEO
s 102(1)	Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)		CEO
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)		CEO
s 103(1)	Power to require a person to remove a building for ceremonies		CEO
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)		CEO
s 103(3)	Power to recover costs of taking action under s 103(2)		CEO
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs		CEO

s 106(2)	Power to require the holder of the right of interment to provide for an examination		CEO
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with		CEO
s 106(4)	Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with		CEO
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs		CEO
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with		CEO
s 108	Power to recover costs and expenses		CEO
s 109(1)(a)	Power to open, examine and repair a place of interment	Where the holder of right of interment or responsible person cannot be found	CEO
s 109(1)(b)	Power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	Where the holder of right of interment or responsible person cannot be found	CEO
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	Where the holder of right of interment or responsible person cannot be found	CEO
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder. with consent of the Secretary		CEO

s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary		CEO
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran		CEO
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment		CEO
s 112	Power to sell and supply memorials		CEO
s 116(4)	Duty to notify the Secretary of an interment authorisation granted		CEO
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application		CEO
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met		CEO
s 119	Power to set terms and conditions for interment authorisations		CEO
s 131	Function of receiving an application for cremation authorisation		CEO
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	Subject to s 133(2)	CEO
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner		CEO

s 148	Power to dispose of bodily remains by a method other than interment or cremation	Subject to the approval of the Secretary	CEO
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation		CEO
s 149	Duty to cease using method of disposal if approval revoked by the Secretary		CEO
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met		CEO
s 151	Function of receiving applications to inter or cremate body parts		CEO
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150		CEO
sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication		CEO
sch 1 cl 8(8)	Power to regulate own proceedings	Subject to cl 8	CEO
sch 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	Where Council is a Class A cemetery trust	CEO
sch 1A cl 8(8)	Power to regulate own proceedings	Where Council is a Class A cemetery trust Subject to cl 8	CEO

Domestic Animals Act 1994			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 41A(1)	Power to declare a dog to be a menacing dog	Council may delegate this power to a Council authorised officer	DOP, LLO, LLPCO, MDC, R
Environment Protection Act 1970			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 53M(3)	Power to require further information		DOP, PHO, SPHO
s 53M(4)	Duty to advise applicant that application is not to be dealt with		PHO, SPHO
s 53M(5)	Duty to approve plans, issue permit or refuse permit	Refusal must be ratified by Council or it is of no effect	PHO, SPHO
s 53M(6)	Power to refuse to issue septic tank permit	Refusal must be ratified by Council or it is of no effect	PHO, SPHO
s 53M(7)	Duty to refuse to issue a permit in circumstances in (a)-(c)	Refusal must be ratified by Council or it is of no effect	PHO, SPHO
Food Act 1984			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 19(2)(a)	Power to direct by written order that the food premises be put into a clean and sanitary condition	If s 19(1) applies	PHO, SPHO
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	If s 19(1) applies	PHO, SPHO
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other	If s 19(1) applies	MDC, PHO, SPHO

	specified purpose, or for the use of any specified equipment or a specified process	Only in relation to temporary food premises or mobile food premises	
s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, and (ii) inform the public by notice in a published newspaper or otherwise	If s 19(1) applies	PHO, SPHO
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	If s 19(1) applies	PHO, SPHO
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	If s 19(1) applies	PHO, SPHO
s 19AA(2)	Power to direct, by written order, that a person must take any of the actions described in (a)-(c).	Where Council is the registration authority	DOP, PHO, SPHO
s 19AA(4)(c)	Power to direct, in an order made under s 19AA(2) or a subsequent written order, that a person must ensure that any food or class of food is not removed from the premises	Note: the power to direct the matters under s 19AA(4)(a) and (b) not capable of delegation and so such directions must be made by a Council resolution	DOP, PHO, SPHO
s 19AA(7)	Duty to revoke order issued under s 19AA and give written notice of revocation, if satisfied that that order has been complied with	Where Council is the registration authority	PHO, SPHO
s 19CB(4)(b)	Power to request copy of records	Where Council is the registration authority	PHO, SPHO
s 19E(1)(d)	Power to request a copy of the food safety program	Where Council is the registration authority	PHO, SPHO
s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	Where Council is the registration authority	PHO, SPHO
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	Where Council is the registration authority	PHO, SPHO

s 19NA(1)	Power to request food safety audit reports	Where Council is the registration authority	PHO, SPHO
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances		DOP, PHO, SPHO
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.	PHO, SPHO
s 19W	Power to direct a proprietor of a food premises to comply with any requirement under Part IIIB	Where Council is the registration authority	PHO, SPHO
s 19W(3)(a)	Power to direct a proprietor of a food premises to have staff at the premises undertake training or instruction	Where Council is the registration authority	PHO, SPHO
s 19W(3)(b)	Power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	Where Council is the registration authority	PHO, SPHO
	Power to register, renew or transfer registration	Where Council is the registration authority refusal to grant/renew/transfer registration must be ratified by Council or the CEO (see s 58A(2))	PHO, SPHO
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	Where Council is the registration authority	PHO, SPHO
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	Where Council is the registration authority Not delegated - fees are fixed by Council	CEO

s 38A(4)	Power to request a copy of a completed food safety program template	Where Council is the registration authority	PHO, SPHO
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	Where Council is the registration authority	PHO, SPHO
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	Where Council is the registration authority	PHO, SPHO
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	Where Council is the registration authority	PHO, SPHO
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	Where Council is the registration authority	PHO, SPHO
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	Where Council is the registration authority	PHO, SPHO
s 38D(3)	Power to request copies of any audit reports	Where Council is the registration authority	PHO, SPHO
s 38E(2)	Power to register the food premises on a conditional basis	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)	PHO, SPHO
s 38E(4)	Duty to register the food premises when conditions are satisfied	Where Council is the registration authority	PHO, SPHO
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	Where Council is the registration authority	PHO, SPHO
s 39A	Power to register, renew or transfer food premises despite minor defects	Where Council is the registration authority	PHO, SPHO

		Only if satisfied of matters in s 39A(2)(a)-(c)	
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008		PHO, SPHO
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	Where Council is the registration authority	PHO, SPHO
s 40D(1)	Power to suspend or revoke the registration of food premises	Where Council is the registration authority	PHO, SPHO
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering, transferring or renewing registration of a component of a food business	Where Council is the registration authority	PHO, SPHO
s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	Where Council is the registration authority	PHO, SPHO
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	Where Council is the registration authority	PHO, SPHO
Heritage Act 2017			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 116	Power to sub-delegate Executive Director's functions, duties or powers	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation Not delegated - power remains with CEO	CEO

Local Government Act 1989			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 181H	Power to enter into an environmental upgrade agreement on behalf of Council and declare and levy an environmental upgrade charge		CEO
s 185L(4)	Power to declare and levy a cladding rectification charge	Final decision is by Council through adoption of the Fees and Charges Schedule.	CEO
Planning and Environment Act 1987			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	If authorised by the Minister	DOP, MDC
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister		MDC
s 4H	Duty to make amendment to Victoria Planning Provisions available		MDC
s 4I	Duty to keep Victorian Planning Provisions and other documents available		MDC
s 8A(2)	Power to prepare amendment to the planning scheme where the Minister has given consent under s 8A		DOP, MDC
s 8A(3)	Power to apply to Minister to prepare an amendment to the planning scheme		DOP, MDC
s 8A(5)	Function of receiving notice of the Minister's decision		MDC

s 8A(7)	Power to prepare the amendment specified in the application without the Minister's authorisation if no response received after 10 business days		DOP, MDC
s 8B(2)	Power to apply to the Minister for authorisation to prepare an amendment to the planning scheme of an adjoining municipal district	Not delegated - power remains with CEO	CEO
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons		DOP, MDC
s 12A(1)	Duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s19 of the Planning and Environment (Planning Schemes) Act 1996)		MDC
s 12B(1)	Duty to review planning scheme		MDC
s 12B(2)	Duty to review planning scheme at direction of Minister		MDC
s.12B(5)	duty to report findings of review of planning scheme to Minister without delay		MDC
s 14	duties of a Responsible Authority as set out in s. 14(a) to (d)		MDC
s 17(1)	Duty of giving copy amendment to the planning scheme		MDC
s 17(2)	Duty of giving copy s 173 agreement		MDC

s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days		MDC
s 18	Duty to make amendment etc. available		MDC
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme		MDC
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority.	MDC
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19		DOP, MDC
s 21(2)	Duty to make submissions available		MDC
s 21A(4)	Duty to publish notice		MDC
s 22	Duty to consider all submissions	Except submissions which request a change to the items in s 22(5)(a) and (b)	MDC
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel		MDC
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment		DOP, MDC

s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)		MDC
s 26(1)	Power to make report available for inspection		DOP, MDC
s 26(2)	Duty to keep report of panel available for inspection		MDC
s 27(2)	Power to apply for exemption if panel's report not received		DOP, MDC
s 28	Duty to notify the Minister if abandoning an amendment	Note: the power to make a decision to abandon an amendment cannot be delegated	MDC
s 30(4)(a)	Duty to say if amendment has lapsed		MDC
s 30(4)(b)	Duty to provide information in writing upon request		MDC
s 32(2)	Duty to give more notice if required		MDC
s 33(1)	Duty to give more notice of changes to an amendment		MDC
s 36(2)	Duty to give notice of approval of amendment		MDC
s 38(5)	Duty to give notice of revocation of an amendment		MDC

s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT		MDC
s 40(1)	Function of lodging copy of approved amendment		MDC
s 41	Duty to make approved amendment available		MDC
s 42	Duty to make copy of planning scheme available		MDC
s.46AS(ac)	power to request the Victorian Planning Authority (VPA) to provide advice on any matter relating to land in Victoria or an objective of planning in Victoria		DOP, MDC
s 46AW	Function of being consulted by the Minister	Where Council is a responsible public entity	CEO, DOP
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	Where Council is a responsible public entity	CEO
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	Where Council is a responsible public entity	MDC, SStatPO, StratSPO
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	Where Council is a responsible public entity	DOP, MDC, SStatPO, StratSPO
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	Where Council is the planning authority, the municipal Council of the municipal district in which the land is located and/or the development agency	DOP, MDC, SStatPO, StratSPO

s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation and content of infrastructure contributions plans		CEO
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority		CEO
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land		CEO
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land		CEO
s 46GP	Function of receiving a notice under s 46GO	Where Council is the collecting agency	CEO
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land		CEO
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GQ		CEO
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister		CEO
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ		CEO
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general		CEO
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference		CEO
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land		CEO

s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)		CEO
s 46GU	Duty not to adopt an amendment under s.29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met		CEO
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	Where Council is the collecting agency	CEO
s 46GV(3)(b)	Power to enter into an agreement with the applicant	Where Council is the collecting agency	CEO
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Where Council is the development agency	CEO
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	Where Council is the collecting agency	CEO
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area		CEO
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	Where Council is the collecting agency	CEO
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	Where Council is the collecting agency	CEO
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	Where Council is the collecting agency	CEO
s 46GY(1)	Duty to keep proper and separate accounts and records	Where Council is the collecting agency	CEO

s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	Where Council is the collecting agency	CEO
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs to the planning authority that incurred those costs	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority	CEO
s 46GZ(2)(a)	Function of receiving the monetary component	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency	CEO
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan, as responsible for those works, services or facilities	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency	DOP, MDC, SStatPO, StratSPO
s 46GZ(2)(b)	Function of receiving the monetary component	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency	CEO
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO

s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved infrastructure contributions plan to that development agency	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency	DOP, MDC, MFS, RC, SStatPO, StratSPO
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency	CEO
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency	DOP, FA, MDC, MFS, SStatPO, StratSPO
s 46GZ(9)	Function of receiving the fee simple in the land	Where Council is the development agency under an approved infrastructure contributions plan	CEO

		This duty does not apply where Council is also the collecting agency	
s 46GZA(1)	Duty to keep proper and separate accounts and records	Where Council is the development agency under an approved infrastructure contributions plan	CEO
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 1989	Where Council is a development agency under an approved infrastructure contributions plan	DOP, MDC, SStatPO, StratSPO
s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	Where Council is a development agency under an approved infrastructure contributions plan	CEO
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan	DOP, MDC
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b)	Where Council is the development agency under an approved infrastructure contributions plan	CEO
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	Where Council is the collecting agency under an approved infrastructure contributions plan	DOP, FA, MDC, MFS, SStatPO, StratSPO
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency	DOP, MDC, MFS

§ 46GZE(2)	Function of receiving the unexpended land equalisation amount	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency	CEO
§ 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in § 46GZE(3)(a) and (b)	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO
§ 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	Where Council is the development agency under an approved infrastructure contributions plan	CEO
§ 46GZF(3)	Duty, if land is sold under § 46GZF(2)(b), to follow the steps in § 46GZF(3)(a) and (b)	Where Council is the development agency under an approved infrastructure contributions plan	CEO
§ 46GZF(3)	§ 46GZF(3)(a) function of receiving proceeds of sale	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency	CEO
§ 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with § 46GZF(5)	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO
§ 46GZF(6)	Duty to make the payments under § 46GZF(4) in accordance with § 46GZF(6)(a) and (b)	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO
§ 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	Where Council is the collecting agency under an approved infrastructure contributions plan	CEO

s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	Where Council is a collecting agency or development agency	DOP, MDC
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	Where Council is a collecting agency or development agency	CEO
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)		CEO
s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy		DOP
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	Not delegated - power remains with CEO	CEO
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy		DOP
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit		DOP, MDC
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy		DOP
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured		DOP
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	Not delegated - power remains with CEO	CEO

s 46Q(1)	Duty to keep proper accounts of levies paid		MFS
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency or plan preparation costs incurred by a development agency		DOP, FA, MDC, MFS
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc		DOP, MDC
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	Only applies when levy is paid to Council as a 'development agency'	DCS
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister	DOP, FA, MDC, MFS
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	Must be done in accordance with Part 3	DOP
s46Q(4)(e)	Duty to expend that amount on other works etc.	With the consent of, and in the manner approved by, the Minister	DOP
s 46QC	Power to recover any amount of levy payable under Part 3B		DCS
s 46QD	Duty to prepare report and give a report to the Minister	Where Council is a collecting agency or development agency	DOP, MDC

s 47	Power to decide that an application for a planning permit does not comply with that Act		DOP, MDC
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits		MDC
s 49(2)	Duty to make register available for inspection		MDC
s 50(4)	Duty to amend application		MDC
s 50(5)	Power to refuse to amend application		DOP, MDC
s 50(6)	Duty to make note of amendment to application in register		MDC, SStatPO, StratSPO
s.50(6)	duty to make note of amendment to application in register		MDC
s 50A(1)	Power to make amendment to application		DOP, MDC, SStatPO, StratSPO
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given		DOP, MDC, SStatPO, StratSPO
s 50A(4)	Duty to note amendment to application in register		MDC, SStatPO, StratSPO
s 51	Duty to make copy of application available for inspection		MDC, SStatPO, StratSPO
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person		MDC, SStatPO, StratSPO

s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate		MDC, SStatPO, StratSPO
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme		MDC, SStatPO, StratSPO
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant		MDC, SStatPO, StratSPO
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant.		MDC, SStatPO, StratSPO
s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected		MDC, SStatPO, StratSPO
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant		MDC, SStatPO, StratSPO
s 52(3)	Power to give any further notice of an application where appropriate		DOP, MDC, SStatPO, StratSPO
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it		DOP, MDC, SStatPO, StratSPO
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)		DOP, MDC, SStatPO, StratSPO
s 54(1)	Power to require the applicant to provide more information.		DOP, MDC, SStatPO, StratSPO

s 54(1A)	Duty to give notice in writing of information required under s 54(1)		MDC, SStatPO, StratSPO
s 54(1B)	Duty to specify the lapse date for an application		MDC, SStatPO, StratSPO
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information		DOP, MDC, SStatPO, StratSPO
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)		MDC, SStatPO, StratSPO
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme		MDC, SStatPO, StratSPO
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector		DOP, MDC
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go		MDC, SStatPO, StratSPO
s 57(5)	Duty to make available for inspection copy of all objections		MDC, SStatPO, StratSPO
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)		MDC, SStatPO, StratSPO
s 57A(5)	Power to refuse to amend application		DOP, MDC
s 57A(6)	Duty to note amendments to application in register		MDC, SStatPO, StratSPO

s 57B(1)	Duty to determine whether and to whom notice should be given		MDC, SStatPO, StratSPO
s 57B(2)	Duty to consider certain matters in determining whether notice should be given		MDC, SStatPO, StratSPO
s 57C(1)	Duty to give copy of amended application to referral authority		MDC, SStatPO, StratSPO
s 58	Duty to consider every application for a permit		MDC, SStatPO, StratSPO
s 58A	Power to request advice from the Planning Application Committee		DOP, MDC
s 60	Duty to consider certain matters		MDC, SStatPO, StratSPO
s 60(1A)	Duty to consider certain matters		DOP, MDC, SStatPO, StratSPO
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect		DOP, MDC, SStatPO, StratSPO
s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006	DOP, MDC, SStatPO, StratSPO
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit		DOP, MDC, SStatPO, StratSPO
s.61(2A)	power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit		DOP, MDC, SStatPO, StratSPO

s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit		MDC
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant		DOP, MDC, SStatPO, StratSPO
s 62(1)	Duty to include certain conditions in deciding to grant a permit		DOP, MDC, SStatPO, StratSPO
s 62(2)	Power to include other conditions		DOP, MDC, SStatPO, StratSPO
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)		DOP, MDC, SStatPO, StratSPO
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan		DOP, MDC, SStatPO, StratSPO
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement		DOP, MDC
s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant		DOP, MDC, SStatPO, StratSPO
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)		DOP, MDC, SStatPO, StratSPO
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)		DOP, MDC, SStatPO, StratSPO

s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)		DOP, MDC, SStatPO, StratSPO
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	This provision applies also to a decision to grant an amendment to a permit - see s 75	MDC, SStatPO, StratSPO
s 64(3)	Duty not to issue a permit until after the specified period	This provision applies also to a decision to grant an amendment to a permit - see s 75	DOP, MDC, SStatPO, StratSPO
s 64(5)	Duty to give each objector a copy of an exempt decision	This provision applies also to a decision to grant an amendment to a permit - see s 75	MDC, SStatPO, StratSPO
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	This provision applies also to a decision to grant an amendment to a permit - see s 75A	DOP, MDC, SStatPO, StratSPO
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57		MDC, SStatPO, StratSPO
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities		MDC, SStatPO, StratSPO
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority	MDC, SStatPO, StratSPO
s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit	MDC, SStatPO, StratSPO

s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit	MDC, SStatPO, StratSPO
s 69(1)	Function of receiving application for extension of time of permit		MDC, SStatPO, StratSPO
s 69(1A)	Function of receiving application for extension of time to complete development		MDC, SStatPO, StratSPO
s 69(2)	Power to extend time		DOP, MDC, SStatPO, StratSPO
s 70	Duty to make copy permit available for inspection		MDC, SStatPO, StratSPO
s 71(1)	Power to correct certain mistakes		DOP, MDC, SStatPO, StratSPO
s 71(2)	Duty to note corrections in register		MDC, SStatPO, StratSPO
s 73	Power to decide to grant amendment subject to conditions		DOP, MDC, SStatPO, StratSPO
s 74	Duty to issue amended permit to applicant if no objectors		DOP, MDC, SStatPO, StratSPO
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit		MDC, SStatPO, StratSPO
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice		MDC, SStatPO, StratSPO

s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority	MDC, SStatPO, StratSPO
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit	MDC, SStatPO, StratSPO
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit	MDC, SStatPO, StratSPO
s 76D	Duty to comply with direction of Minister to issue amended permit		DOP, MDC, SStatPO, StratSPO
s 83	Function of being respondent to an appeal		DOP, MDC
s 83B	Duty to give or publish notice of application for review		MDC, SStatPO, StratSPO
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit		DOP, MDC, SStatPO, StratSPO
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit		DOP, MDC, SStatPO, StratSPO
s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit		MDC, SStatPO, StratSPO

§ 84(f)	Duty to issue permit on receipt of advice within 3 working days		DOP, MDC, SStatPO, StratSPO
§ 84AB	Power to agree to confining a review by the Tribunal		DOP, MDC
§ 86	Duty to issue a permit at order of Tribunal within 3 working days		DOP, MDC, SStatPO, StratSPO
§ 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	Not delegated - power remains with CEO	CEO
§ 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit		DOP, MDC, SStatPO, StratSPO
§ 91(2)	Duty to comply with the directions of VCAT		DOP, MDC, SStatPO, StratSPO
§ 91(2A)	Duty to issue amended permit to owner if Tribunal so directs		DOP, MDC, SStatPO, StratSPO
§ 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under § 90		MDC, SStatPO, StratSPO
§ 93(2)	Duty to give notice of VCAT order to stop development		MDC, SStatPO, StratSPO
§ 95(3)	Function of referring certain applications to the Minister	Not delegated - power remains with CEO	CEO
§ 95(4)	Duty to comply with an order or direction		DOP, MDC, SStatPO, StratSPO
§ 96(1)	Duty to obtain a permit from the Minister to use and develop its land		DOP, MDC

s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	Not delegated - power remains with CEO	CEO
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment		DOP, MDC
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C		DOP, MDC
s 96F	Duty to consider the panel's report under s 96E		MDC
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996)		DOP, MDC
s 96H(3)	Power to give notice in compliance with Minister's direction		DOP, MDC
s 96J	Power to issue permit as directed by the Minister		DOP, MDC
s 96K	Duty to comply with direction of the Minister to give notice of refusal		MDC
s 96Z	Duty to keep levy certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate		DOP, MDC, SStatPO, StratSPO
s 97C	Power to request Minister to decide the application	Not delegated - power remains with CEO	CEO
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application		DOP, MDC, SStatPO, StratSPO

s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister		MDC, SStatPO, StratSPO
s 97G(6)	Duty to make a copy of permits issued under s 97F available for inspection		MDC, SStatPO, StratSPO
s 97L	Duty to include Ministerial decisions in a register kept under s 49		MDC, SStatPO, StratSPO
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance		MDC
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate		MDC
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	Not delegated - power remains with CEO	CEO
s 97Q(4)	Duty to comply with directions of VCAT		MDC
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions		MDC
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	Not delegated - power remains with CEO	CEO
s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed		MDC
s 101	Function of receiving claim for expenses in conjunction with claim	Not delegated - power remains with CEO	CEO
s 103	Power to reject a claim for compensation in certain circumstances	Not delegated - power remains with CEO	CEO
s.107(1)	function of receiving claim for compensation	Not delegated - power remains with CEO	CEO
s 107(3)	Power to agree to extend time for making claim	Not delegated - power remains with CEO	CEO
s 114(1)	Power to apply to the VCAT for an enforcement order		DOP, LLPCO, MDC

s 117(1)(a)	Function of making a submission to the VCAT where objections are received		MDC
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made		DOP, LLPCO, MDC
s 123(1)	Power to carry out work required by enforcement order and recover costs		DOP, LLPCO, MDC
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	Except Crown Land	DOP, MDC
s 129	Function of recovering penalties		MFS
s 130(5)	Power to allow person served with an infringement notice further time		DOP, MDC
s 149A(1)	Power to refer a matter to the VCAT for determination		DOP, MDC
s 149A(1A)	power to apply to VCAT for the determination of a matter relating to the interpretation of a s.173 agreement		DOP, MDC
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	Where Council is the relevant planning authorityNot delegated - power remains with CEO	CEO
s 171(2)(f)	Power to carry out studies and commission reports		DOP, MDC
s 171(2)(g)	Power to grant and reserve easements		CEO
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	Where Council is a development agency specified in an approved infrastructure contributions plan	CEO
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	Where Council is a collecting agency specified in an approved infrastructure contributions plan	CEO
s.171(2)(g)	power to grant and reserve easements		MDC

s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	Where Council is the development agency specified in an approved infrastructure contributions plan	CEO
s 173(1)	Power to enter into agreement covering matters set out in s 174	Not delegated - power remains with CEO	CEO
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	Where Council is the relevant responsible authority	CEO
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority		DOP, MDC
	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority		DOP, MDC
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9		DOP, MDC
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9		DOP, MDC
s 178A(1)	Function of receiving application to amend or end an agreement		MDC
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)		MDC
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal		MDC

s 178A(5)	Power to propose to amend or end an agreement		DOP, MDC
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement		MDC
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement		MDC
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end		MDC
s 178C(4)	Function of determining how to give notice under s 178C(2)		MDC
s 178E(1)	Duty not to make decision until after 14 days after notice has been given		MDC
s 178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	If no objections are made under s 178D Must consider matters in s 178B	DOP, MDC
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	If no objections are made under s 178D Must consider matters in s 178B	DOP, MDC
s 178E(2)(c)	Power to refuse to amend or end the agreement	If no objections are made under s 178D Must consider matters in s 178B	DOP, MDC

s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	After considering objections, submissions and matters in s 178B	DOP, MDC
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	After considering objections, submissions and matters in s 178B	DOP, MDC
s.178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	After considering objections, submissions and matters in s.178B	DOP, MDC
s 178E(3)(d)	Power to refuse to amend or end the agreement	After considering objections, submissions and matters in s 178B	DOP, MDC
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)		MDC
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)		MDC
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn		MDC
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement		MDC
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement		DOP, MDC
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land		MDC

s 179(2)	Duty to make available for inspection copy agreement		MDC
s 181	Duty to apply to the Registrar of Titles to record the agreement and to deliver a memorial to Registrar-General		MDC
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement		DOP, MDC
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement		MDC
s 182	Power to enforce an agreement		DOP, LLPCO, MDC
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement		MDC
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision		DOP, MDC
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement		MDC
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement		MDC
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision		MDC

s 184G(2)	Duty to comply with a direction of the Tribunal		MDC
s 184G(3)	Duty to give notice as directed by the Tribunal		MDC
s 198(1)	Function to receive application for planning certificate		MDC, SStatPO, StratSPO
s 199(1)	Duty to give planning certificate to applicant		MDC, SStatPO, StratSPO
s 201(1)	Function of receiving application for declaration of underlying zoning		MDC
s 201(3)	Duty to make declaration		MDC
	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council		DOP, MDC
	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	Does not apply to the refusal of any permit application or amendment	DOP, MDC
	Power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit		DOP, MDC, SStatPO, StratSPO
	Power to give written authorisation in accordance with a provision of a planning scheme		DOP, MDC, SStatPO, StratSPO
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district		DOP, MDC

s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible		DOP, MDC
s.224(8)	duty to provide information requested by Victoria Planning Authority under s.201UAB(1) not yet provided to Growth Areas Authority to Victorian Planning Authority		DOP, MDC
Rail Safety (Local Operations) Act 2006			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 33	Duty to comply with a direction of the Safety Director under s 33	Where Council is a utility under s 3	MAI
s 33A	Duty to comply with a direction of the Safety Director to give effect to arrangements under s 33A	Duty of Council as a road authority under the Road Management Act 2004	MAI
s 34	Duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s 33(1)	Where Council is a utility under s 3	MAI
s 34C(2)	Function of entering into safety interface agreements with rail infrastructure manager	Where Council is the relevant road authority Not delegated - power remains with the CEO	CEO
s 34D(1)	Function of working in conjunction with rail infrastructure manager in determining whether risks to safety need to be managed	Where Council is the relevant road authority	DE, MAI
s 34D(2)	Function of receiving written notice of opinion	Where Council is the relevant road authority	MAI
s 34D(4)	Function of entering into safety interface agreement with infrastructure manager	Where Council is the relevant road authority Not delegated - power remains with the CEO	CEO
s 34E(1)(a)	Duty to identify and assess risks to safety	Where Council is the relevant road authority	DE, MAI, MW

s 34E(1)(b)	Duty to determine measures to manage any risks identified and assessed having regard to items set out in s 34E(2)(a)-(c)	Where Council is the relevant road authority	DE, MAI
s 34E(3)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	Where Council is the relevant road authority Not delegated - power remains with the CEO	CEO
s 34F(1)(a)	Duty to identify and assess risks to safety, if written notice has been received under s 34D(2)(a)	Where Council is the relevant road authority	DE, MAI
s 34F(1)(b)	Duty to determine measures to manage any risks identified and assessed, if written notice has been received under s 34D(2)(a)	Where Council is the relevant road authority	DE, MAI
s 34F(2)	Duty to seek to enter into a safety interface agreement with rail infrastructure manager	Where Council is the relevant road authority Not delegated - power remains with the CEO	CEO
s 34H	Power to identify and assess risks to safety as required under s 34B, 34C, 34D, 34E or 34F in accordance with s 34H(a)-(c)	Where Council is the relevant road authority	DE, DOP, MAI
s 34I	Function of entering into safety interface agreements	Where Council is the relevant road authority Not delegated - power remains with the CEO	CEO
s 34J(2)	Function of receiving notice from Safety Director	Where Council is the relevant road authority	MAI
s 34J(7)	Duty to comply with a direction of the Safety Director given under s 34J(5)	Where Council is the relevant road authority	MAI
s 34K(2)	Duty to maintain a register of items set out in s 34K(a)-(b)	Where Council is the relevant road authority	DE, MAI
Residential Tenancies Act 1997			
Provision	Item Delegated	Conditions and Limitations	Delegate

s 91ZU(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	DCW
s 91ZZC(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority authorised to acquire land compulsorily for its purposes Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	CEO
s 91ZZE(1)	Power to give a renter a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	DCW
s 91ZZE(3)	Power to publish Council's criteria for eligibility for the provision of housing	Where Council is a public statutory authority engaged in the provision of housing Note: this power is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	DCW
s 142D	Function of receiving notice regarding an unregistered rooming house		PHO, SPHO
s 142G(1)	Duty to enter required information in Rooming House Register for each rooming house in municipal district		PHO, SPHO
s 142G(2)	Power to enter certain information in the Rooming House Register		PHO, SPHO

s 142I(2)	Power to amend or revoke an entry in the Rooming House Register if necessary to maintain the accuracy of the entry		PHO, SPHO
s 206AZA(2)	Function of receiving written notification	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	CEO
s 207ZE(2)	Function of receiving written notification	Note: this function is not yet in force and will commence on 1 July 2020, unless proclaimed earlier	CEO
s 252	Power to give tenant a notice to vacate rented premises if s 252(1) applies	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier Not delegated - power remains with the CEO	CEO
s 262(1)	Power to give tenant a notice to vacate rented premises	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier Not delegated - power remains with the CEO	CEO
s 262(3)	Power to publish its criteria for eligibility for the provision of housing by Council	Where Council is a public statutory authority engaged in the provision of housing Note: this provision will be repealed on 1 July 2020, unless proclaimed earlier Not delegated - power remains with CEO	CEO
s 311A(2)	Function of receiving written notification		CEO
s 317ZDA(2)	Function of receiving written notification		CEO

s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements		PHO, SPHO
s 522(1)	Power to give a compliance notice to a person		MBS, MDC, PHO, SPHO
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	Not delegated - power remains with CEO	CEO
s 525(4)	Duty to issue identity card to authorised officers		MOD
s 526(5)	Duty to keep record of entry by authorised officer under s 526		MBS, MDC, PHO, SPHO
s 526A(3)	Function of receiving report of inspection		PHO, SPHO
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	Not delegated - power remains with CEO	CEO
Road Management Act 2004			
Provision	Item Delegated	Conditions and Limitations	Delegate
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	Obtain consent in circumstances specified in s 11(2)Not delegated - power remains with the CEO	CEO
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette		DOP, GISAO, MAI
s 11(9)(b)	Duty to advise Registrar		GISAO
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	Subject to s 11(10A)	AMC, MAI

s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	Where Council is the coordinating road authority	AMC, MAI
s 12(2)	Power to discontinue road or part of a road	Where Council is the coordinating road authority Not delegated - power remains with the CEO	CEO
s 12(4)	Power to publish, and provide copy, notice of proposed discontinuance	Power of coordinating road authority where it is the discontinuing body Unless s 12(11) applies	DOP, MAI
s 12(5)	Duty to consider written submissions received within 28 days of notice	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies	MAI
s 12(6)	Function of hearing a person in support of their written submission	Function of coordinating road authority where it is the discontinuing body Unless s 12(11) applies	MAI
s 12(7)	Duty to fix day, time and place of meeting under s 12(6) and to give notice	Duty of coordinating road authority where it is the discontinuing body Unless s 12(11) applies Not delegated - power remains with the CEO	CEO
s 12(10)	Duty to notify of decision made	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister	MAI
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as	CEO

		appropriateNot delegated - power remains with the CEO	
§ 14(4)	Function of receiving notice from the Head, Transport for Victoria		MAI
§ 14(7)	Power to appeal against decision of the Head, Transport for Victoria	Not delegated - power remains with CEO	CEO
§ 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	Not delegated - power remains with CEO	CEO
§ 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	Not delegated - power remains with CEO	CEO
§ 15(2)	Duty to include details of arrangement in public roads register		MAI
§ 16(7)	Power to enter into an arrangement under s 15	Not delegated - power remains with CEO	CEO
§ 16(8)	Duty to enter details of determination in public roads register		MAI
§ 17(2)	Duty to register public road in public roads register	Where Council is the coordinating road authority	MAI
§ 17(3)	Power to decide that a road is reasonably required for general public use	Where Council is the coordinating road authority Not delegated - power remains with the CEO	CEO
§ 17(3)	Duty to register a road reasonably required for general public use in public roads register	Where Council is the coordinating road authority	MAI

§ 17(4)	Power to decide that a road is no longer reasonably required for general public use	Where Council is the coordinating road authority Not delegated - power remains with the CEO	CEO
§ 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	Where Council is the coordinating road authority	MAI
§ 18(1)	Power to designate ancillary area	Where Council is the coordinating road authority, and obtain consent in circumstances specified in § 18(2) Not delegated - power remains with the CEO	CEO
§ 18(3)	Duty to record designation in public roads register	Where Council is the coordinating road authority	MAI
§ 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority		MAI
§ 19(4)	Duty to specify details of discontinuance in public roads register		MAI
§ 19(5)	Duty to ensure public roads register is available for public inspection		MAI
§ 21	Function of replying to request for information or advice	Obtain consent in circumstances specified in § 11(2)	MAI
§ 22(2)	Function of commenting on proposed direction	Not delegated - power remains with the CEO	CEO
§ 22(4)	Duty to publish a copy or summary of any direction made under § 22 by the Minister in its annual report.		DCS
§ 22(5)	Duty to give effect to a direction under § 22		MAI

s 40(1)	Duty to inspect, maintain and repair a public road.		AMC, AMW, MAI, MW, PMC, TL, WC
s 40(5)	Power to inspect, maintain and repair a road which is not a public road		AMW, DOP, MAI, MW, TL, WC
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	Not delegated - power remains with CEO	CEO
s 42(1)	Power to declare a public road as a controlled access road	Power of coordinating road authority and sch 2 also applies Not delegated - power remains with the CEO	CEO
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	Power of coordinating road authority and sch 2 also applies Not delegated - power remains with the CEO	CEO
s 42A(3)	Duty to consult with VicRoads before road is specified	Where Council is the coordinating road authority If road is a municipal road or part thereof Not delegated - power remains with the CEO	CEO
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road Not delegated - power remains with the CEO	CEO
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	Where Council is the responsible road authority, infrastructure manager or works manager	AMC, AMW, MAI, MW, PMC
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M		AMC, MAI

s.48N	duty to notify the relevant authority of the location of the bus stopping point and the action taken by council		MAI
s 49	Power to develop and publish a road management plan	Not delegated - power remains with CEO	CEO
s 51	Power to determine standards by incorporating the standards in a road management plan	Not delegated - power remains with CEO	CEO
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	Not delegated - power remains with CEO	CEO
s 54(2)	Duty to give notice of proposal to make a road management plan		AMC
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals		AMC
s 54(6)	Power to amend road management plan	Not delegated - power remains with CEO	CEO
s 54(7)	Duty to incorporate the amendments into the road management plan		AMC
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper		AMC
s 63(1)	Power to consent to conduct of works on road	Where Council is the coordinating road authority	AA, AMC, AMW, AOO, DE, DOP, GISAO, MAI, MERO, MW, PMC, TL, TLTS, TO, WC

s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	Where Council is the infrastructure manager	DMERO, MERO
s 64(1)	Duty to comply with cl 13 of sch 7	Where Council is the infrastructure manager or works manager	AMC, AMW, GISAO, MAI, MERO, MW, PMC, TL, TLTS, TO, WC
s 66(1)	Power to consent to structure etc	Where Council is the coordinating road authority	DOP, LLPCO, MAI, MDC
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	Where Council is the coordinating road authority	LLPCO, MAI, MDC
s 67(3)	Power to request information	Where Council is the coordinating road authority	DOP, MAI, MDC
s 68(2)	Power to request information	Where Council is the coordinating road authority	DOP, MAI, MDC
s 71(3)	Power to appoint an authorised officer	Not delegated - power remains with CEO	CEO
s 72	Duty to issue an identify card to each authorised officer		MOD
s 85	Function of receiving report from authorised officer		DOP
s 86	Duty to keep register re s 85 matters		DOP
s 87(1)	Function of receiving complaints	Not delegated - power remains with CEO	CEO
s 87(2)	Duty to investigate complaint and provide report	Not delegated - power remains with CEO	CEO

s.112(2)	Power to recover damages in court	Not delegated - power remains with CEO	CEO
s 116	Power to cause or carry out inspection		DOP, MAI, MW
s 119(2)	Function of consulting with the Head, Transport for Victoria		MAI, MW
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)		AMC, AMW, DOP, MAI, MW, PMC
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)		MAI, MW
s 121(1)	Power to enter into an agreement in respect of works		AMC, DE, DMERO, DOP, GISAO, MAI, MERO, MW, PMC, TL, TLTS, WC
s 122(1)	Power to charge and recover fees		AMC, AMW, DE, DOP, MAI, MFS, MW, PMC, WC
s 123(1)	Power to charge for any service		AMC, AMW, AOO, DE, DOP, GISAO, MAI, MW, PMC, TO, WC
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	Not delegated - power remains with CEO	CEO
sch 2 cl 3(1)	Duty to make policy about controlled access roads	Not delegated - power remains with CEO	CEO
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	Not delegated - power remains with CEO	CEO

sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria		MAI
sch 2 cl 5	Duty to publish notice of declaration		GISAQ, MAI
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	Where Council is the infrastructure manager or works manager	MAI, MW
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	Where Council is the infrastructure manager or works manager	MAI, MW
sch 7 cl 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure	MAI, MW
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	Where Council is the infrastructure manager or works manager	MAI, MW
sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	Where Council is the infrastructure manager or works manager	MAI, MW
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	Where Council is the coordinating road authority	DOP, MAI, MW
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	Where Council is the coordinating road authority	DOP, MAI, MW

sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	Where Council is the coordinating road authority	MAI, MW
sch 7 cl 12(5)	Power to recover costs	Where Council is the coordinating road authority	DOP, MAI, MW
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	Where Council is the works manager	MAI, MW
sch 7 cl 13(2)	Power to vary notice period	Where Council is the coordinating road authority	DOP, MAI, MW
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	Where Council is the infrastructure manager	MAI, MW
sch 7 cl 16(1)	Power to consent to proposed works	Where Council is the coordinating road authority	AMC, AMW, DE, DMERO, DOP, GISAO, MAI, MERO, MW, PMC, TL, TLTS, TO, WC
sch 7 cl 16(4)	Duty to consult	Where Council is the coordinating road authority, responsible authority or infrastructure manager	AMC, DE, DOP, GISAO, MAI, TO
sch 7 cl 16(5)	Power to consent to proposed works	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO
sch 7 cl 16(6)	Power to set reasonable conditions on consent	Where Council is the coordinating road authority	AA, AMC, AMW, DE, DMERO, DOP, GISAO, MAI, MERO, MW, PMC, TL, TLTS, TO, WC
sch 7 cl 16(8)	Power to include consents and conditions	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO

sch 7 cl18(1)	Power to enter into an agreement	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO
sch7 cl 19(1)	Power to give notice requiring rectification of works	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	Where Council is the coordinating road authority	AMC, DE, DOP, GISAO, MAI, TO
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	Where Council is the coordinating road authority	DOP, MAI
sch 7A cl 2	Power to cause street lights to be installed on roads	Power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road	DOP, GISAO, MAI
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	Where Council is the responsible road authority	MAI
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	Where Council is the responsible road authority	MAI
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)	MAI
Cemeteries and Crematoria Regulations 2015			
Provision	Item Delegated	Conditions and Limitations	Delegate
r 24	Duty to ensure that cemetery complies with depth of burial requirements		CEO

r 25	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves		CEO
r 27	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)		CEO
r 28(1)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator		CEO
r 28(2)	Duty to ensure any fittings removed of are disposed in an appropriate manner		CEO
r 29	Power to dispose of any metal substance or non-human substance recovered from a cremator		CEO
r 30(2)	Power to release cremated human remains to certain persons	Subject to any order of a court	CEO
r 31(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation		CEO
r 31(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation		CEO
r 31(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation		CEO
r 31(4)	Duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period		CEO
r 32	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)		CEO
r 33(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)		CEO
r 33(2)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)		CEO
r 34	Duty to ensure that a crypt space in a mausolea is sealed in accordance with paragraphs (a)-(b)		CEO

r 36	Duty to provide statement that alternative vendors or supplier of monuments exist		CEO
r 40	Power to approve a person to play sport within a public cemetery		CEO
r 41(1)	Power to approve fishing and bathing within a public cemetery		CEO
r 42(1)	Power to approve hunting within a public cemetery		CEO
r 43	Power to approve camping within a public cemetery		CEO
r 45(1)	Power to approve the removal of plants within a public cemetery		CEO
r 46	Power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)		CEO
r 47(3)	Power to approve the use of fire in a public cemetery		CEO
r 48(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area		CEO
	Note: Schedule 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules		CEO
sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of sch 2	See note above regarding model rules	CEO
sch 2 cl 5(1)	Duty to display the hours during which pedestrian access is available to the cemetery	See note above regarding model rules	CEO
sch 2 cl 5(2)	Duty to notify the Secretary of, (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours	See note above regarding model rules	CEO
sch 2 cl 6(1)	Power to give directions regarding the manner in which a funeral is to be conducted	See note above regarding model rules	CEO
sch 2 cl 7(1)	Power to give directions regarding the dressing of places of interment and memorials	See note above regarding model rules	CEO

sch 2 cl 8	Power to approve certain mementos on a memorial	See note above regarding model rules	CEO
sch 2 cl 11(1)	Power to remove objects from a memorial or place of interment	See note above regarding model rules	CEO
sch 2 cl 11(2)	Duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner	See note above regarding model rules	CEO
sch 2 cl 12	Power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies	See note above regarding model rules	CEO
sch 2 cl 14	Power to approve an animal to enter into or remain in a cemetery	See note above regarding model rules	CEO
sch 2 cl 16(1)	Power to approve construction and building within a cemetery	See note above regarding model rules	CEO
sch 2 cl 17(1)	Power to approve action to disturb or demolish property of the cemetery trust	See note above regarding model rules	CEO
sch 2 cl 18(1)	Power to approve digging or planting within a cemetery	See note above regarding model rules	CEO
Planning and Environment Regulations 2015			
Provision	Item Delegated	Conditions and Limitations	Delegate
r.6	duty of responsible authority to provide copy of matter considered under section 60(1A)(g) for inspection free of charge		MDC
r.6	function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.	MDC
r.21	power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act		DOP, MDC, SStatPO, StratSPO

r.25(a)	duty to make copy of matter considered under section 60(1A)(g) available for inspection free of charge	where Council is the responsible authority	MDC
r.25(b)	function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available for inspection free of charge	where Council is not the responsible authority but the relevant land is within Council's municipal district	MDC, SStatPO, StratSPO
r.42	function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	where Council is not the planning authority and the amendment affects land within Council's municipal district; or where the amendment will amend the planning scheme to designate Council as an acquiring authority.	MDC
r.55	duty of responsible authority to tell Registrar of Titles under section 183 of the Act of the cancellation or amendment of an agreement		MDC
Planning and Environment (Fees) Further Interim Regulations 2013			
Provision	Item Delegated	Conditions and Limitations	Delegate
r.16	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme		DOP
r.17	power to waive or rebate a fee relating to an amendment of a planning scheme		DOP
r.18	duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r.16 or 17		MDC
Planning and Environment (Fees) Regulations 2016			
Provision	Item Delegated	Conditions and Limitations	Delegate
r.16	power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme		DOP
r.19	Power to waive or rebate a fee relating to an amendment of a planning scheme		DOP

r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme		CEO
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20		DOP, MDC, SStatPO, StratSPO
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010			
Provision	Item Delegated	Conditions and Limitations	Delegate
r 7	Function of entering into a written agreement with a caravan park owner		PHO, SPHO
r 11	Function of receiving application for registration		PHO, SPHO
r 13(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations		PHO, SPHO
r 13(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations		PHO, SPHO
r.13(2)	power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations		DOP, PHO, SPHO
r 13(4) & (5)	Duty to issue certificate of registration		PHO, SPHO
r 15(1)	Function of receiving notice of transfer of ownership		PHO, SPHO
r 15(3)	Power to determine where notice of transfer is displayed		PHO, SPHO
r 16(1)	Duty to transfer registration to new caravan park owner		PHO, SPHO
r 16(2)	Duty to issue a certificate of transfer of registration		PHO, SPHO
r 17(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration		PHO, SPHO
r 18	Duty to keep register of caravan parks		PHO, SPHO
r 19(4)	Power to determine where the emergency contact person's details are displayed		PHO, SPHO

r 19(8)	Power to determine where certain information is displayed		PHO, SPHO
r 22A(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner		PHO, SPHO
r 22A(2)	Duty to consult with relevant emergency services agencies		PHO, SPHO
r 23	Power to determine places in which caravan park owner must display a copy of emergency procedures		PHO, SPHO
r 24	Power to determine places in which caravan park owner must display copy of public emergency warnings		PHO, SPHO
r 25(3)	Duty to consult with relevant floodplain management authority		PHO, SPHO
r 26	Duty to have regard to any report of the relevant fire authority		PHO, SPHO
r 28(c)	Power to approve system for the collection, removal and disposal of sewage and waste water from a movable dwelling		PHO, SPHO
r 39	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe		MBS, MDC, PHO, SPHO
r 39(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe		MBS, MDC, PHO, SPHO
r 40(4)	Function of receiving installation certificate		MBS, MDC, PHO, SPHO
r 42	Power to approve use of a non-habitable structure as a dwelling or part of a dwelling		DOP, MBS, MDC, PHO, SPHO

sch 3 cl4(3)	Power to approve the removal of wheels and axles from unregistrable movable dwelling		DOP, MBS, MDC, PHO, SPHO
Road Management (General) Regulations 2005			
Provision	Item Delegated	Conditions and Limitations	Delegate
r.501(4)	power to charge fee for issuing permit under regulation 501(1)	where council is the coordinating road authority	AA, DE, DOP, GISAO, MAI, TO
Road Management (General) Regulations 2016			
Provision	Item Delegated	Conditions and Limitations	Delegate
r 8(1)	Duty to conduct reviews of road management plan		AMC, MAI
r.9(2)	duty to give notice of review of road management plan		AMC
r 9(2)	Duty to produce written report of review of road management plan and make report available		AMC, MAI
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	Where Council is the coordinating road authority	AMC, MAI
r.10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Act		AMC, MAI
r 13(1)	Duty to publish notice of amendments to road management plan	where Council is the coordinating road authority	AMC, MAI
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment		AMC, MAI
r 16(3)	Power to issue permit	Where Council is the coordinating road authority	AMC, AOO, DE, DOP,

			GISAO, MAI, TO
r 18(1)	Power to give written consent re damage to road	Where Council is the coordinating road authority	AMC, DE, DOP, MAI
r 23(2)	Power to make submission to Tribunal	Where Council is the coordinating road authority	DOP, MDC
r 23(4)	Power to charge a fee for application under s 66(1) Road Management Act	Where Council is the coordinating road authority	AMC, AOO, DE, GISAO, MAI, RC, TO
r 25(1)	Power to remove objects, refuse, rubbish or other material deposited or left on road	Where Council is the responsible road authority	AMC, AMW, DMERO, DOP, LLO, LLPCO, MAI, MERO, MW, R, TL, TLTS, WC
r 25(2)	Power to sell or dispose of things removed from road or part of road (after first complying with regulation 25(3))	Where Council is the responsible road authority	DOP
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	Not delegated - power remains with CEO	CEO
Road Management (Works and Infrastructure) Regulations 2015			
Provision	Item Delegated	Conditions and Limitations	Delegate
r.10	power to exempt a person from requirement under clause 13(1) of Schedule 7 to the Act to give notice as to the completion of those works	where council is the coordinating road authority and where consent given under section 63(1) of the Act Not delegated - power remains with the CEO	CEO
r.18(2)	power to waive whole or part of fee in certain circumstances	where council is the coordinating road authority	DOP
r 15	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	Where Council is the coordinating road authority and where consent given under s 63(1) of the Act	AMC, DE, DOP, GISAO, MAI, TO
r 22(2)	Power to waive whole or part of fee in certain circumstances	Where Council is the coordinating road authority	DOP, MAI, MW

**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987*)**

In this instrument "officer" means -

Steven Murray Phillips – Director Operations
Glenn William Harvey – Manager Development and Compliance
Carolyn Stephenson – Strategic Planning Officer
Grant Trenwith – Senior Statutory Planning Officer
David Price – Planning and Local Laws Compliance Officer

By this instrument of appointment and authorisation Loddon Shire Council -

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officers to be authorised officers for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officers generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Loddon Shire Council on 28 April 2020.

Council seal

Phil Pinyon
Chief Executive Officer
Loddon Shire Council

Date:

Revocation of Instrument of Appointment and Authorisation

The following Instruments of Appointment and Authorisation are revoked, effective immediately:

Date of instrument	authorising	under the following Acts
28/11/17	Alexandra Jefferies	Local Government Act 1989 Planning and Environment Act 1986

Phil Pinyon
Chief Executive Officer
Loddon Shire Council

Date: 28/4/2020

9.3 FEBRUARY 2020 AUDIT COMMITTEE MEETING OVERVIEW

File Number:	06/02/003
Author:	Sharon Morrison, Director Corporate Services
Authoriser:	Phil Pinyon, Chief Executive Officer
Attachments:	1. Minutes of December 2019 Audit Committee meeting
	2. Review of Risk Management
	3. External Audit Strategy
	4. Audit Committee Annual Report 2019
	5. Audit Committee Charter version 8
	6. Risk Management Report
	7. Loddon Performance Reporting Framework Report July 2019 to December 2019

RECOMMENDATION

That Council:

1. receives and notes this report on the February 2020 Audit Committee Meeting
2. receives and notes the confirmed signed minutes of the December 2019 Audit Committee meeting (**attached**)
3. endorses the performance improvement recommendations documented in the:
 - (a) "Review of Risk Management" (**attached**)
4. receives and notes the External Audit Strategy (**attached**)
5. receives and notes the Audit Committee Annual Report (**attached**)
6. approves the revised Audit Committee Charter (**attached**)
7. receives and notes the Risk Management Report (**attached**)
8. receives and notes the Loddon Performance Framework Report July 2019 to December 2019 (**attached**)

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council was provided with a summary of the December 2019 Audit Committee Meeting at the Ordinary Meeting held on 28 January 2020.

BACKGROUND

The Audit Committee was created under Section 139 of the Local Government Act 1989, which states that "Council must establish an audit committee".

The committee is made up of four independent community members, and Cr Gavan Holt, as Council's representative. At the Statutory Meeting on 7 November 2019, it was decided that Councillor Beattie be the alternate Council representative in the event that Cr Holt is unable to

attend the Audit Committee Meeting. Council's Chief Executive Officer and Director Corporate Services attend the meetings in an advisory capacity.

The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for:

- the enhancement of the credibility and objectivity of internal and external financial reporting
- effective management of financial and other risks and the protection of Council assets
- compliance with laws and regulations as well as use of best practice guidelines
- the effectiveness of the internal audit function
- the provision of an effective means of communication between the external auditor, internal audit, management and the Council
- facilitating the organisation's ethical development
- maintaining a reliable system of internal controls.

In order to provide a structured approach and ensure that the Committee addresses each of its responsibilities, an annual calendar of actions and an internal audit review program are established each year, and these guide the activities of the Committee.

ISSUES/DISCUSSION

The agenda for the February 2020 meeting included the following:

Decision Reports

Mr Rod Baker was nominated and elected chair for the coming 12 months, as reported at the February Council meeting.

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

A review of Risk Management (**attached**) was considered and referred to the Council meeting for endorsement.

The External Audit Strategy (**attached**) was presented by Council's external auditor

The Annual Report of the Audit Committee (**attached**) was considered and referred to the Council meeting for receiving and noting

The draft performance survey for 2019 was approved for release.

Compliance Reports

An updated version of the Charter was presented (**attached**) and referred to Council for adoption.

A Risk Management Report was presented and referred to Council for receiving and noting (**attached**).

The Loddon Performance Framework Report for July 2019 to December 2019 was presented and is referred to Council for receiving and noting (**attached**).

A number of compliance reports were considered and noted including:

- the Fraud Report for the September to December quarter – the Director Corporate Services provided an update
- a review of major lawsuits facing council since December 2019 – the Director Corporate Services provided an update
- items raised by Council that may impact the Audit Committee – none raised.

Information Reports

The Audit Committee also received the following information reports:

- Overview of Long Term Financial Plan 2020-2030
- Update on service planning

- Update on review of Local Government Act
- Monthly Finance Report
- Upcoming position for community member
- Presentation by a staff member – Manager Assets and Infrastructure

The date of next audit committee meeting is 14 May 2020.

The next review will be Cyber Risk.

COST/BENEFITS

There are costs associated with the Audit Committee and internal audit function. However, in most cases, actions resulting from audit reviews do not bear any new costs as they are undertaken by current staff.

The benefits that the internal audit function provides Council are:

- business improvement relating to the audit review areas
- standard policy and procedure documents which are developed through the action list
- improvement in knowledge management that will assist with succession planning over time
- a reduction in risk in areas relating to audit reviews.

RISK ANALYSIS

The internal audit program has been created and is annually updated on a risk basis, ensuring that Council's program addresses the areas of highest risk or greatest concern to Audit Committee members and Council officers.

CONSULTATION AND ENGAGEMENT

Nil



Date: Thursday, 5 December 2019
Time: 9.15am
Location: Council Chambers, Peppercorn Way,
Serpentine

MINUTES

Audit Committee Meeting

5 December 2019

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

**MINUTES OF LODDON SHIRE COUNCIL
AUDIT COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBERS, PEPPERCORN WAY, SERPENTINE
ON THURSDAY, 5 DECEMBER 2019 AT 9.15AM**

PRESENT: Mr Alan Darbyshire, Mr Rod Poxon, Mr Rod Baker, Mr Jarrah O'Shea, Neil Beattie (as alternate to Cr Holt)

IN ATTENDANCE: Sharon Morrison (Director Corporate Services), Kathy Teasdale, Mark Holloway, Michelle Hargreaves (Administration Officer Corporate Services)

1 WELCOME

2 ACKNOWLEDGEMENT OF COUNTRY

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

3 APOLOGIES

Allan Bawden (Acting Chief Executive Officer), Cr Gavan Holt (on leave),

4 DECLARATIONS OF CONFLICT OF INTEREST

Nil

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****5 PREVIOUS MINUTES****5.1 MINUTES FOR AUGUST 2019****File Number: 06/02/003****Author: Michelle Hargreaves, Administration Officer****Authoriser: Sharon Morrison, Director Corporate Services****Attachments: 1. Minutes of the Audit Committee meeting on 22 August 2019****RECOMMENDATION**

1. That the Audit Committee accepts the minutes of the meeting held on 22 August 2019.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 22 August 2019.
3. That the Audit Committee forward the signed minutes of the meeting held on 22 August 2019 to the next ordinary meeting of the Council.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

None

BACKGROUND

Clause 5.3 (h) of the Audit Committee Charter version 7 states that minutes will be taken by an appointed Secretary and signed by the Chair.

Clause 5.4 states that the Audit Committee shall after every meeting forward the minutes of that meeting to the next ordinary meeting of the Council.

ISSUES/DISCUSSION

The minutes of the previous meeting are reviewed and accepted with or without amendments each meeting.

The chair signs the confirmed meetings of the previous meeting each meeting.

COST/BENEFITS

The cost of taking minutes has been reduced by moving from a manager taking minutes to an administration officer taking the minutes. The benefit of taking minutes is an accurate record of decisions and deliberations, transparency and good governance.

RISK ANALYSIS

The key risk is inaccurate minute taking. This risk is addressed by having the minutes reviewed by all parties.

CONSULTATION AND ENGAGEMENT

The draft minutes are reviewed by the chair of the audit committee and Director Corporate Services before being presented to the audit committee for acceptance.

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

COMMITTEE RESOLUTION 2019/87

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

1. That the Audit Committee accepts the minutes of the meeting held on 22 August 2019.
2. That the Audit Committee authorise the chair to sign the minutes of the meeting held on 22 August 2019.
3. That the Audit Committee forward the signed minutes of the meeting held on 22 August 2019 to the next ordinary meeting of the Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

6 REVIEW OF ACTION SHEET

Nil

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****7 DECISION REPORTS****7.1 REPORT ON INTERNAL AUDIT-OUTSTANDING AUDIT ACTIONS****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Follow Up Review**RECOMMENDATION**

That the Audit Committee:

1. Note the recommendations in the Follow Up Review
2. Refer the Follow Up Review to the next ordinary meeting of Council.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Each quarter the Audit Committee discusses the latest finalised internal audit report.

BACKGROUND

Clause 5.5 of the Audit Committee Charter version 7 states that the duties and responsibilities of the Audit Committee in pursuing its Charter include to:

- (i) Review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:
 - Internal controls over significant areas of risk, including non-financial management control systems
 - Internal controls over revenue, expenditure, assets and liability processes
 - The efficiency, effectiveness and economy of significant Council programs
 - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
- (iv) Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.

ISSUES/DISCUSSION

The internal audit program is set out in the Loddon Shire Council Strategic Internal Audit Plan 2019-2023. This document is updated annually to reflect the priorities for the coming year.

The internal audit report for consideration by the Audit Committee this quarter is the report titled "Follow Up Review" (the Review).

The Review indicates that 70% of prior year recommendations are either complete (34%) or partially complete (36%).

There are eight items outstanding across three prior year reports:

- One from the review of privacy responsibilities

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019**

- Three from the follow up review in 2017
- Four from the review of records management.

Management responses have been prepare for all incomplete recommendations.

COST/BENEFITS

The cost of the audit is in accordance with the contract award to HLB Mann Judd following the 2019 tender.

RISK ANALYSIS

There is a risk that Council will not be able to resource the implementation of recommendations within the suggested timeframes. This risk is reduced by seeking input from relevant staff members about the proposed timeframes and negotiating changes to timeframes to the internal auditor prior to the finalisation of the report for the Audit Committee and Council. Other priorities can still impact upon Council's ability to meet the agreed timeframes.

CONSULTATION AND ENGAGEMENT

The report identifies the staff consulted during the audit. Additional staff may have been consulted regarding the draft report.

COMMITTEE RESOLUTION 2019/88

Moved: Mr Jarrah O'Shea

Seconded: Mr Rod Poxon

That the Audit Committee:

1. Note the recommendations in the Follow Up Review
2. Refer the Follow Up Review to the next ordinary meeting of Council.

CARRIED

MOTION**COMMITTEE RESOLUTION 2019/89**

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That HLB Mann Judd bring forward the follow up review and prepare a scope reflecting the discussions with the audit committee for review by the Audit Committee out of session.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****7.2 REPORT ON INTERNAL AUDIT-COUNCILLOR EXPENSES****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Review of Councillor Expenses**RECOMMENDATION**

That the Audit Committee:

1. Note the recommendations in the Review of Councillor Expenses
2. Refer the Review of Councillor Expenses to the next ordinary meeting of Council.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Each quarter the Audit Committee discusses the latest finalised internal audit report.

BACKGROUND

Clause 5.5 of the Audit Committee Charter version 7 states that the duties and responsibilities of the Audit Committee in pursuing its Charter include to:

- (i) Review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:
 - Internal controls over significant areas of risk, including non-financial management control systems
 - Internal controls over revenue, expenditure, assets and liability processes
 - The efficiency, effectiveness and economy of significant Council programs
 - Compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.
- (iv) Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.

ISSUES/DISCUSSION

The internal audit program is set out in the Loddon Shire Council Strategic Internal Audit Plan 2019-2023. This document is updated annually to reflect the priorities for the coming year.

The internal audit report for consideration by the Audit Committee this quarter is the report titled "Review of Councillor's Expenses".

There were four findings made. Three have been rated as a low risk rating and one has a medium risk rating. Five recommendations were made in relation to the four findings. Management actions have been provided for each recommendation.

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****COST/BENEFITS**

The cost of the audit is in accordance with the contract award to HLB Mann Judd following the 2019 tender.

RISK ANALYSIS

There is a risk that Council will not be able to resource the implementation of recommendations within the suggested timeframes. This risk is reduced by seeking input from relevant staff members about the proposed timeframes and negotiating changes to timeframes to the internal auditor prior to the finalisation of the report for the Audit Committee and Council. Other priorities can still impact upon Council's ability to meet the agreed timeframes.

CONSULTATION AND ENGAGEMENT

The report identifies the staff consulted during the audit. Additional staff may have been consulted regarding the draft report.

COMMITTEE RESOLUTION 2019/90

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

That the Audit Committee:

1. Note the recommendations in the Review of Councillor Expenses
2. Refer the Review of Councillor Expenses to the next ordinary meeting of Council.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

7.3 DRAFT CALENDAR FOR 2020

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Draft 2020 timetable for Audit Committee

RECOMMENDATION

That the Audit Committee:

1. Confirm the 2020 draft timetable and
2. Refer the 2020 timetable to the next appropriate ordinary meeting of council

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The last Calendar was considered at the November 2018 Audit Committee meeting.

BACKGROUND

At this time each year the committee prepares a draft calendar for the upcoming year.

ISSUES/DISCUSSION

A draft calendar with appropriate reference material is attached for consideration.

COST/BENEFITS

The costs associated with preparing and implementing the calendar are administrative. The benefits of preparing the calendar include knowledge management and probity.

RISK ANALYSIS

There are minimal risks associated with preparing the calendar.

CONSULTATION AND ENGAGEMENT

The calendar is prepared based upon the content of the Audit Committee Charter.

COMMITTEE RESOLUTION 2019/91

Moved: Mr Rod Poxon

Seconded: Mr Jarrah O'Shea

That the Audit Committee:

1. Confirm the 2020 draft timetable and
2. Refer the 2020 timetable to the next appropriate ordinary meeting of council

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****8 COMPLIANCE REPORTS****8.1 FRAUD REPORT****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the Fraud Report.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The last Fraud Report was considered at the August 2018 Audit Committee meeting.

BACKGROUND

Clause 5.5 (xiv) of the Audit Committee Charter version 7 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is receiving from management reports on all suspected and actual frauds, thefts and breaches of the law.

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/92

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the Fraud Report.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****8.2 REVIEW OF MAJOR LAWSUITS FACING COUNCIL REPORT****File Number:** 06/02/003**Author:** Michelle Hargreaves, Administration Officer**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the Major Lawsuits Report.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The last Major Lawsuits Report was considered at the May 2019 Audit Committee meeting.

BACKGROUND

Clause 5.5 (xvi) of the Audit Committee Charter version 7 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is monitoring the progress of any major lawsuits facing the Council.

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/93

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the Major Lawsuits Report.

CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

8.3 ITEMS RAISED BY COUNCIL THAT MAY IMPACT THE AUDIT COMMITTEE

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: Nil

RECOMMENDATION

That the Audit Committee notes the matters raised.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The August 2018 Audit Committee meeting agenda listed this matter.

BACKGROUND

Clause 5.5 (xvii) of the Audit Committee Charter version 7 states that one of the duties and responsibilities of the Audit Committee in pursuing its Charter is to address issues brought to the attention of the Committee, including responding to requests from Council for advice that is within the parameters of the Committee's terms of reference.

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/94

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Director Corporate Services investigate the provision of a credit card to the Mayor.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****8.4 CORPORATE PLAN DISCUSSION****File Number:** 06/02/003**Author:** Michelle Hargreaves, Administration Officer**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the intention of Council regarding:

1. the review of the Council Plan under section 125(7) of the Local Government Act and
2. the setting of the rate under section 185D and E of the Local Government Act.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Nil

BACKGROUND

Section 125 (7) of the Local Government Act 1989 (the Act) states that "At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan." Where adjustments are anticipated, Council needs to factor in additional time to review the Plan and collect information to support the revised Plan.

Under Section 185D of the Act, the Minister sets the amount by which rates can be increased. Section 185E of the Act states that a Council may apply to the Essential Services Commission for a special order to increase rates above the amount set by the Minister. Where an increase to rates above the amount set by the Minister is anticipated, Council needs to factor in additional time to make the application and collect information in support of the application.

In recent years the Minister has increased the rates by: 2.5% (applicable for the 2017/18 budget), 2.25% (applicable for the 2018/19 budget) and 2.5% (applicable for the 2019/20 budget).

ISSUES/DISCUSSION

The timetable for the development of the Council Plan and budget requires additional time and activities if it is anticipated that the Council Plan will be adjusted or that the budget will include an application for a rate variation.

Council Plan

At the Council Forum on 12 November 2019, it was discussed whether Council wished to make any adjustments in respect of the remaining period of the Council Plan.

Budget

It was also discussed whether Council wished to apply for an increase to rates.

A corporate planning timetable will be developed to reflect these intentions.

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****COST/BENEFITS**

There are no direct costs associated with the adoption of the recommendation. However, there may be indirect costs involved in not applying for an increase to rates.

RISK ANALYSIS

There is a risk that Council will not be able to raise sufficient rates (despite applying the increased set by the Minister) to meet the cost of: services; programs; new, improved and adequately maintained assets.

CONSULTATION AND ENGAGEMENT

Councillors were consulted at the commencement of the corporate planning cycle to determine whether any adjustment was required to the Council Plan and whether Council intended to increase rates above the amount set by the Minister.

COMMITTEE RESOLUTION 2019/95

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the intention of Council regarding:

1. the review of the Council Plan under section 125(7) of the Local Government Act and
2. the setting of the rate under section 185D and E of the Local Government Act.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****8.5 LODDON SHIRE COUNCIL FINAL MANAGEMENT LETTER YEAR ENDED 30 JUNE 2019****File Number: 06/02/003****Author: Deanne Caserta, Manager Financial Services****Authoriser: Sharon Morrison, Director Corporate Services****Attachments: 1. Management Letter For Year Ended 30 June 2019****RECOMMENDATION**

That the Audit Committee note the Final Management Letter for the year ended 30 June 2019.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The draft management letter issues were discussed at the August 2019 Audit Committee meeting.

BACKGROUND

Each year the external auditors conduct an audit to express an opinion on the financial report and performance statement. A closing report is presented by the auditors at the August meeting. This closing report is followed by a final management letter. The auditors did not attend at the August meeting however the draft management letter points were discussed.

ISSUES/DISCUSSION

Attached to this report is a copy of the final management letter for the year ended 30 June 2019. The carried forward finding relates to Council's ability to deliver capital works. This finding was first raised in 2016.

Council has improved the delivery of capital works since this was first raised in 2016 but the auditors still believe that it is not yet at an acceptable level.

Additional findings for 2019 include:

- Masterfile changes report – investigate summary report for payroll masterfile changes – due date 31 October 2019 by Manager Organisational Development
- Review of general journals – develop a procedure for the review of the general ledger posting process – due date 31 October 2019 by Manager Financial Services
- Appropriate use of purchase orders – investigate the implementation of a temporary electronic purchase order system – due date 31 October 2019 by Manager Financial Services
- Key policies and documents overdue for review – six key documents to be reviewed and approved – due date 30 September 2019 by Director Corporate Services (completed)
- Missing key ICT policies – prepare and implement three further information policies and procedures – due date 31 December 2019 by Manager Information and Business Transformation
- Provision for doubtful debts – to review the process and templates to ensure compliance with the new standard – due date 31 December 2019 by Manager Financial Services

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

COST/BENEFITS

The cost of this audit is included in Council's operational budget.

RISK ANALYSIS

Three of the findings are rated medium, with the remaining four findings rated low.

CONSULTATION AND ENGAGEMENT

Various employees are consulted during the audit.

COMMITTEE RESOLUTION 2019/96

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the Final Management Letter for the year ended 30 June 2019 and recommend to Council the removal of item reference 2016.1.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9 INFORMATION REPORTS****9.1 UPDATE ON SERVICE PLANNING****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. Draft Service Planning Policy version 1**RECOMMENDATION**

That the Audit Committee notes the update on service planning.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

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

BACKGROUND

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

ISSUES/DISCUSSION

At the time of this report, the external consultant is finalising the comprehensive report on results for presentation to the Management Executive Group on 18 December 2019.

A presentation to Councillors is scheduled for 28 January 2020.

The external consultant has assisted with the development of the attached policy, which is presented to the Audit Committee for feedback prior to being presented to Council for discussion and adoption. The policy is consistent with recommendations made in internal audit on Service Planning.

COST/BENEFITS

Costs for service planning are contained within the operational budget for 2018/19 and 2019/20.

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

COMMITTEE RESOLUTION 2019/97

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee notes the update on service planning.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9.2 SUPERANNUATION AND TAXATION****File Number:** 06/02/003**Author:** Carol Canfield, Manager Organisational Development**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the report on superannuation and taxation.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

At the February Audit Committee meeting, Alan Darbyshire requested a report on outstanding superannuation and taxation liabilities.

BACKGROUND

Recent media reports have highlighted the risk that superannuation and/or tax payments may not be paid by the employer or may be in arrears.

ISSUES/DISCUSSION

A report will be presented to the Audit Committee at the meeting on 21 November in relation to the payment of superannuation and tax liabilities.

COST/BENEFITS

The costs associated with the preparation of this report are operational. The benefit of providing this report is the provision of assurance to the Audit Committee and Council that payments owed to other creditors on behalf of staff are up to date.

RISK ANALYSIS

There is a risk in any organisation that payments owed to other creditors on behalf of staff are not paid.

CONSULTATION AND ENGAGEMENT

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

COMMITTEE RESOLUTION 2019/98**Moved:** Mr Alan Darbyshire**Seconded:** Mr Jarrah O'Shea

That the Audit Committee note the report on superannuation and taxation.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9.3 REPORTS BY INSURERS AND INTEGRITY AGENCIES****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** 1. JLT PublicSector Risk Report**RECOMMENDATION**

That the Audit Committee note the reports by insurers and integrity agencies.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Nil

BACKGROUND

At the August Audit Committee meeting a range of insurer/integrity agency reports were discussed.

ISSUES/DISCUSSION

To provide assurance to the Audit Committee that reports are being received and considered, this summary report is presented for noting.

Council monitors reports issued by its insurance broker. Details of reports received and considered since the last Audit Committee meeting are listed below:

Report name	Date issued	Proposed action
Jardine Lloyd Thomson Public Sector Risk Report (copy attached)	19 August 2019	Ensure risks are included in the risk register and rated by management. Review recommendations in this report to determine any further application to Council.

Council monitors reports issued by its integrity agencies. Reports have not been attached as they are publicly available on related websites. Details of reports received and considered since the last Audit Committee meeting, or upcoming are listed below:

Victorian Auditor General

Report name	Date issued/ scheduled	Proposed action
VAGO Review - council libraries	13 November 2019	Await report
VAGO Review - supporting communities through development and infrastructure contributions	2019/20	Await report

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019**

Special report on corruption risks associated with procurement in local government	30 September 2019	Ensure risks are included in the risk register and rated by management. Review recommendations for application to Council.
--	-------------------	---

Local Government Inspectorate

Report name	Date issued	Proposed action
None	Since last Audit Committee meeting	No action required

None since last Audit Committee meeting.

Office of the Victorian Information Commissioner (Freedom of Information, Privacy, Data Protection)

Report name	Date issued	Proposed action
FOI Professional Standards	12 September 2019	FOI Officer to attend training

Victorian Ombudsman

Report name	Date issued/ scheduled	Proposed action
Victorian Ombudsman – revisiting councils and complaints	8 October 2019	Ensure risks are included in the risk register and rated by management. Review recommendations for application to Council.

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****Independent Broad Based Anti-Corruption Agency**

Report name	Date issued/ scheduled	Proposed action
Managing corruption risks associated with conflicts of interest in the Victorian public sector	October 2019	Ensure risks are included in the risk register and rated by management. Review recommendations for application to Council.
Special report on corruption risks associated with procurement in local government	30 September 2019	Ensure risks are included in the risk register and rated by management. Review recommendations for application to Council.
Public interest disclosure procedures and requirements for implementation	8 October 2019	Public interest disclosure officer to attend training.

COST/BENEFITS

The cost of providing this report is administrative. The benefit of providing this report is the provision of assurance to the Audit Committee that relevant reports have been received.

RISK ANALYSIS

There is a risk that reports by insurers and integrity agencies will be overlooked or not considered. This could result in continuous improvement opportunities and compliance requirements being missed.

CONSULTATION AND ENGAGEMENT

Key staff are consulted during the consideration of recommendations in insurers and integrity bodies reports.

COMMITTEE RESOLUTION 2019/99

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the reports by insurers and integrity agencies.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9.4 MONTHLY FINANCE REPORT****File Number: 06/02/003****Author: Deanne Caserta, Manager Financial Services****Authoriser: Sharon Morrison, Director Corporate Services****Attachments: 1. Finance report for period ending 31 October 2019****RECOMMENDATION**

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

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

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

BACKGROUND

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

ISSUES/DISCUSSION

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

COST/BENEFITS

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

RISK ANALYSIS

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

CONSULTATION AND ENGAGEMENT

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

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

COMMITTEE RESOLUTION 2019/100**Moved: Mr Alan Darbyshire****Seconded: Mr Jarrah O'Shea**

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

CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

MOTION

COMMITTEE RESOLUTION 2019/101

Moved: Mr Alan Darbyshire

Seconded: Mr Rod Baker

That a copy of the Loddon Shire Investment Policy be forwarded to Mr Alan Darbyshire for reference

.CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9.5 PRESENTATION BY STAFF MEMBER****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the presentation by staff member.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The Audit Committee received a presentation by the Manager Works in February 2019.

BACKGROUND

The Audit Committee has expressed a desire to hear from one staff member each meeting to help gain a better understanding Council's business.

A presentation report will be tabled at the meeting.

ISSUES/DISCUSSION

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

Among Sharon's areas of responsibility are:

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

Some key projects for 2018/19 included:

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

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019**

- Rural Councils Transformation Program
- Financial Assistance Grants projects

COST/BENEFITS

The cost of a staff member attending the Audit Committee are outweighed by the benefit the Audit Committee receives in better understanding Council's business and the risks being addressed by different areas of the business.

RISK ANALYSIS

There is a risk that presentations by staff members may result in the Audit Committee becoming too involved in operational matters. This risk can be managed by the chair of the Audit Committee keeping the focus on matters set out in the Audit Committee's Charter.

CONSULTATION AND ENGAGEMENT

The staff member presenting to the Audit Committee may consult with other staff members when preparing for their presentation.

COMMITTEE RESOLUTION 2019/102

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the presentation by staff member.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****9.6 UPDATE ON REVIEW OF LOCAL GOVERNMENT ACT****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the status of the Local Government Bill.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

8 November 2018

BACKGROUND

Since 2015, the State Government has been undertaking a review of the Local Government Act 1989. Stage 1 involved issue identification and resulted in the release of a Discussion Paper in 2015. Stage 2 involved establishing 157 reform directions which were set out in a Directions Paper in 2016. Stage 3 involved targeted consultation to inform the Exposure Draft Bill. Stage 4 was the release of the Local Government Bill – Exposure Draft for comment. The final Stage was the introduction of the final Bill into Parliament. Following the election of the State Government, a number of additional changes were made to the Bill. The changed bill was introduced to Parliament on 13 November 2019.

ISSUES/DISCUSSION

At the time of writing this report, it was expected that the Bill would be in its second reading.

The Bill foreshadows an increased role for the Audit Committee. Further information will be made available at the Audit Committee meeting.

COST/BENEFITS

It is anticipated that the resulting Act will generate a significant workload for Councils which may necessitate increased costs to ensure the implementation of the requirements in the Act can be achieved on time.

RISK ANALYSIS

There is a significant risk that Loddon Shire Council does not have the resources to implement the requirements within the set timeframes.

CONSULTATION AND ENGAGEMENT

Staff, councillors and the audit committee have been consulted and informed during the review and passage of the Bill.

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

COMMITTEE RESOLUTION 2019/103

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the status of the Local Government Bill.

CARRIED

AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****10 GENERAL BUSINESS****10.1 MEETING HELD UNDER CLAUSE 5.3(E) OF THE CHARTER WITH INTERNAL AND EXTERNAL AUDITORS AND WITHOUT OFFICERS PRESENT**

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

RECOMMENDATION

That the Audit Committee confirm the occurrence on 21 November 2019 at 9.15am of the meeting held under clause 5.3(e) of the Charter.

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

Each August the Audit Committee community members and councillor representative meet with the internal and external auditors without officers present.

BACKGROUND

Clause 5.3(e) of the Audit Committee Charter version 7 states that:

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.

ISSUES/DISCUSSION

Time was set aside with non-officer members of the committee for the purpose of open discussion with the internal and/or external auditors at 9.15am on 22 August 2019.

Unfortunately, this meeting was not able to occur and was reschedule to 21 November 2019.

COST/BENEFITS

There is minimal cost associated with this action. The benefit is an opportunity for the community member and councillor representative to have open discussion with the internal and external auditors.

RISK ANALYSIS

There is a risk that the internal and/or external auditor or some of the Audit Committee non-officer members will be unable to attend. Alternative arrangement can be made at the committee's discretion.

CONSULTATION AND ENGAGEMENT

The non-officer members of the Audit Committee are able to engage with the internal and external auditors.

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

COMMITTEE RESOLUTION 2019/104

Moved: Mr Alan Darbyshire
Seconded: Mr Jarrah O'Shea

That the Audit Committee confirm the occurrence on 21 November 2019 at 9.15am of the meeting held under clause 5.3(e) of the Charter.

CARRIED

MOTION

COMMITTEE RESOLUTION 2019/105

Moved: Mr Rod Poxon
Seconded: Mr Rod Baker

That Mr Jarrah O'Shea be congratulated on his new role as Executive General Manager of Strategy, Economics and Data and completion of his CPA study.

It was noted that if a conflict of interest arose it would be managed through appropriate declarations.

.CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

11 ITEMS REFERRED TO COUNCIL

11.1 ITEMS REFERRED TO COUNCIL IN ACCORDANCE WITH RESOLUTIONS

File Number: 06/02/003

Author: Sharon Morrison, Director Corporate Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: Nil

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AUDIT COMMITTEE MEETING MINUTES**5 DECEMBER 2019****12 NEXT REVIEW****12.1 NEXT PLANNED REVIEW****File Number:** 06/02/003**Author:** Sharon Morrison, Director Corporate Services**Authoriser:** Sharon Morrison, Director Corporate Services**Attachments:** Nil**RECOMMENDATION**

That the Audit Committee note the scope of the internal audit on Cash Handling (including Waste Depots and section 86 committees).

CONFLICT OF INTEREST

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

PREVIOUS AUDIT COMMITTEE DISCUSSION

The Audit Committee approved the Strategic Internal Audit Plan 2019-2023 (the Plan) in August 2019. One of the audits in the Plan was Cash Handling (including Waste Depots and section 86 committees).

BACKGROUND

Appendix 1 of the Audit Committee Charter version 7 states that the agenda shall include details of the next audit.

ISSUES/DISCUSSION

Cash handling activities are an inherently risky activity as they are areas highly susceptible to fraud. It is therefore important that LSC has robust systems, processes and controls in place with respect to cash handling practices including policy and procedures.

The objectives of this review are to assess whether:

- Cash handling policies and procedures are documented, appropriate, reviewed and consistently complied with by LSC staff;
- Processes concerning the physical handling, accounting, and banking of cash are appropriate;
- Controls around the management and use of petty cash are strong and comprehensive;
- There is adequate security for staff undertaking cash handling activities;
- The risk of loss due to theft, mishandling or other factors is appropriately managed;
- The level of cash held at any one time is kept to a minimum and banked frequently; and
- Cash is used as a method of payment only where appropriate.

Cash handling processes will be reviewed at depots and section 86 committees, as agreed with management.

COST/BENEFITS

The cost of the audit is contained in the annual budget. The benefit of this audit will be the opportunity to understand how Council can improve its approach to Cash Handling.

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

RISK ANALYSIS

There is a risk that Council will not be able to resource the recommendations contained in the Audit Report.

CONSULTATION AND ENGAGEMENT

Relevant staff will be consulted during the audit.

COMMITTEE RESOLUTION 2019/106

Moved: Mr Alan Darbyshire

Seconded: Mr Jarrah O'Shea

That the Audit Committee note the scope of the internal audit on Cash Handling (including Waste Depots and section 86 committees).

CARRIED

AUDIT COMMITTEE MEETING MINUTES

5 DECEMBER 2019

NEXT MEETING

The next Audit Committee meeting will be held on 20 February 2020 at Wedderburn commencing at 9.15am.

There being no further business the meeting was closed at 11.45am.

Confirmed this 20th day of February, 2020


.....
ROD BAKER
CHAIRPERSON

INTERNAL AUDIT REPORT

LODDON SHIRE COUNCIL

Review of Risk Management Framework ISO 31000:2018 (incl. Risk Awareness Survey)

February 2020



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

Third party reliance

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

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

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Executive Summary

INTRODUCTION

As part of the internal audit services provided to Loddon Shire Council ("LSC" or the "Council"), HLB Mann Judd has undertaken a review of its risk management framework. The objective of the internal audit was to evaluate internal controls and processes relating to risk management, and to identify potential risks and opportunities to improve related practices.

The review was approved by the Audit Committee ("AC") of LSC and forms part of the 2019-20 Internal Audit Program.

BACKGROUND

There is no such thing as a risk-free environment. However, through effective risk management many risks can be avoided, reduced or eliminated. Good risk management is a logical and systematic process which can be used in making decisions and in managing performance. It is forward looking and should be based on a well-planned, logical, comprehensive and documented strategy which provides policy guidance, plans and procedures that can be used as part of an organisation's everyday activities to manage risk.

THE IMPORTANCE OF RISK MANAGEMENT

All organisations face internal and external factors and influences that makes it uncertain whether, when, and the extent to which they will achieve their objectives. The effect of this uncertainty has on the organisation's objectives is defined as 'risk'. The shifting of government policies, complexities in society and new service delivery mechanisms are rapidly changing and expanding the risks entities face. However, many risks can be avoided, reduced or managed through an effective risk management framework.

The success of risk management depends on the effectiveness of the risk management framework providing the foundation, and the arrangements that will embed it through the organisation at all levels.



In this context, Enterprise Risk Management (“ERM”) has emerged as an important business trend. ERM is a structured and disciplined approach aligning strategy, processes, people, technology, and knowledge with the purpose of evaluating and managing the uncertainties an organisation faces as it creates value. “Enterprise-wide” means the removal of traditional functional, divisional, departmental, or cultural barriers. A truly holistic, integrated, future-focused, and process-oriented approach helps an organisation to manage the key business/strategic risks and opportunities with the intent of increasing the likelihood of achieving objectives and maximising public value.

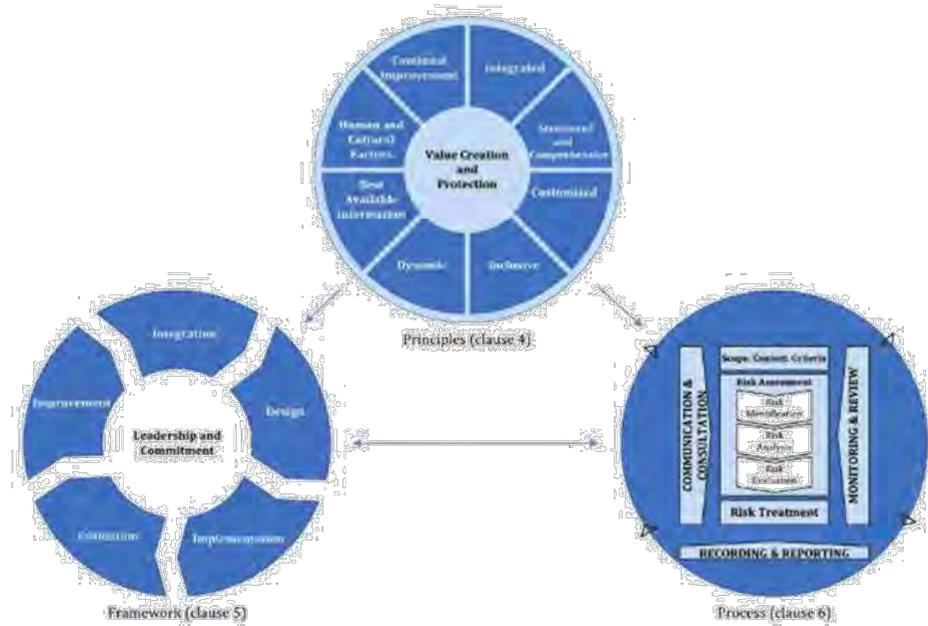
Enterprise risk management:

- Incorporates risks from all sources (strategic, financial and operational etc.);
- Makes use of the natural links and portfolio effects from treating those risks with a collective approach;
- Co-ordinates risk management strategies that span risk assessment, mitigation, financing, and monitoring;
- Focuses on the impact to the organisation’s overall strategic and financial objectives; and
- Recognises the upside opportunity and downside nature of risk.



ISO 31000:2018 RISK MANAGEMENT – PRINCIPLES AND GUIDELINES

ISO 31000:2018 is the International Risk Management Standard and provides generic guidelines for the design, implementation and maintenance of risk management processes. The diagram below illustrates the relationship between the principles for managing risk, the framework in which it occurs and the risk management process in ISO 31000:2018.





ATTRIBUTES OF EFFECTIVE RISK MANAGEMENT

Risk is a mandatory challenge of any business. Properly managed, it drives growth and opportunity. Accordingly, an effective risk management framework should contain a number of key attributes, namely:

- **A focus on significant risks:** If too many risks are identified, it becomes difficult to identify and manage the significant ones. Risk identification should focus on those risks that have been identified by management as being potentially damaging to the achievement of the organisation's objectives (i.e. what is keeping them awake at night);
- **Emphasis on risk management:** Risk management is essential in reducing the probability that organisational objectives are jeopardised by unforeseen events. It should promote proactivity in managing risk exposures;
- **On-going, continuous monitoring of risk and control:** An organisation's risk management and internal control strategies and policies must be continuously monitored and fine-tuned in response to changing exposures. A feedback process should be in place to learn from mistakes and to harness potential improvements and risk reductions;
- **Engaging all employees:** All employees have some responsibility for internal control and accountability for achieving organisational objectives. Employees must have the necessary knowledge, skills, information, and authority to establish, operate, and monitor the system of internal control within their sphere of responsibility. They must understand organisational objectives and the environment in which the organisation operates as well as the risks it faces; and
- **Streamlining risk management database:** Controls should be embedded in the organisational processes. Rather than developing a separate risk reporting system, early warning mechanisms should be built into existing management information systems.



POSITIVE ASPECTS OF CONTROL

The following positive business practices were noted in regard to the risk management framework at LSC:

- **Roles and responsibilities of risk management were clearly defined**
 - LSC has an AC in place which is governed by a Charter. The AC is responsible for the oversight of LSC's risk management framework and associated systems and processes. The AC meets on a quarterly basis and receives updates on risk register as well as discussion on high and very high risks;
 - The CEO is the responsible officer for overseeing the implementation and functioning of LSC's risk management system, including the management and reporting of the risks to the AC;
 - A Risk Management Committee ("RMC") has been established with a formally documented Terms of Reference. The RMC comprises of Management Executive Group ("MEG") and members of Loddon Leaders Group, and the Committee is principally responsible for the implementation and execution of the Council's Risk Management Framework. The RMC meets on a periodic basis with minutes from meetings retained accordingly; and
 - Risk management related responsibilities are adequately documented in staff position descriptions;
- **Risk management considers organisational and contextual factors and is integrated into daily operational processes**
 - Our review and discussions with management noted that organisational and contextual factors have been considered when identifying and assessing LSC's strategic and operational risks; and
 - Risk management is integrated into LSC's processes via internal and external audits and enforcement of key legislations and/or Act requirements (e.g. *Local Government Act 1989*).
- **Risk management is integrated into governance structures and strategic management processes**
 - Council has dedicated resources (i.e. Manager Organisational Development and OH&S, Risk Management and Fire Prevention Officer) to coordinate the delivery of risk management related activities and improvement through the development and implementation of risk management policy and framework, materials, practices and systems covering all key functions of the organisation;



- Our review and discussions with management noted that risk management is considered as part of strategic and business planning processes; and
- New and emerging risks are discussed during Leadership Team meetings, AC meetings and relevant Committee meetings (e.g. Risk Management Committee, Occupational Health and Safety Committee).
- **Risk management processes and practices were implemented effectively**
 - The Risk Management Policy and Framework are easily accessible to all staff via LSC's intranet;
 - Risk management related reports are formally prepared with respect to non-compliance matters, hazards, incidents, accidents, losses, claims and any issues that may lead to risk exposures and discussed at various meetings (e.g. monthly Executive Management meetings, quarterly Risk Management Committee meetings, quarterly Audit Committee meetings, and 6 monthly strategic risks to Council);
 - The Council maintains risk registers containing both strategic and operational risks which are captured/recorded onto the risk management system ("RelianSys"). The system allows for corrective actions to be allocated to respective staff members with set timeframes; and
 - There are regular reports and reminders in regard to actions that are overdue. Progress is usually reported to and discussed as part of the quarterly RMC meetings.



RISK AWARENESS SURVEY RESULTS

The review also included a survey to identify the level of risk management awareness within LSC. The survey was sent to 92 staff members (mainly those with access to Loddon emails) across LSC departments (i.e. CEO Office, Operations, Corporate Services and Community Wellbeing). At the conclusion of our fieldwork, 36 LSC staff members (39% of total staff that were sent the survey) responded to the survey. Generally, staff responded that:

- LSC has adequate policies, procedures and practices with respect to risk management; and
- They are aware of their responsibilities for minimising risks in the workplace;

However, the survey also highlighted the following concerns/considerations:

- Risk culture should be enhanced where a greater amount of risk management related training/awareness and structured workshops is desired to ensure greater communication and reinforcement of LSC's risk management related policies and procedures; and
- Emerging risks should be explicitly identified, discussed and reported through regular meetings and discussions across the whole organisation.

Please refer to **Appendix A: Risk Awareness Survey Results** for further details regarding the survey results.



SUMMARY OF KEY FINDINGS

The primary objective was to assess and evaluate the effectiveness and efficiency of internal controls embedded in risk management processes, to determine whether the following audit objectives were addressed:

Audit Objectives	Related Finding	Risk Rating			
		Extreme	High	Medium	Low
Risk management is embedded in the Council's corporate values and culture.	LSC's Risk Management Policy and Framework did not incorporate key aspects and/or in great detail as per the ISO 31000 Risk Management Principles and Guidelines.			Finding 1	
The Council establishes and reviews organisational context (i.e. legislative responsibilities, government policy, organisational goals) and adopts appropriate risk management strategies.	A Risk Management Implementation Strategy/Plan, which serves as a blueprint to LSC's risk management framework, has not been established.			Finding 5	
The staff are aware of the risk management processes implemented by the Council.	Absence of structured risk management induction process for new staff and periodic workshop/ training programs to reinforce staff understanding of the Council's risk management procedures. The above observations were also emphasised in the risk management awareness survey results.		Finding 2		
Risk management is appropriately integrated into governance structures and strategic management processes.	A formal risk appetite statement has not been established.			Finding 3	



Audit Objectives	Related Finding	Risk Rating			
		Extreme	High	Medium	Low
There is effective implementation of risk management processes and practices within the Council.	Shortfalls were identified in regard to the development and maintenance of Council's Risk Register: <ul style="list-style-type: none"> • Risk owners were not identified and recorded on the risk registers; • Absence of a formal risk review schedule to guide the implementation of risk management activities; • Council's risk register included risks which are no longer relevant and applicable to Council's current practices; and • Existing controls and corrective actions/treatment plans were not adequately documented. 			Finding 4	
There is appropriate ownership of risks across the Council.	Refer to Finding No. 4 above.				
Risks are properly monitored and reported to relevant stakeholders in an appropriate format.	Key Performance Indicators ("KPIs") have not been developed to measure the effectiveness of LSC's risk management framework.				Finding 4
All key risks are identified, appropriate processes are followed to identify risk appetite, and specific actions have been identified for each risk (where relevant) to mitigate the risk to an acceptable level of risk.	Refer to Finding No. 4 above.				



RISK MATRIX

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

		CONSEQUENCE				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
LIKELIHOOD	5 Frequent / almost certain					
	4 Probable / likely				2	
	3 Occasional / possible			1	3 4 5	
	2 Unlikely			6		
	1 Rare					

OVERALL CONCLUSION

Based on the results of our review, we believe that whilst the Council has established an Enterprise Risk Management policy and accompanying procedures, there is a need to revisit key documents to ensure that they are enhanced and aligned more with the ISO 31000:2018 Risk Management Standard practices. Further, there is a need to reinforce risk management and raise awareness across the Council with respect to risk management.



DETAILED FINDINGS

Description of Finding	Observation	Impact and Recommended Action	Management Response
<p>1. LSC's Risk Management Policy and Framework did not incorporate key aspects and/or in great detail as per the <i>ISO 31000 Risk Management Principles and Guidelines</i>.</p>	<p>Risk Rating: Medium</p> <p>Standard/Criteria:</p> <p>A key component of a Risk Management Framework is the establishment of a Risk Management Policy that clearly states the organisation's objectives, for, and commitment to, risk management that typically addresses the following as per the <i>AS/NZS ISO 31000 Risk Management Principles and Guidelines</i>:</p> <ul style="list-style-type: none"> • The organisation's rationale for managing risk; • Links between the organisation's objectives and policies and the risk management policy; • Accountabilities and responsibilities for managing risk; • The way in which conflicting interests are dealt with; • Commitment to make the necessary resources available to assist those accountable and responsible for managing risk; • The way in which risk management performance will be measured and reported; • Commitment to review and improve the risk management policy and framework periodically and in response to an event or change in circumstances; and • The way in which the Risk Management Policy should be communicated and appropriately. 	<p>Impact:</p> <ul style="list-style-type: none"> • LSC's Risk Management Policy and accompanying procedures may not fully meet the requirements outlined within the <i>ISO 31000 Risk Management Principles and Guidelines</i>, which may impact the organisation's ability to effectively fulfil its objectives for, and commitment to, risk management. <p>Recommended Action:</p> <p>We recommend that LSC management should:</p> <ol style="list-style-type: none"> 1. Review and update the Risk Management Policy and Framework to include all required areas as specified under the <i>ISO 31000 Risk Management Principles and Guidelines</i>; and <p>Ensure that the additional information/aspects are communicated/trained to relevant staff and made available for easy staff access.</p>	<p>Management Action:</p> <p>Recommendation 1:</p> <p>Management Agrees.</p> <p>Responsibility:</p> <p>Manager Organisational Development</p> <p>Timeframe:</p> <p>21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
	<p>The Risk Management Policy should be supported by procedural documents and guidelines which provide guidance in day-to-day processes and activities for staff.</p> <p>Audit Finding:</p> <p>Our review noted that:</p> <ul style="list-style-type: none"> • LSC's Risk Management Policy and Framework did not incorporate key aspects and/or in great detail as per the <i>ISO 31000 Risk Management Principles and Guidelines</i>. In particular, the following areas were not included and/or in great detail: <ul style="list-style-type: none"> - Principles of Risk Management (i.e. explicitly addresses uncertainty, is systematic, structured and timely, is dynamic & responsive to changes and facilitates continual improvement of the Council); - The way in which conflicting objectives are dealt with; - Measurement and reporting of the organisation's Risk management performance indicators; and - Risk Management Processes (i.e. establishing the context, need to enhance risk identification and analysis processes, defining the risk appetite statement, the need to enhance monitoring and reviewing processes and the need to incorporate communication and consultation processes). 		



Description of Finding	Observation	Impact and Recommended Action	Management Response
<p>2. Absence of structured risk management induction process for new staff and periodic workshop/ training programs to reinforce staffs understanding of the Council's risk management procedures.</p> <p>The above observations were also emphasised in the risk management awareness survey results.</p>	<p>Risk Rating: High</p> <p>Standard/Criteria: A structured training program/ plan that is regularly reviewed and updated is crucial to help ensure staff are aware and have the necessary skills and knowledge to perform their roles and responsibilities in a proficient and competent manner.</p> <p>It is important that there is adequate training, awareness and guidance on risk management for Councillors, AC and key staff to ensure that:</p> <ul style="list-style-type: none"> The needs and benefits of effective risk management are understood and supported; and A proactive culture of identifying potential risks and assessing current risks can be cultivated within the organisation. <p>Audit Finding: Our review noted that:</p> <ul style="list-style-type: none"> There are no formal corporate risk management induction/ training programs established at the Council to increase awareness of risk management practices within the Council and promote a risk management culture. <p>We do acknowledge that management is currently exploring the option of procuring risk management e-learning modules which will be completed by new employees as part of their induction process, similar to Occupational Health & Safety (OH&S) e-learning modules currently utilised as part of the existing induction process;</p> <ul style="list-style-type: none"> In addition, we have also noted from our discussions with management that no periodic, structured risk management 	<p>Impact: Without a formal risk management induction program and periodic risk management workshops/trainings could lead to:</p> <ul style="list-style-type: none"> Staff being unaware of the risk management culture and practices of the Council; Inconsistent application of risk management procedures within LSC; and An absence of a proactive risk management culture within the Council, which may result in inadequate identification, assessment and management of strategic and operational risks relevant to the Council. <p>Recommended Action: We recommend that LSC management should:</p> <ol style="list-style-type: none"> Establish a formal risk management induction process in a timely manner to ensure all new staff are provided with adequate risk management training based on their respective roles and functions, which can include the completion risk management e-learning modules and structured face-to-face risk management training sessions; and Develop and adopt a program of periodic trainings / workshops / professional development for Councillors and other relevant key officers to ensure that they are provided with adequate updates and knowledge on both 	<p>Management Action: Recommendation 2: Management Agrees. As part of the annual plan for the Framework, induction for staff and councillors will be included.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 20 August 2020</p> <p>Recommendation 3: Management Agrees. As part of the annual plan for the Framework, training for staff and councillors will be included.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 20 August 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
	<p>workshops/ trainings are currently conducted for Councillors and Council staff.</p> <p>The above observations were also emphasised in the risk management awareness survey results as follows:</p> <ul style="list-style-type: none"> • 25% of respondents either disagreed or strongly disagreed that LSC has provided staff with adequate and regular training in risk management; • 27.78% of respondents either disagreed or strongly disagreed that new and emerging risks within their service unit were being adequately identified and incorporated into the service unit operational risk register; and • 20% of respondents either disagreed or strongly disagreed that risk management awareness culture is embedded and promoted within LSC. <p>For more details, refer to Appendix A: Summary of Results of Risk Awareness Survey, Question 4, 5 & 6.</p>	<p>LSC's risk management approach and risk management best practices.</p> <p>The training can be conducted internally, by an external consultant or a combination of both (e.g. External consultant presenting on importance of risk management, the risk management framework & best practices and the Risk Management Committee presenting on the key organisational risks, how risk is managed across the organisation and roles & responsibilities of different levels in the Council).</p>	
<p>3. A formal risk appetite statement has not been established.</p>	<p>Risk Rating: Medium</p> <p>Standard/Criteria:</p> <p>Risk appetite refers to the amount of risk, on a broad-level, an organisation is willing to accept in pursuit of value. It reflects the organisation's risk management philosophy, and in turn influences the organisation's culture and operating style as well as guiding resource allocation and assists in aligning the organisation and its processes to effectively respond to and monitor identified risks.</p>	<p>Impact:</p> <ul style="list-style-type: none"> • The absence of a formally documented risk appetite statement may impact on Council's ability to adequately determine risk tolerance levels and appropriate mitigating controls for risks identified across LCS; and • The level of risk LSC is prepared to take and/or the potential adverse impact from an event that the Council is willing to accept may not be clearly articulated in order for LSC to meet its strategic objectives. 	<p>Management Action:</p> <p>Recommendation 4: Management Agrees.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
	<p>Audit Finding: Our review noted that:</p> <ul style="list-style-type: none"> A formal risk appetite statement has not been established at LSC to assist in facilitating effective and efficient risk management practices across the organisation. 	<p>Recommended Action: We recommend that LSC management should:</p> <p>4. Determine whether there is a need to develop a comprehensive risk appetite statement that clearly sets the risk appetite for LSC and is aligned with the risk management framework and strategic plan. The risk appetite statement may include (but not limited to):</p> <ul style="list-style-type: none"> Purpose of the statement; Criteria (focus area); Risk appetite statement against each focus area (qualitative and/or quantitative); and Risk tolerance statement/level. <p>(For example: <u>Criteria:</u> Business Continuity <u>Appetite Statement:</u> We seek to minimise the downside risk from unforeseen operational failures within our business to ensure our people, assets, finances and reputation are protected and that any impact on our service delivery is minimal; <u>Metric (qualitative/quantitative):</u> Zero unplanned closures of head office or any of our sites; Business Operations are closed for no more than 24 hours; Critical IT systems are offline for no more than 4 hours etc.);</p>	<p>Recommendation 5: Management Agrees. Responsibility: Manager Organisational Development Timeframe: 21 May 2020</p> <p>Recommendation 6: Management Agrees. Responsibility: Manager Organisational Development Timeframe: 21 May 2020</p> <p>Recommendation 7: Management Agrees. Responsibility: Manager Organisational Development Timeframe: 21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
		5. Ensure that the risk appetite statement is incorporated into the risk management Policy and/or Framework and associated procedures at LSC; 6. Communicate and make available the risk appetite statement to Councillors, Executives, and other relevant members; and 7. Review the risk appetite statement on a periodic basis.	
4. Shortfalls were identified in regard to the development and maintenance of Council's Risk Register.	<p>Risk Rating: Medium</p> <p>Standard/Criteria: Risk management standards ISO 31000: 2018 stipulates that "The risk management process and its outcomes should be documented and reported through appropriate mechanisms. Recording and reporting aims to:</p> <ul style="list-style-type: none"> • Communicate risk management activities and outcomes across the organization; • Provide information for decision-making; • Improve risk management activities; and • Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities". 	<p>Impact:</p> <ul style="list-style-type: none"> • Without comprehensive identification and documentation of risk owners, risk review schedule, existing controls and risk treatment plans, risk management practices may not be effective leading to LSC not effectively meeting its core objectives; and • Irrelevant risks being recorded/captured in the risk register may result in inaccurate reporting and ineffective monitoring and management. <p>Recommended Action: We recommend that LSC management should:</p> <p>8. Review and update the risk register to adequately capture the following additional information:</p> <ul style="list-style-type: none"> • Risk owners; • Risk review schedule; 	<p>Management Action: Recommendation 8: Management Agrees. Council's current software does not have this capability. Council will investigate software which can accommodate these recommendations.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
	<p>Audit Finding:</p> <p>Our review of Council's risk register identified the following shortfalls:</p> <ul style="list-style-type: none"> ● Risk owners were not identified and captured on the risk register; <p>Discussions with management noted that Council did not identify risk owners but allocated corrective actions/treatments to respective Council staff. This practice was not in line with good risk management practices in identifying individuals who have the accountability and authority to manage risk (risk owners);</p> <ul style="list-style-type: none"> ● Absence of a formal risk review schedule to guide the implementation of risk management activities. The Council's current practice surrounding periodic risk review was mainly based on the due dates of respective corrective actions/treatments associated with those risks; ● Council's risk register included risks which are no longer relevant and applicable to Council's current practices; <p>We were advised that the existing RelianSys risk management system was limited in the functionality to de-activate or remove risks from the register. As a result, any risks that were deemed "irrelevant" would be amended as "low risk rating" to avoid unnecessary monitoring and reporting. However, discussion with management highlighted that, amongst the total of 75 "low" risks as of July 2019, management could not identify which risks were "inactive" or "not relevant".</p> <p>We understand from the management that the Council is currently investigating the possibility to implement a new risk management system which is more user-friendly which allows</p>	<p>9. Ensure that existing controls and corrective actions are to be clearly and well-articulated and documented on the register; and</p> <p>10. Whilst the consideration and implementation of a new risk management system is still in progress, Council management should review the existing "low" risks to identify and document those risks that are "inactive"/not applicable and exclude them from the current reporting and monitoring processes to avoid inaccurate reporting.</p>	<p>Recommendation 9:</p> <p>Management Agrees.</p> <p>Council's current software does not have this capability. Council will investigate software which can accommodate these recommendations.</p> <p>Responsibility:</p> <p>Manager Organisational Development</p> <p>Timeframe:</p> <p>21 May 2020</p> <p>Recommendation 10:</p> <p>Management Agrees.</p> <p>Council's current software does not have this capability. Council will investigate software which can accommodate these recommendations.</p> <p>Responsibility:</p> <p>Manager Organisational Development</p> <p>Timeframe:</p> <p>21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
	for the "de-activation" or "removal" of risks that are no longer applicable to Council's business; and <ul style="list-style-type: none"> • Existing controls and corrective actions/treatment plans were not adequately identified and/or documented. For example: <ul style="list-style-type: none"> - Certain strategic risks where corrective actions (Risk #56, 57, 80, 131) were completed but were not updated and moved across as "existing controls", and additional corrective actions were not considered (where relevant); and - Instances where corrective actions were not documented for certain strategic risks (Risk #58, 75, 76, 79, 130) to ensure they were adequately managed within acceptable level. 		
5. A Risk Management Implementation Strategy/Plan, which serves as a blueprint to LSC's risk management framework, has not been established.	<p>Risk Rating: Medium</p> <p>Standard/Criteria: A Risk Management Implementation Strategy/Plan provides a structured approach to ensure that LSC considers the key risks that require attention and how they can be managed. It outlines LSC's risk management framework and processes to mitigate potential negative outcomes, provides direction for the Council's risk management activities and act as a guide to explain how risk management should be done at LSC.</p> <p>Audit Finding:</p> <ul style="list-style-type: none"> • Our review noted that a Risk Management Implementation Strategy/Plan has not been developed at LSC. 	<p>Impact: An absence of documented Risk Management Implementation Plan may result in:</p> <ul style="list-style-type: none"> • Staff being unaware of risk management initiatives that are to be undertaken to address key strategic risks; • An increased likelihood that LSC will fail to adequately respond to changes in the risk management environment that may in turn have implications on its operations; and • Resources required to adequately execute risk management procedures may not be identified, made available and be utilised effectively. 	<p>Management Action: Recommendation 11: Management Agrees.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p> <p>Recommendation 12: Management Agrees.</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
		<p>Recommended Action:</p> <p>We recommend that LSC management should:</p> <p>11. Develop a Risk Management Implementation Plan, which should be aligned to the Council Plan, Enterprise Risk Management Guidelines and the ISO 31000:2018 standards.</p> <p>Key information that may be included within the Risk Management Implementation Plan includes (but not limited to):</p> <ul style="list-style-type: none"> • Overview of LSC's current risk management framework; • An assessment of the Council's risk environment; • Initiatives to further strengthen the risk management framework; along with a series of action plans, assigned responsibilities and target dates; and • Key performance indicators/targets for strategic risks; and • Summary of action plans that will be implemented. <p>12. Ensure that the appropriate consultation, approvals and endorsements are obtained from the relevant stakeholders before finalisation and implementation of the Risk Management Implementation Plan; and</p>	<p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p> <p>Recommendation 13: Management Agrees.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
		13. Ensure the Risk Management Implementation Plan is regularly reviewed, communicated and made available to all staff.	
6. KPIs have not been developed to measure the effectiveness of LSC's risk management framework.	<p>Risk rating: Low</p> <p>Standard/Criteria: Monitoring and reviewing the risk management framework is a key component of the <i>AS/NZS ISO 31000 Risk Management Principles and Guidelines</i>, which outlines that organisations should perform these tasks as follows:</p> <ul style="list-style-type: none"> Establish risk management performance indicators, which are to be measured against and reviewed periodically for appropriateness; Periodically measure progress against, and deviation from, the risk management plan; Periodically review the framework for appropriateness; and Review the effectiveness of the framework. <p>Audit Finding: Our review noted that:</p> <ul style="list-style-type: none"> Risk management related KPIs have not been developed to adequately measure the effectiveness of the framework and assist in ensuring that objectives and targets are met. 	<p>Impact:</p> <ul style="list-style-type: none"> In the absence of established KPIs, LSC may not be able to effectively measure the performance of its risk management framework in achieving key outcomes. <p>Recommended Action: We recommend that LSC management should:</p> <p>14. Develop risk management related KPIs to measure the effectiveness of performance and assist in ensuring that risk management objectives and targets are met. Examples of KPIs may include (but are not limited to):</p> <ul style="list-style-type: none"> Completion of annual review of risk management policy and risk register; Number and/or percentage of treatment strategies/action plans implemented within the established timeframes; Number and/or percentage of risk management training/awareness activities undertaken in a specific timeframe; Number of internal audits completed by the internal audit function as compared to the annual internal audit plan, on key risks areas identified; and 	<p>Management Action: Recommendation 14: Management Agrees.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p> <p>Recommendation 15: Management Agrees.</p> <p>Responsibility: Manager Organisational Development</p> <p>Timeframe: 21 May 2020</p>



Description of Finding	Observation	Impact and Recommended Action	Management Response
		<ul style="list-style-type: none"> • Number of risk incidents identified and reported to the Council, with lessons identified and adequate actions taken to address the risk incidents satisfactorily. <p>15. Ensure that performance against the KPIs is assessed by the Risk Management Committee and reported to the Audit Committee at least on an annual basis as part of the evaluation of the effectiveness of LSC's risk management framework.</p>	



APPENDICES

- Appendix A – Risk Awareness Survey Results
- Appendix B – Audit Approach and Procedures
- Appendix C – Personnel Consulted
- Appendix D – Finding Risk Rating Matrix
- Appendix E – Basis and Use of Report



Appendix A – Risk Awareness Survey Results

Overall, there were 36 responses to the risk management awareness survey, conducted in late October/early November 2019. The following table lists the number of respondents:

Department Name	No. of Responses	Percentage (%)
CEO Office	0	0%
Operations	16	44.44%
Corporate Services	14	38.89%
Community Wellbeing	6	16.67%
Total	36	100

The breakdown of staff levels for the 36 responses received are as follows:

Staff Level	No. of Responses	Percentage (%)
Executive	2	5.56%
Manager	4	11.11%
Co-ordinator	8	22.22%
Team Leader	0	0
Staff/ Officer	22	61.11%
Total	36	100



The following section provides the survey results for each of the questions:

Q1: Council has relevant risk management related policies and procedures which tell me how to deal effectively with corporate risks at an organisation-wide level.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	2.78%	69.44%	27.78%	59	1.75

Q2: Council has relevant risk management related policies and procedures which tell me how to deal effectively with risks, in particular within my department.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	8.33%	69.44%	22.22%	36	1.86

Q3: I am aware of my responsibilities for minimising risks in my workplace.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	8.33%	36.11%	55.56%	36	1.53

Q4: I believe Council has provided me with adequate and regular training in risk management.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	25%	52.78%	22.22%	36	2.03

What additional training program/s would you seek to attend, if any:

- Self-assessments within specific work areas;

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- *Some of this is done through outside training independent of Council.*
- *All new staff who will be visiting a property need training on gaining access, drafting legal documents and the like to ensure effective legal action when taken;*
- *Risk management strategies and processes;*
- *OH&S Training;*
- *Risk assessment training on our risk assessment tool;*
- *Privacy information;*
- *Corporate risk management rather than OHS focus;*

Q5: I believe new and emerging risks within my service unit are being adequately identified and incorporated in the service unit operational risk register.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	27.78%	58.33%	13.89%	36	2.14

Q6: I believe that risk management awareness culture is embedded and promoted within Council.

Strongly Disagree	Disagree	Agree	Strongly Agree	Total	Weighted Average
0%	20%	54.29%	25.71%	35	1.94

Q7: What do you believe can be done to improve risk management within your particular department?

- *Staff conduct their own internal desk top audit type process within their work groups. Identify possible examples and then assess current practices*
- *Inclusion of a formal starting point / agenda item on fortnightly meetings;*
- *Risk identification, analysis, evaluation, treat and monitor the risks*
- *In my opinion, risk management workshop should be provided to everyone and our department must have risk management plan and identify and incorporate every risk in risk register.*
- *More reporting about near misses to help the organisation with identifying risks;*
- *Additional training;*
- *Regular updates on risk identification;*
- *A strong link to and support from other areas of the organisation.*
- *Making sure everyone is aware of the risk around them and in their working environment;*
- *Privacy awareness;*



- *Keeping up to date with changes in technology and the way we deliver works.*
- *Easier access to risk management resources for operators in particular event management;*
- *Better analysis of risks for new initiatives;*

Q8: What do you believe can be done to improve risk management within Council?

- *Include this as part of the induction process;*
- *Risk identification, analysis, evaluation, treat and monitor the risks;*
- *Looking more at what risk prevention opportunities exist and allow specific funding to assist in the delivery.*
- *Clearly define what our objectives are.*
- *How do we go about achieving them with the least amount of risk?*
- *Regular analysis of the business processes should identify the current risks.*
- *Any new projects should be evaluated soon after to identify risks.*
- *Focus on the risks that matter most.*
- *Change processes if necessary to either eliminate or mitigate the risk.*
- *Create a culture where people are free to have open, honest and differing opinions. If this is positively encouraged staff may be more likely to speak out when they see risks not previously identified. (e.g. staff with dominant managers may not feel comfortable reporting or speaking up for fear of reprisal). Employees should not be torn down when they see things differently or make mistakes that identify a risk. Having and enforcing a consistent approach to managing risk.*
- *Take more risk.*
- *Continual education of ALL staff and their responsibilities to each other and the organisation.*
- *Give staff greater knowledge and awareness of risk management, particularly around identifying, assessing risk, and controlling them. Training should include information on the tools such as the risk matrix and hierarchy of controls.*
- *Emphasis on what each staff members responsibility is around risk identification and management*
- *A better understanding of Councils expectations and what is possible within resources is required. There is an inconsistent approach to risk assessment and identification. We need to improve our identification reporting process as well as our assessment of risks.*
- *Again being aware of your working environment.*
- *Too many people buck passing and not taking responsibility which increases the risk;*
- *Overall awareness*
- *More consultation with middle management.*
- *Better use of risk framework in decision making; development of risk appetite.*



Appendix B – Audit Approach and Procedures

The approach for this engagement is presented below:

- Conducted interviews and perform walkthroughs with key personnel involved in risk management processes to gain an understanding of key related activities and to identify key internal controls;
- Conducted a Risk Awareness Survey through the use of risk management health check questionnaire on selected business units within the Council;
- Reviewed relevant risk management related policies, procedures, monitoring and reporting documents;
- Evaluated the results of the review to determine potential improvements and recommendations over risk management, as well as positive aspects of control;
- Conducted the closing meeting with the project sponsor following completion of the fieldwork to discuss:
 - Findings and potential improvements;
 - Recommendations to improve business process and internal controls; and
 - Management's proposed actions to address the findings identified;
- Issued draft and final report to management which contains audit findings, recommendations and implementation plans as a basis for continual improvement with respect to risk management processes and controls; and
- Presented the final report to management and the Audit Committee.



Appendix C – Personnel Consulted

We would like to take this opportunity to thank the staff at Loddon Shire Council for their co-operation and assistance during the course of our engagement.

NAME	TITLE	TOPIC DISCUSSED
Rod Baker	Audit Committee Chairman	<ul style="list-style-type: none"> • Key strategic risks within the organisation; • Risk management discussions with executive team; • Risk management communication and awareness; and • Potential improvements to risk management policy and procedures.
Gavin Holt	Councillor/Audit Committee member	
Cheryl McKinnon	Mayor	
Sharon Morrison	Director Corporate Services	<ul style="list-style-type: none"> • Risk Management framework, policy and procedures; • Strategic and Operational Risk Registers; • Risk management training; • Risk management communication and awareness; and • Exit meeting.
Carol Canfield	Manager Organisational Development	
Sandra Griffin	OHS, Risk Management and Fire Prevention Officer	
Steve Philips	Acting Chief Executive Officer/Director Operations	<ul style="list-style-type: none"> • Risk management framework; • Risk management training; • Risk management communication and awareness; • Key relevant risks and treatment plans; and • Potential improvements to risk management policy and procedures.
Wendy Gladman	Director Community Wellbeing	
Michelle Hargreaves	Administration Officer Corporate Services	Provided documentations in regard to: <ul style="list-style-type: none"> • AC Charter, RMC Terms of Reference, Executive Team position descriptions; • AC meeting agenda and minutes; • RMC meeting agenda and minutes; • Risk Management Policy; and • Coordinated to organise meetings with key personnel, AC members and Councillors.



Appendix D – Finding Risk Rating Matrix

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

RISK RATING MATRIX

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



EXPLANATORY NOTES TO RISK RATING

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



Appendix E – Basis and Use of Report

We are engaged by Loddon Shire Council (the client) to provide internal audit services and the scope of our activities is determined by management and reviewed by the Audit Committee. This report has been prepared in accordance with the objectives and procedures agreed in the audit scope document and subject to the following limitations:

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

Audit Strategy Memorandum

For the financial year ending 30 June 2020

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Background

I enclose for your information the audit strategy memorandum (ASM) for the year ending 30 June 2020.

The ASM provides an overview of our planned approach to the annual audit of the financial report of the Loddon Shire Council (Council). This document covers matters we believe to be significant in the context of our work. This ASM will be discussed at the audit committee meeting on 20 February 2020.

Acknowledgement

I also take this opportunity to thank your executive team and staff for the time they made available to us during planning phase of our audit.

Yours sincerely

Kathie Teasdale
Partner
RSD Audit
VAGO Audit Service Provider

Bendigo
14 February 2020

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Introduction

Purpose of the audit strategy memorandum

- This document outlines our planned approach to the audit of Council’s financial report, performance statement and roads to recovery statement for the financial year ending 30 June 2020.
- It is a key document for us to communicate with those charged with governance and management
- This document should be read in conjunction with our engagement letter previously issued.

Scope of the audit

The *Audit Act 1994* requires the Auditor-General to:

- form an opinion on whether your financial report presents fairly in accordance with the *Local Government Act 1989*
- provide a copy of my auditor’s report to the Minister responsible for your financial report and where we provide a modified audit opinion, we must provide a copy to the Assistant Treasurer.

The *Local Government Act 1989* requires the Auditor-General to form an opinion on whether your performance statement presents fairly in accordance with Part 6 of the *Local Government Act 1989*.

The *National Land Transport Act 2014* requires the Auditor-General to form an opinion on whether, both the total expenditure and council’s own source expenditure for the construction and maintenance of roads reported in the roads to recovery statement is based on and is in agreement with proper accounts and records.

Independence

The Auditor-General is:

- an independent officer of the Victorian Parliament
- appointed under legislation to examine, on behalf of Parliament and taxpayers, the management of resources within the public sector
- not subject to the control or direction by either Parliament or the government.



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New for 2019–20



AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

These standards set out new requirements for revenue recognition.

AASB 15 establishes a five-step model to account for revenue arising from a contract that contains a performance obligation for an entity to transfer goods or services. Revenue is only recognised when the performance obligation has been satisfied. Entities will allocate a transaction price and recognise revenue according to when the related performance obligation is satisfied. The standard contains specific guidance on application for the not-for-profit sector.

AASB 1058 establishes the accounting requirements for recognising income for government grants and other types of contributions, such as income from the receipt of volunteer services.

Initial assessment undertaken by management have noted this standard is not expected to significantly impact on Council.

Refer to risk 2 in our **Key risks and areas of audit focus** section.



AASB 16 Leases (replaces AASB 117 Leases)

AASB 16 fundamentally changes lease accounting.

Lessees will be required to account for most leases on their balance sheet, recording a 'right-of-use' asset and a corresponding lease liability. Previously, only finance leases were recognised on balance sheet. Lessees are also required to recognise the interest expense on the lease liability and depreciation expense on the 'right-of-use' asset.

These requirements are not applicable to leases shorter than 12 months in term and/or leases where the underlying asset value is considered low value (broadly the public sector is applying a \$10,000 threshold).

Lessor accounting will be largely unchanged.

Initial assessment undertaken by management have noted this standard is not expected to significantly impact on Council.

Refer to risk 2 in our **Key risks and areas of audit focus** section.

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Key changes impacting your audit

Sector specific changes:

Key changes to the legislation and regulations

The proposed *Local Government Bill 2019* builds on the reforms presented in the previous proposed *Local Government Bill 2018*, which lapsed in parliament before the November 2018 election. The proposed Bill aims to deliver on the Victorian Government's commitment to create a new Local Government Act and introduce a modern framework to support Victoria's councils and their communities.

The proposed *Local Government Bill 2019* may impact on the audit, when it passes through Parliament.

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Planned audit approach




Risk identification and assessment

Understand your entity and its environment, to:

- set materiality
- identify material transactions, balances, disclosures and significant events
- identify and assess risks of material misstatement and the controls in place to mitigate these risks
- develop our audit strategy, including scope, timing and direction of the audit—refer to **Appendix A** for the details of our planned approach.


Risk response

- Choosing and executing appropriate procedures to obtain audit evidence, including the use of data analytics, where appropriate.


Reporting

- Provide observations and recommendations for improvements of internal controls we identify during our audit through our interim and final management letters.
- Inform you of any significant findings that are not controls related (other financial reporting matters) through our closing report.
- Issue an audit opinion.

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Key risks and areas of audit focus

Financial statements

We identified that the following financial statement balances, disclosures and areas pose a higher risk of material misstatement to your financial report. We will focus particular audit attention to these areas. In addition, we will perform procedures to obtain sufficient appropriate audit evidence on other material classes of transactions, balances and disclosures in your financial report in order to obtain assurance that they are fairly presented.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
1	Valuation of infrastructure, property, plant and equipment	No	<p>Property, infrastructure, plant and equipment represents a significant part of Council's total assets (\$353m in the 2018–19 financial year), with the majority of these assets carried at fair value.</p> <p>Determining the fair value of these assets is a highly complex process that relies on numerous assumptions underpinning the valuation methodology, the engagement of valuation experts and the use of management's judgement.</p> <p>Land and Buildings are scheduled for full revaluation, while remaining assets will be subject to indexation in 2019–20.</p> <p>The financial report may include a material misstatement if the valuation is not performed in line with a suitable methodology, by unqualified experts or is based on inappropriate assumptions and judgements.</p> <p>Valuations may be inaccurate due to the judgement and complexities associated with applying AASB 13 <i>Fair Value Measurement</i>. Disclosures may be incorrect or insufficient</p>	<p>We will:</p> <ul style="list-style-type: none"> review the nature and extent of management's oversight and review of the fair value measurement by valuation experts review the valuer's report to evaluate the appropriateness of the methodology adopted, assumptions and estimates used and the overall reasonableness of the valuation assess the valuer's competence, skills and experience to conduct an appropriate valuation review any indexation calculations prepared by management review management's impairment assessments review the journals posted by management to support the figures within the financial statements. 	Yes

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Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response	Significant judgements
2	New accounting standards applicable in 2019–20	Yes	<p>A number of new accounting standards will impact Council’s financial report for the first time, in 2019–20.</p> <p>These standards include:</p> <ul style="list-style-type: none"> • AASB 15 <i>Revenue from Contracts with Customers</i> • AASB 1058 <i>Income for Not-for-profit Entities</i> • AASB 16 <i>Leases</i>. <p>Council may not be adequately prepared to make changes to their systems, processes and resources to address the accounting and disclosure requirements of the new accounting standards.</p>	<p>We will:</p> <ul style="list-style-type: none"> • gain an understanding of Council’s process to assess and record the impact of the new accounting standards • review ‘shell’ accounts and the financial report against the Local Government Model Financial Report, the requirements of the Australian Accounting Standards and the <i>Local Government (Planning and Reporting) Regulations 2014</i> • review management’s estimates, judgements and assumptions • review the journals posted by management to support the figures within the financial statements. 	Yes
3	Landfill rehabilitation provisions	No	<p>The provision for landfill restoration assessment is complex and involve estimates of future costs, remaining useful life, present value calculations, and the assessment of current vs non-current liabilities. Furthermore, there are ever changing EPA guidelines on rehabilitation. These factors increase the risk of a material misstatement.</p>	<p>We will review managements landfill rehabilitation provision calculations, ensuring consideration of appropriate capping and aftercare management costs in accordance with best practice and relevant guidelines. We will also review CAPEX plans for consistency.</p>	Yes

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Performance statements

We have identified that the following risk to Council’s performance statement. We will focus particular audit attention to these areas.

Risk	Key risk of material misstatement	New this financial year	Why we think it is of higher risk	Our proposed audit response
1	The performance statement may not be prepared in accordance with applicable legislative requirements.	No	<p>There is a potential risk that:</p> <ul style="list-style-type: none"> • systems in place at Council may not accurately capture the data required to support service performance outcomes • incomplete and/or inaccurate data due to inadequate systems may result in material misstatement of the performance statement • a lack of quality assurance over the preparation of performance statement may also result in significant errors or omissions. 	<p>We will:</p> <ul style="list-style-type: none"> • review the systems in place to capture the financial and non-financial data • determine the reliability and completeness of the available records for compiling that indicator • check the calculations of reported figures • assess the reasonableness of explanations included in the report of significant variations • confirm that the performance statement complies with legislative requirements.

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Materiality

We use our professional judgement to decide what is material by considering qualitative and quantitative factors.

We use materiality to make judgements about the:

- balances and disclosures that require detailed audit attention
- amount of audit work we perform
- effect of misstatements.

We start with an **overall materiality** for the financial report. Our view is that uncorrected errors above this amount, either individually or in aggregate, would mislead the users of the financial report.

For your entity, we have determined that there are particular statements, account balances or disclosures for which misstatements of lesser amounts than overall materiality could reasonably be expected to mislead the users of the financial report. Consequently, a **specific materiality** threshold has been set for these.

For our audit we use amounts less than overall and specific materiality, to reduce the probability that the aggregate of uncorrected and undetected misstatements exceeds overall and specific materiality. We call this **'performance materiality'**. We will need you to correct any errors above performance materiality before we issue our opinion.

We will not need you to correct any errors that are **clearly trivial** -an amount below which we judge that misstatements are of no quantitative consequence. If we identify such misstatements, we will not communicate these to you.

We will reassess materiality before providing our audit opinion.

Our planning materiality levels are shown in the table.

Description	Benchmark	Amount (\$)
Overall materiality	4% of Infrastructure, Property, Plant & Equipment	\$14 million
Performance materiality	85% of overall materiality	\$11.9 million
Clearly trivial threshold	2% of overall materiality	\$280k
Specific materiality , set for all account balances other than PIPE assets	4% of total expenditure	\$1.45 million
Specific performance materiality	85% of specific materiality	\$1.23 million
Specific clearly trivial threshold	2% of specific materiality	\$29k

For performance statements, we set materiality for each individual indicator reported after considering qualitative and quantitative factors influencing that particular indicator. The nature of performance statements means that an overall materiality level for the statement cannot be communicated.

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Other audit considerations

The following factors are also key to our audit approach and will be used at various stages of the audit process.

<p>Using the work of internal audit</p>	<p>To deliver the most efficient audit, we consider any relevant internal audit ('IA') work performed.</p> <p>Given the nature of the internal audit program and our initial assessment of the work performed, while we review the findings of the Internal Auditor and consider the impact on our own audit scope, we do not intend to place reliance on the work of internal audit. Informing this view, we considered the following matters:</p> <ul style="list-style-type: none"> • emphasis on operational risks rather than financial risks • coverage and sample sizes • timeliness of audit work. <p>We have noted the following internal audits planned that may affect our audit risk assessment for the 2020 financial year:</p> <ul style="list-style-type: none"> • Risk Management • Cash Handling • Management of Cyber Risk • Swimming Pool Management
<p>Use of specialists / experts</p>	<p>You have relied on the work of experts to assist with the fair value estimate of property, plant and equipment. We will assess the work of the expert (including their competence and capabilities) to determine whether or not we can place reliance on their report.</p>

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Other responsibilities

Refer to our engagement letter for a complete list of responsibilities.

Internal control

Management is responsible for maintaining suitable accounting records and designing and operating internal controls that prevent and detect fraud and error.

The control environment is an integral part of the governance framework. It represents management's commitment to establishing and executing well-controlled business operations. Our ability to rely on systems of control is directly related to how effective we assess they are.

Our preliminary assessment of your control environment is that it supports our reliance on your internal systems of controls.

We will promptly write to those charged with governance on significant internal control deficiencies that come to our attention during the audit.

Refer to **Appendix B** for the table listing of an update on the management letter points raised in the prior years.

Fraud

During our audit we ask those charged with governance, management, and others to identify any known instances of fraud. We also make enquiries to understand where you consider fraud risks are and if you have any knowledge of actual or suspected fraud. This includes considering the risk of management override of controls. Our audit is not designed to detect fraud. However, should instances of fraud come to our attention, we will report them to you.

Suspected corrupt conduct

The *Audit Act 1994* requires us to notify the Independent Broad-based Anti-corruption Commission (IBAC) where we become aware of any matter in the course of our audit that we reasonably suspect involves corrupt conduct occurring or having occurred. If we need to notify IBAC, this will override the existing confidentiality provisions in the *Audit Act 1994*.

Waste, probity and financial prudence

If we become aware of any wastage of public resources or any lack of probity and financial prudence in the management or application of public resources, we will report it to management and/or Parliament via our reports.

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Audit timetable

Milestone	Date	Responsibility
Draft audit strategy discussed at Audit Committee meeting	20 February 2020	LSC and RSD
Final Audit strategy issued	Mid-March 2020	RSD
Interim audit visit	4 May 2020	LSC and RSD
Interim management letter issued	26 March 2020	RSD
Interim management letter discussed at the Audit Committee	14 May 2020	RSD
Hard close / early verification work	May /June 2020	LSC and RSD
Shell financial report and performance statement provided to audit	May 2020*	LSC
Shell financial report and performance statement reviewed and feedback provided	May 2020*	RSD
Draft financial report and performance statement submitted to audit after being subjected to internal quality assurance	3 August 2020	LSC
Final audit visit	28 August 2020	LSC and RSD
Closing meeting with auditors	1 September 2020	LSC and RSD
Closing report discussed at Audit Committee meeting	Mid-September 2020	LSC and RSD
Financial report and performance statement adopted and signed by Council	Mid-September 2020	LSC
Independent Auditor's Report signed	Mid-September 2020	VAGO
Annual report printers proof provided to audit for review	October 2020	LSC
Final management letter issued	31 October 2020	RSD

**Dates to be confirmed with management*

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Audit fee and key contacts

Fees

- The estimated audit fee will be advised in a separate letter.
- Fees are based on our planned audit approach and will be billed progressively based on work complete.
- Fees are subject to change if the scope, volume and complexity of the audit changes.
- Fees may change if agreed milestones are not met or there is limited availability of key staff to assist the audit process.

Key contacts

Signing officer
Sanchu Chummar
Acting Sector Director, Local Government
Sanchu.Chummar@audit.vic.gov.au
(03) 8601 1636 | 0472 838 905

Engagement leader
Kathie Teasdale
Engagement Partner
kathiet@rsdaudit.com.au
(03) 4435 3550

Team Leader
Mahesh Silva
Engagement Manager
maheshs@rsdaudit.com.au
(03) 4435 3550

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Other information



Results of Financial Audits

VAGO will table reports summarising the results of the 2019–20 financial audits, including: *Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2019–20* (covering all sectors other than Local Government); *Results of 2019–20 Audits: Local Government* and *Results of 2019–20 Audits: Technical and Further Education Institutes and Universities*.



Performance Audits

A list of performance audits in progress are on [our website](#)

Details of planned performance audits are in our [Annual Plan](#)



Key VAGO links and resources

[Financial Audit Process](#)

[Annual Plan](#)

[Reports and Publications](#)

[Audits in Progress](#)

[Corporate Information](#)

[Information privacy](#)

[Complaints about VAGO](#)

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Appendix A. Planned audit approach

Material component	FY19 Result (\$'000)	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Planned reliance on substantive procedures (H/M/L)
Income				
Rates and Charges	10,751	M	Yes	L
User fees	1,676	M	No	M
Government Grants – operating & capital	31,118	L	No	L
Reimbursements & Subsidies	972	M	No	M
Expenditure				
Employee Benefits	11,293	M	Yes	L
Materials and Services	23,158	L	Yes	L
Depreciation and Amortisation	9,473	L	No	L

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Material component	FY19 Result (\$'000)	Inherent risk assessment (H/M/L)	Controls reliance (Yes/No)	Planned reliance on substantive procedures (H/M/L)
Assets				
Cash & Cash Equivalents	2,183	M	Yes	L
Receivables	2,499	M	Yes	L
Other Financial Assets	23,710	L	No	L
Infrastructure, Property, Plant & Equipment	353,733	H	No	H
Intangible Assets	2,702	M	No	M
Liabilities				
Payables	1,174	L	Yes	L
Provisions	4,209	M	Yes	L
Equity	361,675	L	No	L
Notes to the accounts				
Related Parties and Key Management Remuneration		L	No	L
Commitments and Contingencies		L	No	L
Financial Instrument Risk		L	No	L

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Appendix B. Status of prior period reported items

Prior period reference	Finding	Risk rating	Management's agreed completion date	Status as at February 2020	Description
2019.1	Employee Masterfile Changes Report	Medium	31 October 2019		Management is in the process of investigating with software provider to see if there is a report available to track Masterfile changes. RSD will review progress during our interim visit.
2019.2	Review of General Journals	Low	31 October 2019		Per discussions with management it was noted process changes have been implemented for monthly reviews to be undertaken. RSD will review the controls during the interim visit.
2019.3	Appropriate Use of Purchase Orders	Medium	31 October 2019		Management noted an investigation into electronic purchase orders is underway with a consultant appointed to deliver the customised module which is to be going live by the 1 July 2020. Additional items that have been included in the process include terms and conditions of purchase and strengthening the overall procurement and compliant supplier process. RSD will review this process when implemented to ensure issue has been addressed appropriately.

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Prior period reference	Finding	Risk rating	Management's agreed completion date	Status as at February 2020	Description
2019.4	Key Policies & Documents Overdue for Review	Low	30 September 2019		<p>Per discussion with management it was noted following actions have been taken:</p> <ol style="list-style-type: none"> 1. Anti-Fraud & Corruption Policy – adopted 25 June 2019 2. Protected Disclosure Procedure – adopted 12 June 2019 3. Business Continuity Plan – yet to be updated 4. Disaster Recovery Plan – adopted 30 September 2019 5. Risk Management Policy & Framework – adopted 26 February 2019 <p>RSD will review these policies during the interim audit visit.</p>
2019.5	Missing Key ICT Policies	Low	31 December 2019		<p>Per discussion with management, it was noted management is in the process of actioning proposed recommendations.</p> <p>RSD will review this upon appropriate actions have been taken to address the matter.</p>
2019.6	Provision for doubtful debts	Low	31 December 2019		<p>Management noted required process changes have been made as per the recommendations.</p> <p>RSD will review this during the year end audit visit.</p>

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Prior period reference	Finding	Risk rating	Management's agreed completion date	Status as at February 2020	Description
2016.1	Ability to Deliver Capital Works	Medium	2019		Per discussion with management, it was noted delivery of capital work projects are underway with project management staff working through the backlog. RSD will review this during the interim visit.
Key					
	Completed or due date not yet reached, and action being undertaken				
	Past due date but action being undertaken /or action needs to be confirmed by VAGO/ ASP/ Audit				
	Open (as per representations from management) and overdue				

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Audit Committee – 20/02/2020

2019 Annual Report

Introduction

This report is provided to Council in accordance with Clause 5.4(e) of the Audit Committee Charter.

Committee

Committee membership

During the year the Committee consisted of:

Name	Full term	Notes
Mr Ken Belfrage	1 May 2015 to 30 April 2019	Chair 28 May 2012 to 29 February 2019 (consecutive terms); term ended 30 April 2019
Mr Rod Baker	1 May 2016 to 30 April 2020	
Mr Alan Darbyshire	1 May 2017 to 30 April 2021	
Mr Rod Poxon	1 May 2018 to 30 April 2022	
Mr Jarrah O'Shea	1 May 2019 to 30 April 2023	

On 14 February 2019 Mr Ken Belfrage was nominated as Chair of the Committee; Council endorsed that nomination and appointed Mr Belfrage at the Ordinary Meeting of Council held on 26 February 2019. Mr Ken Belfrage's term expired 30 April 2019 and Mr Jarrah O'Shea was appointed to the Audit Committee.

On 23 May 2019 Mr Rod Baker was nominated as Chair of the Committee; Council endorsed that nomination and appointed Mr Baker as Chair of the Committee at the Ordinary Meeting of Council on 28 May 2019.

Committee attendances

There were four meetings held throughout the year. The following table indicates the number of attendances by each Committee member.

	February 2019	May 2019	August 2019	November 2019 (rescheduled to 5 December)	Total
Mr Rod Poxon	Yes	Yes	Yes	Yes	4 out of 4
Mr Ken Belfrage	Yes				1 out of 1
Mr Rod Baker	Yes	Yes	Yes	Yes	4 out of 4
Mr Alan Darbyshire	Yes	Yes	Yes	Yes	4 out of 4
Councillor	Yes - Gavan Holt	Yes – Gavan Holt	Yes – Gavan Holt	Yes - Neil Beattie	4 out of 4
Mr Jarrah O'Shea		Yes	Yes	Yes	3 out of 3
Total Members Attending	5	5	5	5	

Audit Program

In August 2019 the Audit Committee considered the draft Strategic Internal Audit Plan 2019-2023.

The Committee agreed that audit reviews for the 2019/20 period should be:

- Councillor Expenses
- Risk Management Framework
- Cash Handling
- Management of Cyber Risk
- Swimming Pool Management
- Follow-up on status of management actions to address internal audit recommendations from agreed reports.

Internal audit reports

During 2019, the Committee received audit reports for reviews in relation to:

- Service Planning
- HR management and payroll
- Data interrogation
- Follow-up report for discussion with the Audit Committee and internal auditor

External audit management letter

The external audit strategy for the year ended 30 June 2019 was presented to the Committee at the May meeting.

The financial statements were presented to the Committee at the August 2019 meeting.

The end of financial year management letter was presented to the Committee at the December 2019 meeting.

Outstanding Actions

The following table represents the progress status as at 31 December 2019 for recommendations contained in the audit reports:

Audit No.	Audit Title	No. of Recommendations Outstanding	Recommendations Complete	Recommendations Not Complete
GOV 1810	Waste Management Planning (reviewed by Audit Committee November 2018)	11	6	5
GOV 1903	Service Planning (reviewed by Audit Committee February 2019)	3	0	3
GOV 1908	Data Interrogation (reviewed by Audit Committee May 2019)	23	23	0
GOV 1905	HR Management and Payroll (reviewed by Audit Committee August 2019)	11	7	4
GOV 1909	Councillor Expenses (reviewed by Audit Committee December 2019)	5	0	5
GOV 1906	Follow-up of Agreed Actions from Prior Year Internal Audit Reports (reviewed by Audit Committee December 2019) including:	3	1	2
	• Purchase and Issue of Stores (reviewed by Audit Committee August 2016)			
	• Accounts Payable (reviewed by Audit Committee October 2016)	1	0	1
	• Privacy Responsibilities (reviewed by Audit Committee February 2017)	7	4	3

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Audit No.	Audit Title	No. of Recommendations Outstanding	Recommendations Complete	Recommendations Not Complete
	• Salary Oncost Rate, Project Costing and Budgeting (reviewed by Audit Committee March 2017)	1	1	0
	• Follow up areas from May 2017 follow up areas	10	2	8
	• OHS (reviewed by Audit Committee October 2017)	7	3	4
	• Records Management (reviewed by Audit Committee December 2017)	6	1	5
	• Whole of Life Costing (reviewed by Audit Committee May 2018)	1	0	1
	Total as at 31 December 2019	89	48 (54%)	41 (46%)
	Total as at 31 December 2018	80	30 (31%)	68 (69%)
	Total as at 31 December 2017	251	133	118

Governance Activities

Meeting under Clause 5.3(e) of the Charter

Under Clause 5.3(e) of the Charter, the Committee may choose to hold a meeting without officers present. That meeting was held in December, when the Committee met with Council's external auditor, Kathie Teasdale of RSD Audit and the internal auditor, Mark Holloway of HLB Mann Judd.

Audit Committee Survey

The Committee undertook a performance survey during the year and the results were presented for discussion and recommendation at the May 2019 Committee meeting.

The outcomes were very positive with 93% of responses in the "satisfactory" category, and only 7% in the "unsatisfactory" or "unsure" category.

The unsatisfactory/unsure responses were addressed with changes to the Audit Committee Charter regarding councillor representation and internal auditor appointment.

Audit Committee Charter

The Committee Charter was assessed at the February 2019 meeting and the May 2019 meeting and the Committee suggested:

- Inclusion of provision relating to attendance remotely
- Inclusion of provisions relating to the involvement to the Audit Committee in the appointment of the internal auditors including tenure of the Internal Auditor

Presentations by Council Officers

The Committee indicated that they would like regular presentations by Council officers in order to learn more about Council's business and to hear from the people managing the various function of Council. During 2019 the Committee was addressed by:

Meeting	Council officer	Topic
February 2019	Manager Works	Overview of Department
May 2019	Deferred	
August 2019	Deferred	
December 2019	Director Corporate Services	Overview of Department

LODDON SHIRE COUNCIL

AUDIT AND RISK COMMITTEE CHARTER



DOCUMENT INFORMATION

Comment [SM1] CHANGE FONT

DOCUMENT TYPE: Strategic document
DOCUMENT STATUS: Draft
POLICY OWNER POSITION: Director Corporate Services
INTERNAL COMMITTEE: ~~Audit Committee~~ Audit and Risk Committee
ENDORSEMENT:
APPROVED BY: Council
DATE ADOPTED: ~~25/6/2019~~ TBA
VERSION NUMBER: 8
REVIEW DATE:
DATE RESCINDED:
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:
RELATED LEGISLATION: Local Government Act 1989
EVIDENCE OF APPROVAL:

Signed by Chief Executive Officer

FILE LOCATION:

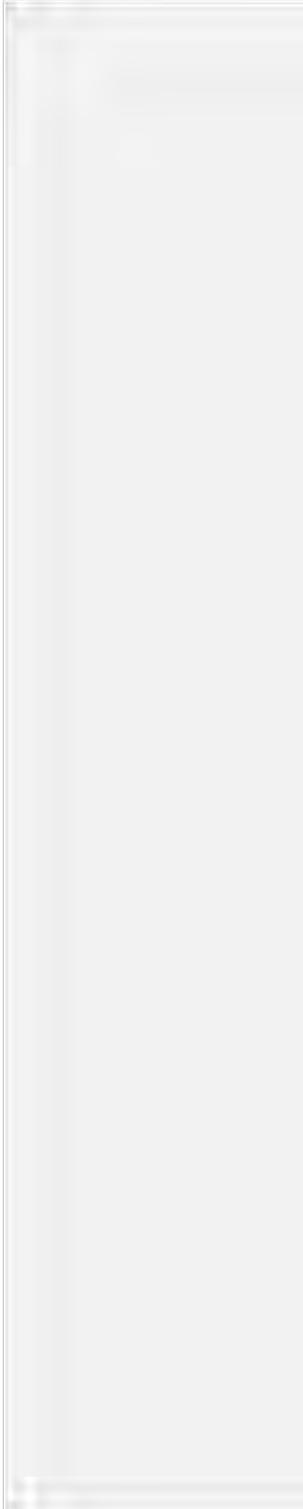
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This document is available in alternative formats (e.g. larger font) if requested.

ACKNOWLEDGEMENT OF COUNTRY

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

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1 PURPOSE

The purpose of this charter is to outline ~~the scope, roles and responsibilities~~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 139 of the Local Government Act 1989 that Council establish an ~~audit committee~~Audit and Risk Committee.

4 OBJECTIVES OF THE COMMITTEE

The Audit and Risk Committee is an independent advisory Committee to Council. The primary ~~functions and responsibilities~~objective of the Audit and Risk Committee is to ~~assist Council in the effective conduct of its responsibilities for:~~

- ~~the enhancement of the credibility and objectivity of internal and external financial reporting~~
- ~~effective management of financial and other risks and the protection of Council assets~~
- ~~compliance with laws and regulations as well as use of best practice guidelines~~
- ~~the effectiveness of the internal audit function~~
- ~~the provision of an effective means of communication between the external auditor, internal audit, management and the Council~~
- ~~facilitating the organisation's ethical development~~
- ~~maintaining a reliable system of internal controls.~~

(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

5 TERMS OF REFERENCE

5.1 General

- (a) The ~~Audit committee~~Audit and Risk Committee is a formally appointed advisory committee of the Council and is responsible to that body. The ~~Audit Committee~~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 Committee~~Audit and Risk Committee does not have any management functions and is therefore independent of management.

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- (b) The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Charter in order to facilitate decision making by Council in relation to the discharge of its responsibilities.
- (c) Meetings of the ~~Audit Committee~~ 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 Committee~~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.
- (b) External independent persons will have ~~expertise in senior business, governance or 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. Reporting knowledge and experience, demonstrated commitment to local communities or be conversant with the financial and other reporting requirements.~~
- The Mayor and Chief Executive Officer taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills will undertake the evaluation of potential members, and a recommendation for appointment taken to Council. Council's External Financial Auditor and the Chair of the Audit and Risk Committee will be approached to advise the committee where appropriate.
- (c) Members will be provided the opportunity to attend technical and professional development courses as appropriate.
- (d) Appointments of external 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.
- (g) At the first ~~Audit Committee~~Audit and Risk Committee meeting each calendar year an election of Chair from the external members of the committee will be held.
- At the first Council Meeting following the election, the Chair will be appointed by Council on advice of the committee.
- The term of the new Chair will commence at the conclusion of the current Chair's term, and will be ~~for a period of 12 months 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.

5.3 Meetings

- (a) The Committee shall meet at least quarterly.
- (b) All ~~Audit Committee~~ **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—Reporting

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

~~The committee will also provide Council with:~~

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

5.55.4 Duties and responsibilities

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

- a) Adopt an annual work program (s54(3))
- b) Undertake an annual assessment of its performance against the Audit and Risk Committee Charter; and
- c) Provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting (s54(4)).
- d) Prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and
- e) Provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting (s54(5)).

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 Committee 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.

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- (xi) Receive from management reports on all suspected and actual frauds, thefts and breaches of the law.
- (xii) Identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the internal auditor and the Council if appropriate. Where appointed oversee any subsequent investigation, including overseeing of the investigation of any suspected cases of fraud within the organisation in accordance with Council's fraud policy.
- (xiii) Monitor the progress of any major lawsuits facing the Council.
- (xiv) Address issues brought to the attention of the Committee, including responding to requests from Council for advice that is within the parameters of the Committee's terms of reference.

Financial Report

- (xv) Review Council's draft annual financial report, focusing on:
 - accounting policies and practices
 - changes to accounting policies and practices
 - the process used in making significant accounting estimates
 - explanations for significant adjustments to the financial report (if any) arising from the audit process
 - compliance with accounting standards and other reporting requirements
 - significant variances from prior years.
- (xvi) Recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.
- (xvii) Review issues relating to financial reporting by Council business units and comparative performance indicators.

External audit

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

~~The Audit Committee 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.~~

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5.65.5 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

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- 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.

5.75.6 Rights to obtain information

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

5.8 Performance monitoring

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

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

5.95.7 Dispute resolution

~~In situations where a dispute arises between any member of the Audit Committee, Audit and Risk Committee and officers of Council, the Chair of the Audit Committee, Audit and Risk Committee~~

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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.

S.105.8 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 Committee~~Audit and Risk Committee Charter approval details are in the attached Appendix 2.

8 REVIEW

The Director Corporate Services under direction of the ~~Audit Committee~~Audit and Risk Committee will review the ~~Audit Committee~~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
11. Next review
12. Next meeting date
13. Close of meeting

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

- Decision items require the audit-committee 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-committee Audit and Risk Committee members on actions taken.

Report topics will be drawn from:

- Audit-Committee Audit and Risk Committee Charter
- Audit-Committee Audit and Risk Committee Annual Calendar Work Program
- Actions arising from previous meetings
- Topics of interest

Appendix 2: Terms Of Appointment

6.1 Chair

The current Chair is ~~Red Baker~~.

The term of current Chair is ~~25~~ February 20~~20~~~~19~~ to ~~25-23~~ February 202~~10~~ or the date of the Ordinary Meeting of Council in February 202~~10~~ where resolution for appointment of Chair for the new term will be made, whichever is the earlier.

6.2 Committee members

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

Rod Baker	1 May 2016 to 30 April 2020
Alan Darbyshire	1 May 2017 to 30 April 2021
Rod Poxon	1 May 2018 to 30 April 2022
Jarraah O'Shea	1 May 2019 to 30 April 2023
	1 May 2020 to 30 April 2024

6.3 Council representative

The current Councillor representatives are:

- Substantive: Councillor Gavan Holt for the period November 201~~98~~ to ~~November election day 20~~~~20~~~~19~~.
- Alternate: Councillor Neil Beattie for the period November 201~~98~~ to ~~November election day 20~~~~20~~~~19~~.

APPROVAL

The ~~Audit Committee~~~~Audit and Risk Committee~~ Charter was approved by the Audit Committee on ~~23-20~~ ~~May~~ ~~February~~ ~~20~~~~19~~ ~~20~~~~20~~ and endorsed by Council on ~~25~~ ~~June~~ ~~20~~~~19~~~~td~~.



Audit Committee – 20/02/2020

Risk Management Report

Introduction

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

OH&S

The OH&S Committee Meeting was held on 11 December 2019.

Items on the agenda included:

- Incidents are reviewed at each meeting with :
 - 13 Incidents in the 2 months to 27 November 2019
 - 4 personal injuries to staff – 1 incident resulted in a minor WorkCover claim.
- General Business –there was a lot of general discussion at the meeting in particular:
 - Code Red Days and Total Fire Ban days
 - safe working conditions of equipment
 - Personal Protective Equipment
 - responsibility for pool cars
 - prestart checks for equipment
 - where to find policies and procedures
 - OH&S refresher training for the committee has been scheduled for 3 February 2020.

Outstanding Actions

Summary of status of outstanding actions

Meeting Reference	Item	Officer / Status and details
2 – 10/19	Manual handling training	Carol Canfield
	Communication: Schedule manual handling training. December update: no update	NOT STARTED

A draft OH&S Plan has been developed and is currently moving through the approval process.

The OH&S, Risk Management and Fire Prevention Officer resigned in January. Council is currently recruiting to the position.

Risk Management Committee Meeting

The Risk Management Committee Meeting was held on 27 November 2019.

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

Items on the agenda included:

- reported incidents – *Committee received a report on the incidents received*
- insurance claims update – *no claims since July 2019*
- specific risks in the chairperson area – *Bridgewater Caravan Park fire pump not working, a new one has been ordered*
- General Business – *Committee advised that a new software program has been purchased that will assist in the Risk and OH&S areas, the product has the following modules:*
 - *management of WorkCover Claims*
 - *management of Incidents*
 - *risk assessments*
 - *chemical register*
 - *noise register*
 - *asset register*
 - *audits and inspection modules*
 - *risk register*

Summary of status of outstanding actions from the Risk Management Committee

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

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	November 2019 update: <ul style="list-style-type: none"> Sandra Griffin investigating and attending a JLT forum soon 	
1-7/19	VAGO report Fraud and Corruption	Director Corporate Services
	Communication: Actions from report to be added to Audit Reports November 2019 <ul style="list-style-type: none"> No report 	WORK IN PROGRESS
47/19	Waanyarra Cemetery	Director Corporate Services
	Communication: Discuss with operations about funding to maintain and review the safety of the cemetery as trustee November 2019 <ul style="list-style-type: none"> Sharon to investigate different options has had a discussion with operations Committee of management folder to be created, a drafted budget bid has been created for upkeep, look into delegations for the cemetery, Operations department recommended the fence could be removed, council could do tree trimming 	WORK IN PROGRESS

The Committee was provided with a recent Chemical Management Audit of Swimming pools. This has resulted in a new risk in the Risk Register which is a HIGH risk. The corrective actions have been input into the Risk Register.

Risk Register Report

170 risks have been identified and input into Council's Organisational Risk Register. Of those risks five (5) were assessed as HIGH.

The 170 risks identified to date have resulted in 316 tasks, 279 of these have been actioned and closed. Of the remaining 37, 15 are overdue but are all a work in progress.

The table below shows the change in status of the Risk Register since August 2018:

Risk Level	August 2018	February 2019	August 2019	February 2020
Very High	0	0	0	0
High	5	3	5	5
Medium	78	78	88	89
Low	50	52	75	76
Total Risks Identified	133	133	168	170

The five HIGH risks are:

Risk No	No of Tasks	Register	Risk	Risk Level
57	1	Strategic Risk Register	Council's Ageing Workforce	High
130	1	Strategic Risk Register	Changes in Legislation	High
133	1	Strategic Risk Register	Changes in community expectations	High
142	Tasks in CAMMS	Corporate Services Risk Register	No Service Delivery Review Framework	High
170	3	Recreation & Community Development.	Failure to adequately manage chemical storage at Council swimming pools	High

RISK 57 - Council's Ageing Workforce

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

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

Task 2	Officer	Status	Due Date
Development of a Workforce Strategy	Manager Organisational Development	Work in Progress	01/12//2016

Comments: Council is part of a working group of 6 regional councils working with LGPro on a project to develop a workforce planning model for LG in Victoria that is scalable for large and small, rural and metro councils. Staff have been attending workshops with the consultant engaged to deliver the project and the draft document is coming together from the learnings of project, in September each Council will present on the progress of each of their plans at a workshop conducted in Wangaratta. The toolkit developed by the workgroup is now in its final stages and will be finalised shortly. Council's Workforce Strategy is currently being developed utilising the learnings from the project.

August 2019: The Draft Plan has been developed and is currently being reviewed.

February 2020: Draft Plan revised with new data and is currently being reviewed.

RISK 130 – Changes in legislation

IMPACT: Could lead to Council being non-compliant

One task has been identified to address this risk.

Task1	Officer	Status	Due Date
Collaborate with neighbouring Councils to develop responses to changing legislation	Director Corporate Services	Work in Progress	30/06/2019

Comments: The due date for this risk has been identified as June 2019 mainly due to the new Local Government Act, but as legislation can change regularly it will be an ongoing risk.

RISK 142 – No Service Delivery framework

IMPACT: May result in inconsistencies in process/tasked undertaken by staff members in service reviews and the Council may fail to ensure that it meets the community's priorities, needs and expectations about Community dissatisfaction with Council's ability to respond to their needs.

There are no tasks in the Risk Register they are in the CAMMS program.

RISK 170 – Failure to adequately manage chemical storage at Council swimming pools.

IMPACT: Risk to occupational health and safety of contractors staff and patrons and risk of contamination and potential hazardous gas release due to mixing of chemicals.

Three tasks have been identified to address this risk.

Task1	Officer	Status	Due Date
Upgrade storage of chemicals at all swimming pools – install appropriate bunding to raise storage off floor and provide spills containment – ensure 5m separation distances between Hydrochloric acid, Sodium Hypochlorite, and Calcium Hypochlorite – remove empty chemical containers – remove unused chemicals from site – create Chemical Register for each site and remove 'manifest' – ensure current Safety Data sheets are held on site.	Manager Community Support	Work in Progress	15/11/2019
<p>Comments: The chemical audit has been assessed and action items identified. Further implementation will occur in conjunction with recommendations and actions resulting from the LSV pool safety assessments to be conducted on Thursday 5th March 2020.</p> <p>The amount of chemical at each of the pools has been reduced so they are below the placard limits as per the recommendation.</p> <p>Contractor to identify all chemicals, PPE and MSDS etc in each of the pool plant rooms.</p>			
Task2	Officer	Status	Due Date
Update chemical signage and placards at all Council swimming pools – remove Hazchem signage from buildings – install Hazchem signage to road entrances to pools – remove bulk storage placards (other than Sodium Hypo) – display corrosive placard at Inglewood or reduce Sodium Hypochlorite to less than 250kg – label all pipework for Sodium Hypochlorite – place GHS pictograms on any containers of decanted materials in line with original packaging.	Manager Community Support	Work in Progress	22/10/2019
<p>Comments: Chemical storage unit has been purchased for Wedderburn, cabinet and is ready to install. Still need to finalise chemical storage arrangements at other four sites</p> <p>Distances between chemical is observed where space is provided within the pool plant rooms.</p> <p>Contractor has contract responsibility for the labelling, chemical manifest and arranging for containers to be taken off site. A new audit checklist is being developed for use by Council's Recreation Facilities Officer and will assist Council to oversee contractor's observance of chemical handling and storage.</p> <p>End of pool season, a chemical audit will be undertaken and unused chemicals that will not be used going forward will be removed from site and disposed of appropriately. The chemicals on hand at each pool will be assessed for safety of storage in the off season. These chemicals may be moved to a central location such as Wedderburn for suitable storage in the off season. Council will ensure that we are minimising the amount of chemical on hand off season.</p> <p>Contractor must have a chemical register and ensure the safety data sheets are held on site. The audit checklist will include a check that the register is being updated and a visual inspection of the safety data</p>			

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sheet.			
Task3	Officer	Status	Due Date
Work with contractor to develop new SOPs and update Operations Manual to address procedural failures in chemical handling – ensure clear access to emergency shower and eyewash – ensure accurate and appropriate measuring devices are provided on site – review PPE and ensure adequate and suitable PPE is available at all sites – undertake and record risk assessments for hazardous substances and dangerous goods	Manager Community Support	Work in Progress	15/11/2019
<p>Comments: Contractors are responsible for chemical handling. Council are responsible to ensure the storage is suitable. SOP's have not been completed.</p> <p>Each pool has shower facilities. All have clear access. Will be added to Audit Checklist and this will identify if there are obstacles or maintenance issues.</p> <p>Contractors are responsible for providing appropriate PPE and ensuring it is stored appropriately. The checklist will provide Council's oversight of these items and their storage.</p>			

Incident Reports update

This report provides an update on all incidents reported since the 14 February, 2019 Audit Committee Meeting.

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

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

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

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

Incident Types

Incident Type	August 2019 to February 2020	February 2019 to August 2019
Personal Injury – Employee	14	13
Hazard	2	7
Vehicle Damage – Other	4	6
Personal Injury – Public	1	5
Incident	4	5
Property Damage – Public		4
Vehicle Accident	1	4
Preschool Incidents – Injury (Children)	2	3
Near Miss	2	3
Burglary	2	2
Fire	1	2
Property Damage – Employees	4	2
Theft	1	2
Preschool Incidents – Other	1	1
Other	2	1
Employee Issue	1	
Vehicle Damage – Hit Kangaroo	1	
Total	46	60

Cause of Injury

Three injuries resulted in a WorkCover claims, two minor claim (under 10 days and under the medical and like threshold of \$721.) and one standard claim.

Cause of Injury - Employees	August 2019 to February 2020	February 2019 to August 2019
Strain	3	4
Struck or injured by Object	4	4
Bite	1	1
Fall	1	1
Slip	1	1
Trip	1	1
Manual Handling		1
Allergic reaction	1	
Other (near a person with cold symptoms)	2	
Total	14	18

Location of Incident

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

Location of Incident	August 2019 to February 2020	February 2019 to August 2019
In the field	17	20
HACC – Clients Home	2	5
Dingee Preschool	2	4
Inglewood Senior Citizens		3
Wedderburn Caravan Park		3
Boort Tip	1	2
Bridgewater Maldon Road	1	
High Street Wedderburn	1	2
Wedderburn Preschool	1	2
Boort District School		1
Caleana Road, Junourfoun		1
Chapel Street, Wedderburn		1
Golden Square	1	
Inglewood Preschool	3	1
Inglewood Swimming Pool	1	1
Inglewood Tip	1	
Pyramid Hill College		1
Pyramid Hill Depot	1	1
Pyramid Hill Preschool	1	1
Pyramid Hill tip		1
School Crossing, Wedderburn		1
Serpentine Office	1	
Senior Citizens Centre, Pyramid Hill	1	1
Serpentine Bowling Club		1
Unknown Location	2	1
Visitor Information Center	1	
Wedderburn Bowls/Tennis Club		1
Wedderburn Depot		1
Wedderburn Livestock Pound		1
Wedderburn Office	7	1
Wedderburn Swimming Pool		1
Wedderburn Tip	1	1
Total	46	60



KPI Report

Loddon Shire Council



Print Date: 11-Feb-2020

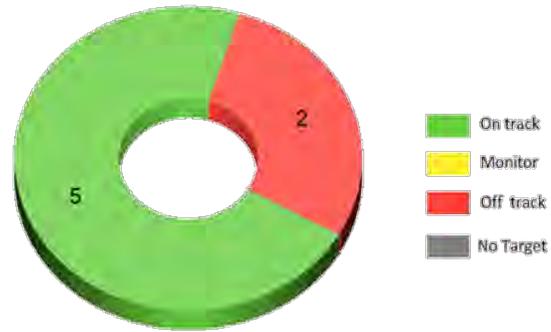
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REPORT FILTERS

Hierarchy: LPF
Hierarchy Level: Type
Hierarchy Node: Finance
Responsible Officer: All
Reporting Officer: All
Period: All
Aggregation: All
Calculation Method: All
Agency: All
Related Plan: All
Show Additional KPI Info: No
Show KPI Data Grid: Yes
Show KPI Line Graph: Yes
Show Archived KPIs: No
Show Confidential KPIs: Yes
Show Rollup KPI Hierarchy Structure: No
KPI Filter: Loddon Performance Framework

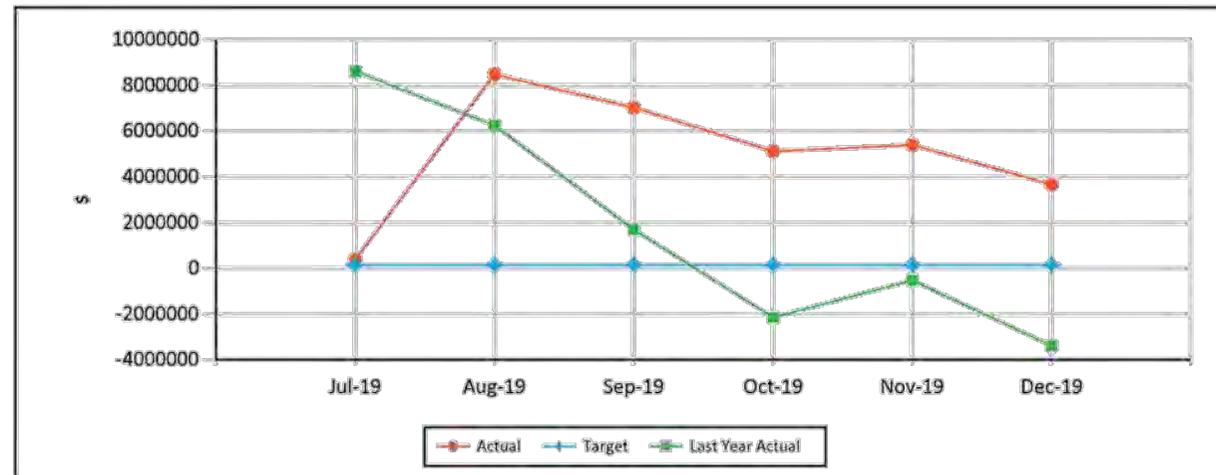
KPI Summary
Loddon Performance Framework



Loddon Performance Framework

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

Responsible Officer: Deanne Caserta



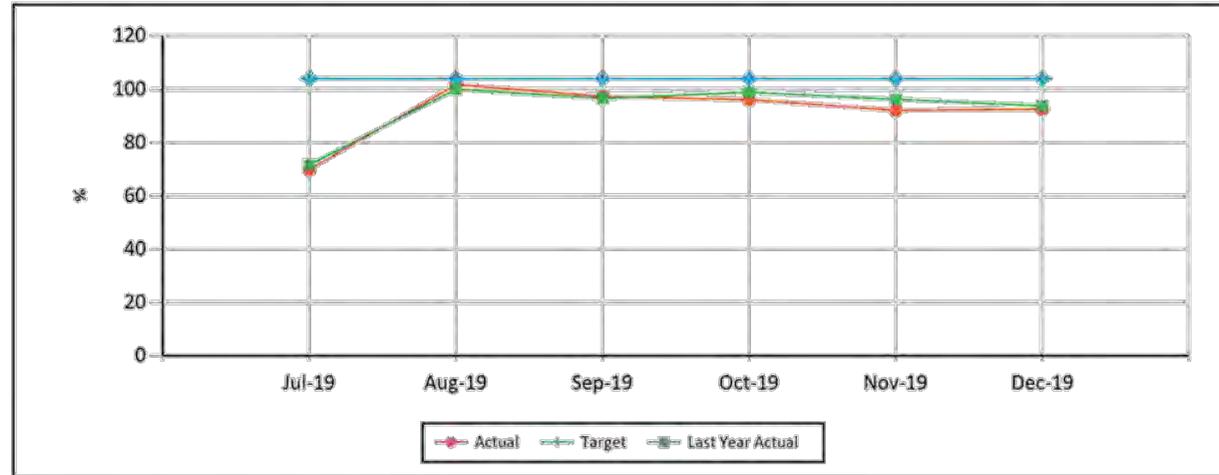
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	\$	148,932.00	390,675.00	Surplus has increased as a result of a higher carried forward surplus than expected.
Aug-19	GREEN	\$	148,932.00	8,491,422.00	With rates raised during August there is currently a large cash surplus available.
Sep-19	GREEN	\$	148,932.00	7,041,135.00	With rates raised during August there is currently a large cash surplus available
Oct-19	GREEN	\$	148,932.00	5,126,309.00	With rates raised during August there is currently a large cash surplus available, slowly getting smaller.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-19	 GREEN	\$	148,932.00	5,403,775.00	With rates raised during August there is currently a large cash surplus available, slowly getting smaller.
Dec-19	 GREEN	\$	148,932.00	3,670,680.00	With rates raised during August there is currently a large cash surplus available, slowly getting smaller.

KPI : LPF-F Labour budget comparison

Responsible Officer: Deanne Caserta



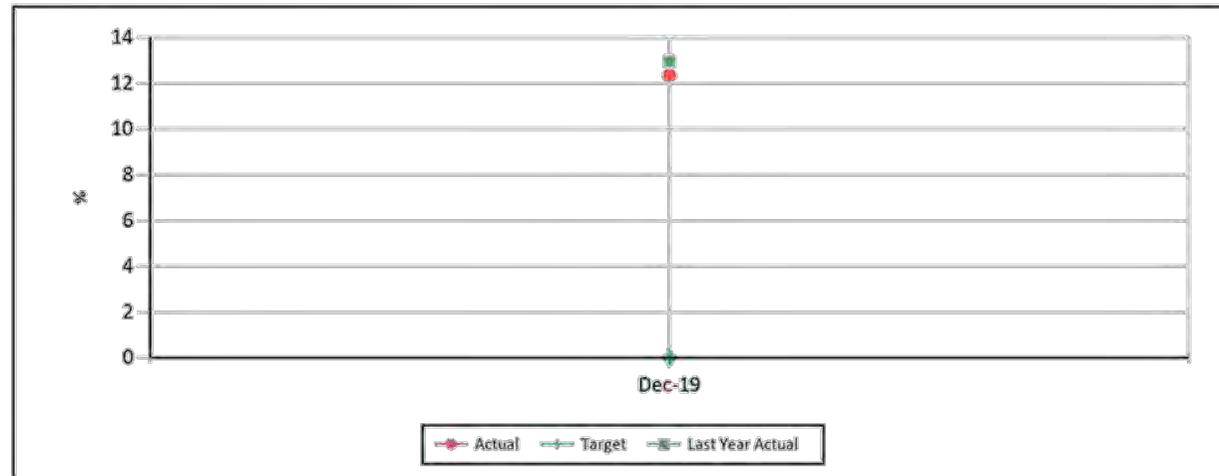
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	104.00	69.91	Labour is well within the YTD expected range, further work to be undertaken on the timing of all expenditure though.
Aug-19	GREEN	%	104.00	101.79	Slightly higher than budgeted, some further timing works required.
Sep-19	GREEN	%	104.00	97.35	Slightly lower with some vacancies that exist.
Oct-19	GREEN	%	104.00	96.09	Slightly lower with some vacancies that exist.
Nov-19	GREEN	%	104.00	92.10	Slightly lower with some vacancies that exist.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19		%	104.00	92.56	Slightly lower with some vacancies that exist.

KPI : LPF-F Percentage (YTD Capital Grants Income) over (Total Revised Budget for Capital Grants Income)

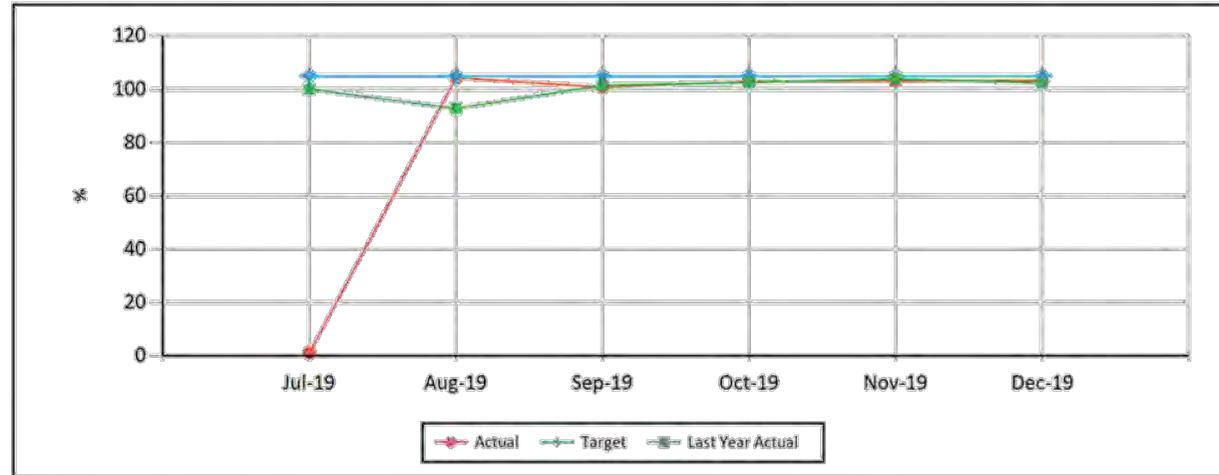
Responsible Officer: Deanne Caserta
Reporting Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	RED	%	0.00	12.36	Low amount YTD, total income includes Donaldson Park and RTR projects; Target is +/- 10%

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

Responsible Officer: Deanne Caserta
Reporting Officer: Deanne Caserta



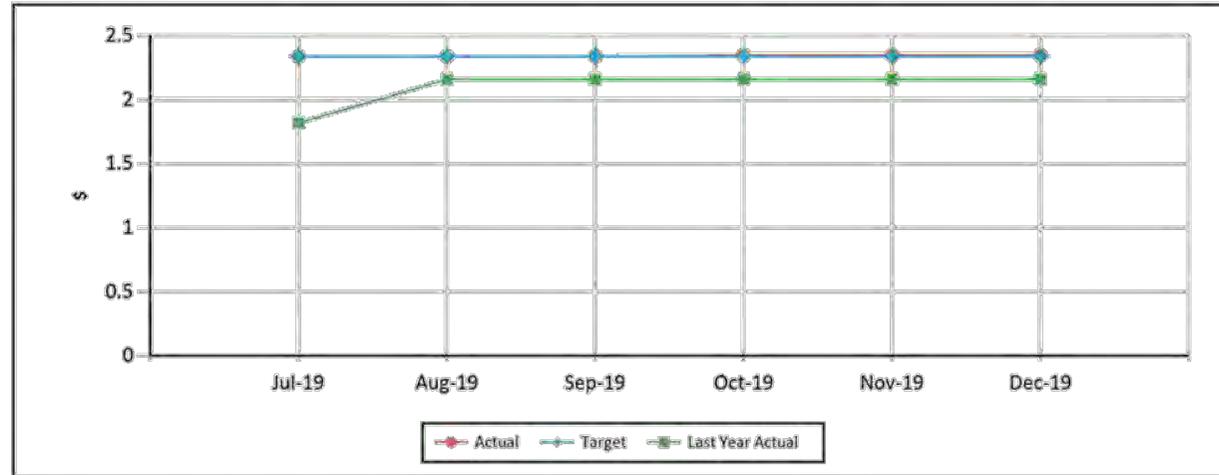
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	105.00	1.09	Rates were raised early in 2018/19, expected to return to a normal ratio for next month after 2019/20 rates are raised.
Aug-19	GREEN	%	105.00	104.30	Slightly higher than last year with multiple S181 processes still underway and incurring further legal fees.
Sep-19	GREEN	%	105.00	100.78	Slightly higher but tracking with expected trend.
Oct-19	GREEN	%	105.00	102.99	2.5% increase in rate charges, expected increase in rates outstanding. S181 processes still underway.
Nov-19	GREEN	%	105.00	103.06	2.5% increase in rate charges, expected increase in rates outstanding. S181 processes still underway.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19		%	105.00	103.35	Reduction in month of \$490K

KPI : LPF-F Valuations Capital Improved Value

Responsible Officer: Deanne Caserta
Reporting Officer: Deanne Caserta



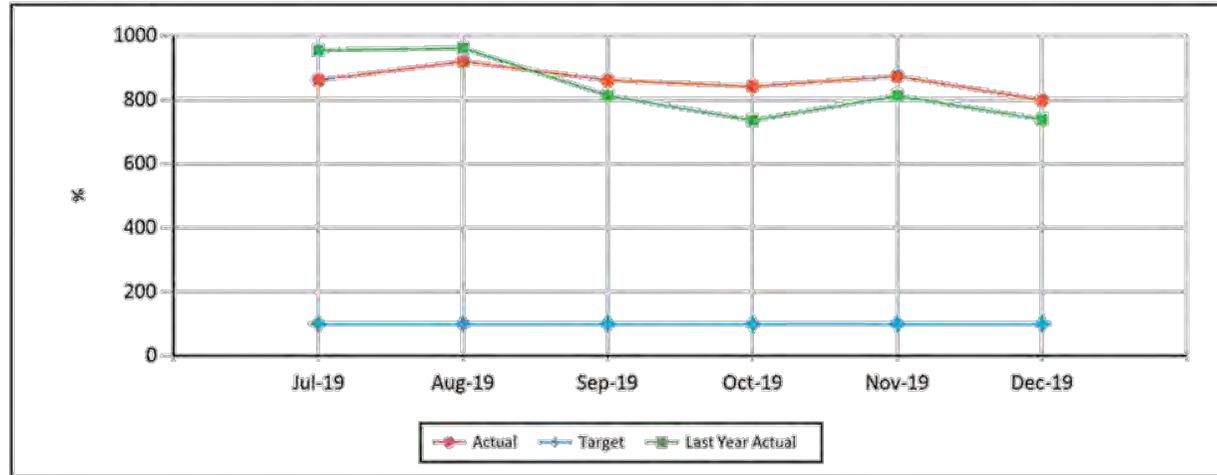
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	\$	2.34	2.34	Amount expressed in billions
Aug-19	 GREEN	\$	2.34	2.34	Amount expressed in billions
Sep-19	 GREEN	\$	2.34	2.34	Amount expressed in billions
Oct-19	 GREEN	\$	2.34	2.35	Amount expressed in billions
Nov-19	 GREEN	\$	2.34	2.35	Amount expressed in billions

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	\$	2.34	2.35	Amount expressed in billions

KPI : LPF-F Working capital ratio

Responsible Officer: Deanne Caserta



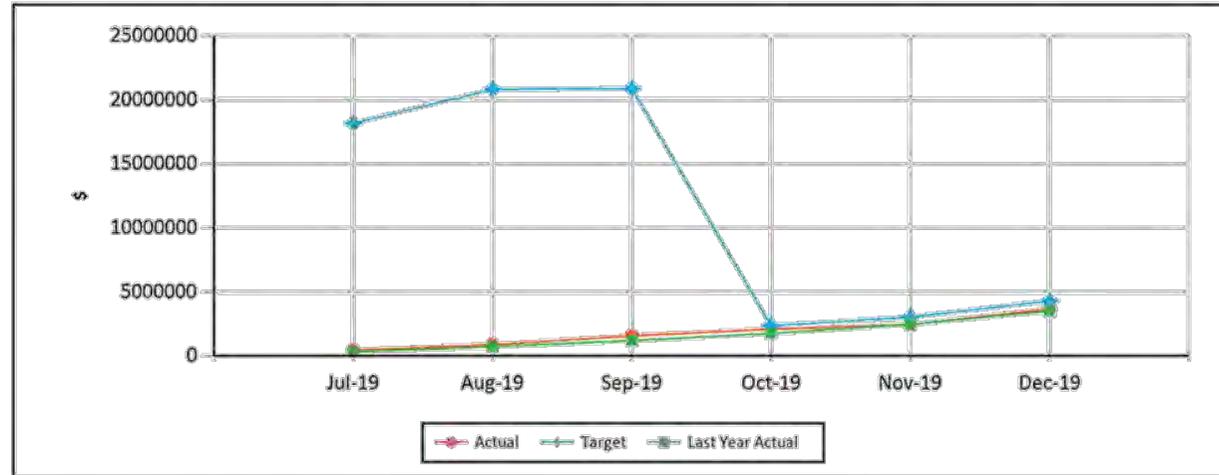
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	%	100.00	862.23	High result due to a large amount of cash on hand.
Aug-19	 GREEN	%	100.00	920.29	High amounts of cash on hand.
Sep-19	 GREEN	%	100.00	861.64	High amount of cash on hand.
Oct-19	 GREEN	%	100.00	842.37	High amount of cash on hand.
Nov-19	 GREEN	%	100.00	874.16	High amount of cash on hand.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	100.00	799.29	High cash on hand increases ratio

KPI : LPF-F YTD Capital expenditure vs revised budget

Responsible Officer: Deanne Caserta



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19		\$	18,171,674.00	440,512.00	2% complete.
Aug-19		\$	20,823,415.00	882,510.00	4% complete, 16.67% year complete.
Sep-19		\$	20,892,657.00	1,565,211.00	7% complete, 25% year complete. Monthly phasing to be completed.
Oct-19		\$	2,355,370.00	2,092,769.00	Monthly phasing completed; target is now year to date; 10% complete, 33% year complete. Slightly behind where expected.
Nov-19		\$	3,029,821.00	2,446,283.00	12% complete, 42% year complete. Slightly behind where expected.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	\$	4,290,900.00	3,670,680.00	17% complete, 50% year complete. Slightly behind where expected.



KPI Report

Loddon Shire Council



Print Date: 11-Feb-2020

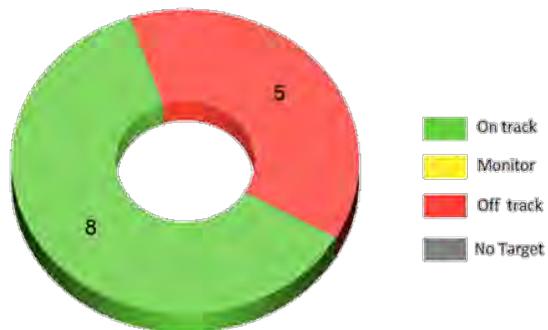
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REPORT FILTERS

Hierarchy: LPF
Hierarchy Level: Type
Hierarchy Node: Internal Business Processes
Responsible Officer: All
Reporting Officer: All
Period: All
Aggregation: All
Calculation Method: All
Agency: All
Related Plan: All
Show Additional KPI Info: No
Show KPI Data Grid: Yes
Show KPI Line Graph: Yes
Show Archived KPIs: No
Show Confidential KPIs: Yes
Show Rollup KPI Hierarchy Structure: No
KPI Filter: Loddon Performance Framework

KPI Summary
Loddon Performance Framework



Loddon Performance Framework

KPI : LPF-I Infovision actions overdue

Responsible Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	#	50.00	39.00	Infovision Overdues are at a reasonable level this month and better than target.
Aug-19	AMBER	#	50.00	56.00	Infovision Overdues are worse than target and follow up emails have been sent to the appropriate leaders for remediation.
Sep-19	GREEN	#	50.00	50.00	On target
Oct-19	GREEN	#	50.00	43.00	On target

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-19	 GREEN	#	50.00	0.00	Infovision overdue's now replaced by LCM Overdues. We are working on that reporting currently.
Dec-19	 GREEN	#	50.00	0.00	Infovision overdue's now replaced by LCM Overdues. We are working on that reporting currently.

KPI : LPP-I Losses of personal privacy data

Responsible Officer: Sharon Morrison



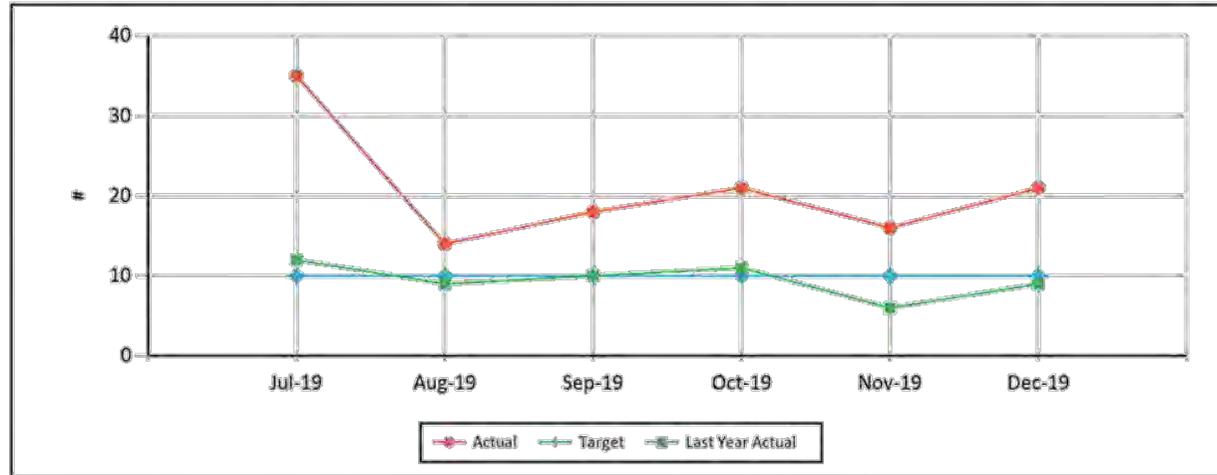
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	#	0.00	0.00	None known for July.
Aug-19	 GREEN	#	0.00	0.00	None known for August.
Sep-19	 GREEN	#	0.00	0.00	None known for September.
Oct-19	 GREEN	#	0.00	0.00	None confirmed for October.
Nov-19	 GREEN	#	0.00	0.00	None known for November.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	0.00	0.00	None known for December.

KPI : LPF-I Merit request overdue

Responsible Officer: Michelle Hargreaves
Reporting Officer: Michelle Hargreaves



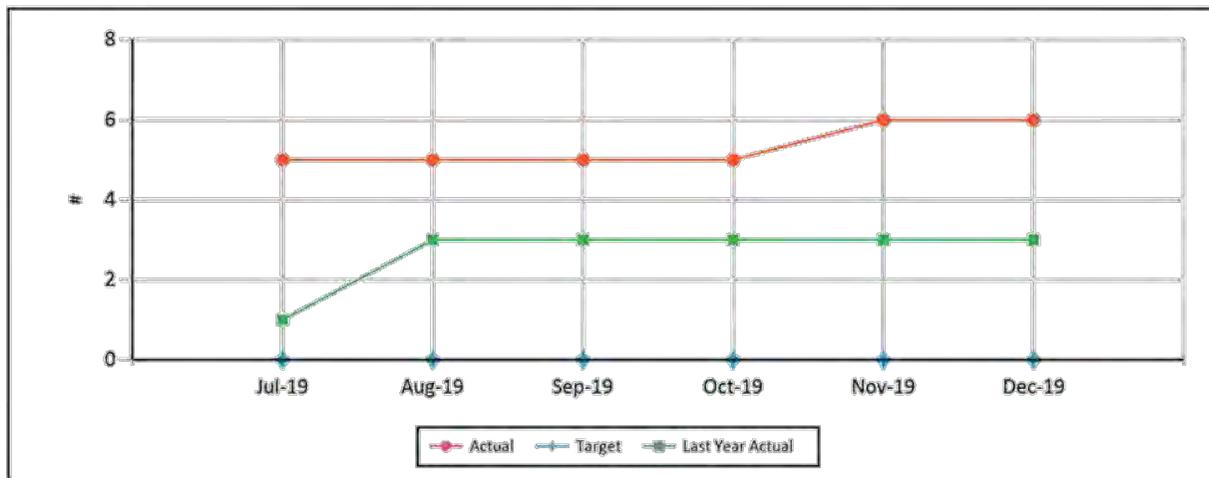
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 RED	#	10.00	35.00	1 All weather road access request/enquiry 2 Building department enquiry-other 7 Building permits-new application 1 CEO request 1 External building surveyor-lodgement of external building surveyor permits 1 Fire hazard notice enquiry 1 Footpath-trip hazard 1 Land information certificates 1 Message for officer 15 Garbage service requests (complaints, new service required, repair, bin not emptied) 3 Road or street sign-requests for new sign 1 Tip/transfer station-complaint

Aug-19		#	10.00	14.00	<ul style="list-style-type: none"> 1 All weather road access- request/enquiry 1 Building department enquiry Other 3 Building permit-new application 1 Compliant 2 Litter and rubbish dumped 1 Task request message for officer 1 Planning and enquiry for properties 2 Garbage service requests 1 Infrastructure -road /street sign replacement 1 Maintenance request -street scape
Sep-19		#	10.00	18.00	<ul style="list-style-type: none"> 6 Building department (3 new applications, 1 enquiry, 2 external building surveyor lodgements) 1 CEO office appointment requested 3 Garbage service requests bins not emptied 2 Infrastructure all weather road access enquiry 1 Public health complaint 4 Task requests- respond to customers 1 Tourism general enquiry
Oct-19		#	10.00	21.00	<ul style="list-style-type: none"> 1 Accounts payable -(1 payment of account-respond to customer) 6 Building department - (4 new applications, 1 other, 1 lodgement of external)

					<ul style="list-style-type: none"> 1 Community support-(1 enquiry) 3 Garbage service- (1 new service, 1 additional bin, 1 bin not emptied) 2 Infrastructure (2 requests all weather roads) 2 Planning department (1 new permit, 1 property enquiry) 1 Recycling kerbside (1 request) 2 Task requests (2 message for officer) 2 Unightly property-(2 complaints about unightly properties) 1 Wastes kerbside service (1 missed bin)
Nov-19		#	10.00	16.00	<ul style="list-style-type: none"> 1 Accounts payable-payment of account 4 Building department-(3 waiting for fees, 1 respond to customer) 3 garbage service (1 repair or replace, 2 bin not emptied) 1 Infrastructure -request/enquiry 1 Public health- general enquiry 2 rates-(1 land information, 1 general enquiry) 1 Recycling kerbside-request 2 Task request- message for officer 1 Waste kerbside services-request investigation
Dec-19		#	10.00	21.00	<ul style="list-style-type: none"> 1 Accounts payable- Payment of account 6 Building department (4 new application waiting on fees or info, 2 Lodgement of external scan and register) 2 Garbage service (does property have a service, Bin not emptied) 1 Infrastructure all weather road request 1 maintenance request slashing 1 planning department planning enquiry 5 Rates -Land information certificates 1 Shire owned buildings -maintenance request 2 Task requests message 1 Unightly property complaint

KPI : LPF-I Number high-very high risks outstanding

Responsible Officer: Carol Canfield



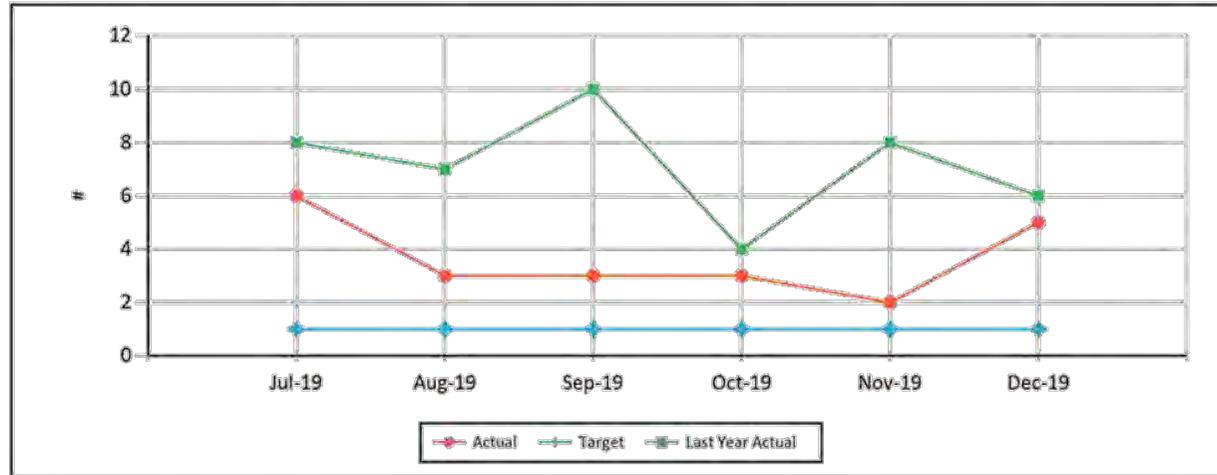
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19		#	0.00	5.00	
Aug-19		#	0.00	5.00	
Sep-19		#	0.00	5.00	
Oct-19		#	0.00	5.00	
Nov-19		#	0.00	6.00	New High risk in respect to chemicals at swimming pools, this was added following an audit of the pools

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	#	0.00	6.00	

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

Responsible Officer: Sharon Morrison
Reporting Officer: Michelle Hargreaves



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 RED	#	1.00	6.00	INT 34 Review of Records Management November 2017 FN04-01 34.4.1 As part of the Records Management Strategy, develop a records management compliance program. FN04-02 34.4.2 As part of the Records Management Strategy, develop KPIs and reports to facilitate monitoring. FN04-03 34.4.3 Ensure Records Management Strategy Compliance Program has monitoring and reporting framework. INT 41 Follow-up of Agreed Actions from Prior Year Internal Audit Reports 2016/17 including project management, local laws, contract management, succession planning, and building management services FN13-01 41.13.1.1. Assess the need to establish a workforce strategy; FN14-01 41.14.1.1. Undertake a review of all 3 separate registers of public buildings

					FN15-01 41.15.1.1. Ensure that routine building condition inspections are completed as per the requirements of the Building Asset Management Plan
Aug-19		#	1.00	3.00	FN13 41.13 Review of Succession Planning and Workforce Development (October 2015)-FN13-01 41.13.1.1. Assess the need to establish a workforce strategy; FN14 41.14 Review of Building Management Services (March 2016): centralised and accurate register- FN14-01 41.14.1.1. Undertake a review of all 3 separate registers of public buildings 2. Consolidate these 3 registers into one FN15 41.15 Review of Building Management Services (March 2016) routine building inspections- FN15-01 41.15.1.1. Ensure that routine building condition inspections are completed as per the requirements of the Building Asset Management Plan
Sep-19		#	1.00	3.00	FN13 41.13 Review of Succession Planning and Workforce Development (October 2015): Assess the need to establish a workforce strategy; FN14 41.14 Review of Building Management Services (March 2016): centralised and accurate register- Undertake a review of all 3 separate registers of public buildings FN15 41.15 Review of Building Management Services (March 2016) routine building inspections- Ensure that routine building condition inspections are completed
Oct-19		#	1.00	3.00	3 GOV1804-00 INT 41 Follow-up of Agreed Actions from Prior Year Internal Audit Reports 2016/17 including project management, local laws, contract management, succession planning, and building management services- (1-FN13 41.13 Review of Succession Planning and Workforce Development (October 2015): 2 FN14 41.14 Review of Building Management Services (March 2016): centralised and accurate register 3 FN15 41.15 Review of Building Management Services (March 2016) routine building inspections)
Nov-19		#	1.00	2.00	1 Corporate Services-41.13.1.1 Review of Succession Planning and Workforce Development (October 2015): 1 Operations -41.14.1.1 Review of Building Management Services (March 2016): centralised and accurate register

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	#	1.00	5.00	3 - 43 Service Planning Review (43.1.1 Obtain approvals for framework from relevant stakeholders. 43.1.2 Obtain approvals for framework from relevant stakeholders. 43.2.1 Develop a plan for the implementation of Service Planning as part of the annual planning and budgeting cycle.) 2 - 44 Review of Human Resources Management and Payroll (incl. Data Interrogation) (44.2.1 Develop a procedure to ensure that key volunteer documents and checks 44.2.2 Develop and implement a formal exit procedure for volunteers)

KPI : LPF-I Number of privacy breaches

Responsible Officer: Sharon Morrison



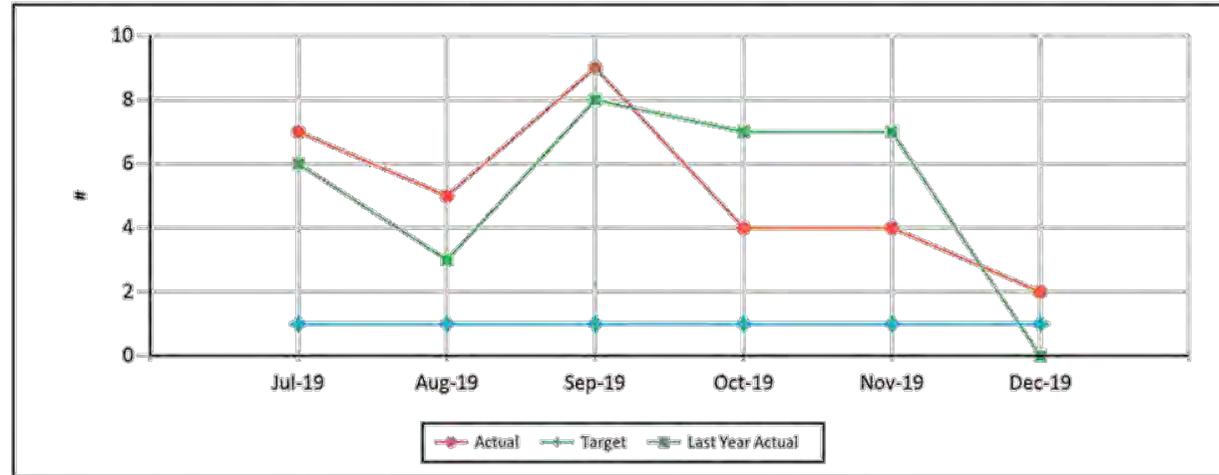
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	#	0.00	0.00	None known for July.
Aug-19	 GREEN	#	0.00	0.00	None known for August.
Sep-19	 GREEN	#	0.00	0.00	None known for September.
Oct-19	 GREEN	#	0.00	0.00	None confirmed for October.
Nov-19	 GREEN	#	0.00	0.00	None known for November

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	0.00	0.00	None known for December

KPI : LPF-I Number of RelianSys legislative compliance obligations outstanding at the end of month

Responsible Officer: Sharon Morrison
Reporting Officer: Michelle Hargreaves



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 RED	#	1.00	7.00	6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria PART3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas Section 32H Plan must be available for inspection 8 - Planning and Development -Victoria 33. Council to keep register 2 - Animal and Pest Control - Victoria PART3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS Councils to provide details of dangerous, menacing or restricted breed dogs to Secretary 2 - Animal and Pest Control - Victoria PART3A: REGISTER OF DANGEROUS, MENACING AND RESTRICTED BREED DOGS

					<p>Councils to provide details of dogs destroyed in certain circumstances to Secretary 2 - Animal and Pest Control - Victoria PART5A: DOMESTIC ANIMAL MANAGEMENT PLANS Councils to prepare domestic animal management plans 2 - Animal and Pest Control - Victoria PART4: REGULATION OF DOMESTIC ANIMAL BUSINESSES AND RELATED MATTERS DIVISION 3 - REFUSAL TO REGISTER OR SUSPENSION OR REVOCATION OF REGISTRATION Revocation or suspension of registration of animal shelter or pound by Minister</p>
Aug-19		#	1.00	5.00	<p>6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria PART3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas Section 32H Plan must be available for inspection 8 - Planning and Development -Victoria 33. Council to keep register 5 - Human Resources - Commonwealth CHAPTER 3 - RIGHTS AND RESPONSIBILITIES OF EMPLOYERS, EMPLOYEES, ORGANISATIONS, ETC. 4 - Health and Human Services - Victoria PART 7 - BIRTH NOTIFICATION Section 43 Early notification of births</p>
Sep-19		#	1.00	9.00	<p>1 - Governance, Finance and Trade Practices - VicLG PART 6 - PLANNING AND ACCOUNTABILITY REPORTS Section 131 - Annual report - contents 1 - Governance, Finance and Trade Practices - VicLG PART 6 - PLANNING AND ACCOUNTABILITY REPORTS Section 133 - Annual report submission to Minister and public availability 5 - Human Resources - Commonwealth CHAPTER 3 - RIGHTS AND RESPONSIBILITIES OF EMPLOYERS, EMPLOYEES, ORGANISATIONS, ETC. Part 3-6 - Other rights and responsibilities 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria</p>

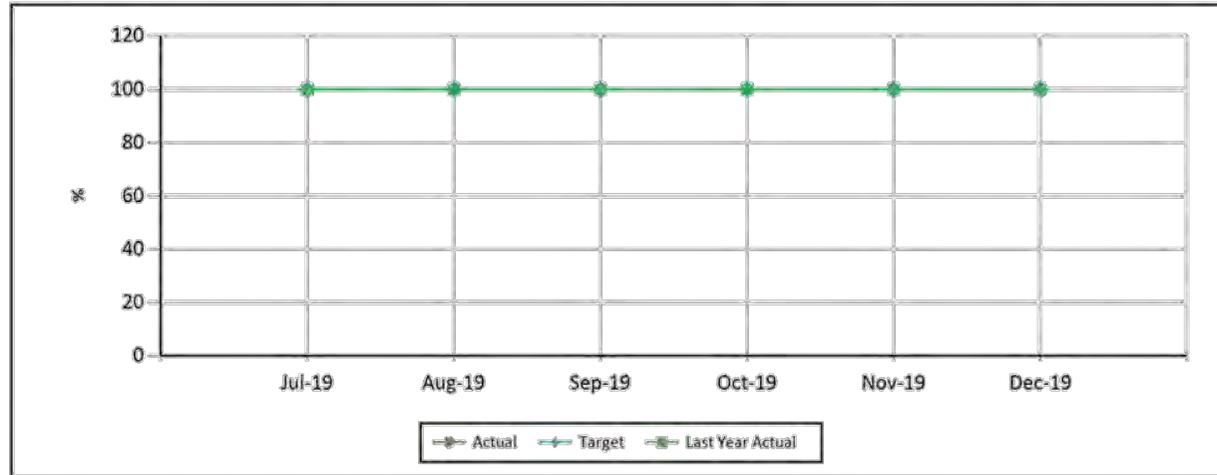
				PART 3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas 7.10 OHS (Vic) - Scheduled Carcinogenic Substances PART 4.2 - SCHEDULED CARCINOGENIC SUBSTANCES Regulation 175 - Records 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 2 -Duties of persons who manage or control workplaces Regulation 227 - Asbestos register 7.11 OHS (Vic) - Asbestos PART 4.4 - ASBESTOS Division 5 - Asbestos in workplaces Subdivision 3 - Duties of employer Regulation 233 - Identification of asbestos 8 - Planning and Development -Victoria 33. Council to keep register
Oct-19		#	1.00	4.00 6 - Infrastructure and Essential Services - Victoria ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria PART 3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas 8 - Planning and Development -Victoria 33. Council to keep register 1 - Governance, Finance and Trade Practices - VicLG PART 4 – COUNCIL ADMINISTRATION
Nov-19		#	1.00	4.00 6 - Infrastructure and Essential Services - Victoria-ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 6 - Infrastructure and Essential Services - Victoria-PART 3—ASSESSMENT OF AND ACCOUNTING FOR WATER Division 3 – Water supply protection areas Section 32H Plan must be available for inspection 8 - Planning and Development -Victoria-33. Council to keep register

Loddon Shire Council KPI Report

					7.15 OHS (Vic) - Consultation, Negotiation and Health & Safety Representatives- PART7 - REPRESENTATION OF EMPLOYEES Division 6 - Obligations of employers to health and safety representatives Obligation to keep list of health and safety representatives
Dec-19		#	1.00	2.00	1-6 - Infrastructure and Essential Services - Victoria -ROAD MANAGEMENT PLANS The making of a road management plan is voluntary 1-8 - Planning and Development -Victoria 33. Council to keep register

KPI : LPF-I Percentage IT backups completed successfully

Responsible Officer: Peter Williams
Reporting Officer: Michael Ralph



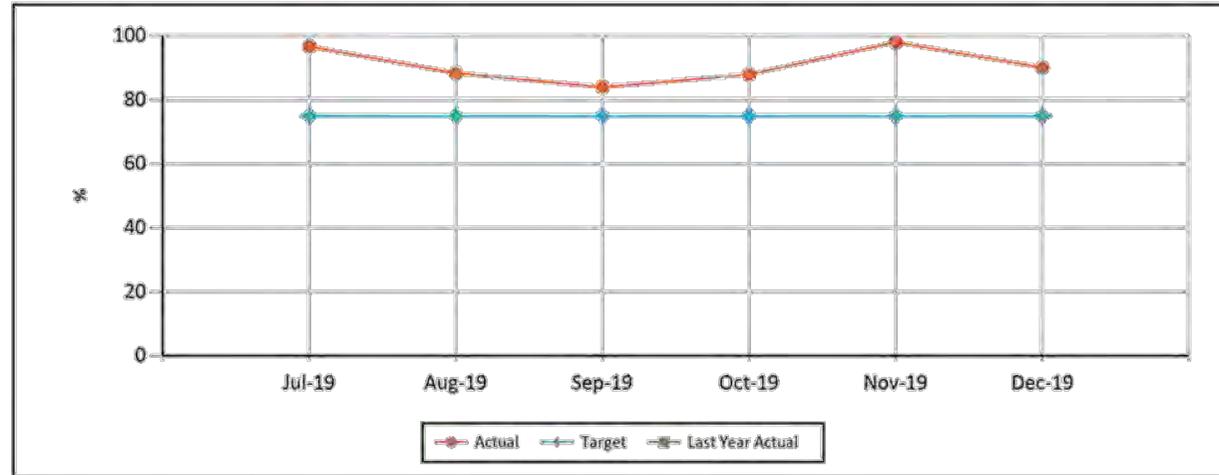
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.
Aug-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.
Sep-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.
Oct-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.
Nov-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	100.00	100.00	All backups completed successfully for the month.

KPI : LPF-I Percentage IT requests resolved within 5 days

Responsible Officer: Peter Williams



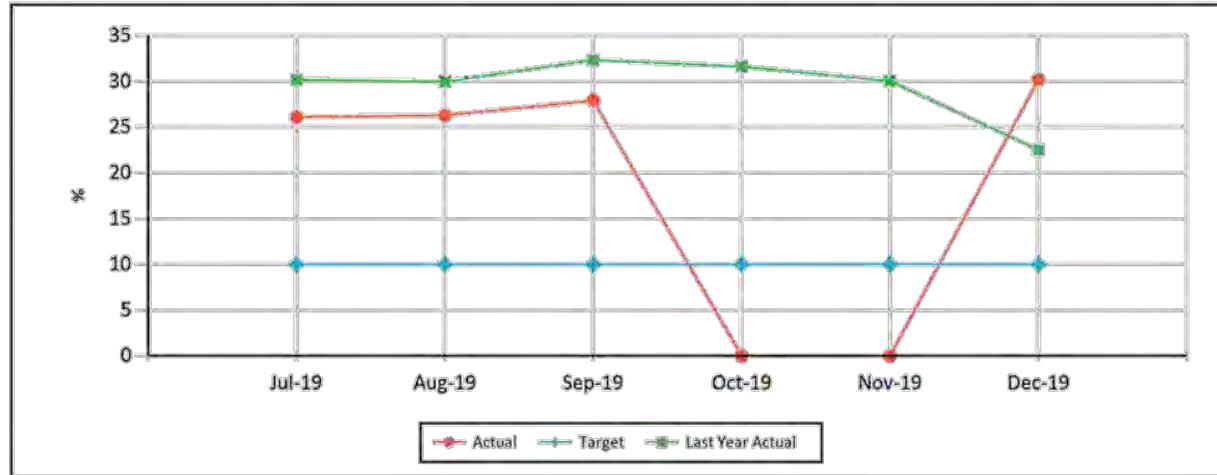
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	75.00	96.67	Less than 4% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target.
Aug-19	GREEN	%	75.00	88.35	Less than 13% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target, but not as good as July.
Sep-19	GREEN	%	75.00	84.00	Less than 15% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target, but not as good as August.
Oct-19	GREEN	%	75.00	87.94	Less than 13% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target - back similar to August.
Nov-19	GREEN	%	75.00	98.04	Less than 2% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target - best result so far.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	75.00	90.10	Less than 10% of the requests closed within the month took longer than 5 days to resolve - an excellent result and well above target.

KPI : LPF-I Percentage of strategies and policies overdue

Responsible Officer: Christine Coombes
Reporting Officer: Christine Coombes



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19		%	10.00	26.14	
Aug-19		%	10.00	26.32	
Sep-19		%	10.00	27.92	
Oct-19		%	10.00	0.00	No data provided due to staff absence.
Nov-19		%	10.00	0.00	No data provided due to staff absence.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	%	10.00	30.22	

KPI : LPF-I Privacy training attended by staff

Responsible Officer: Jen Dougall
Reporting Officer: Jen Dougall



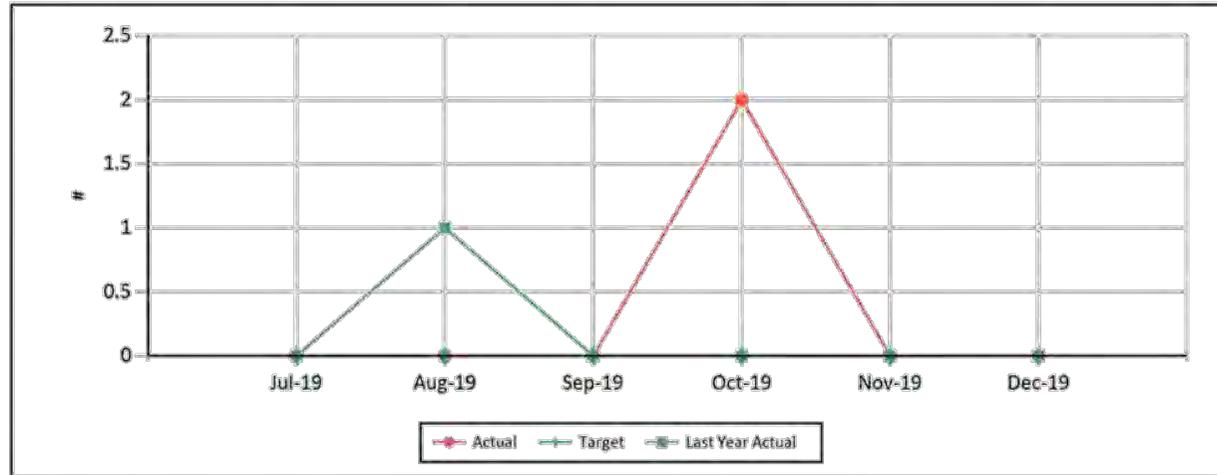
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	0.00	0.00	No data entered.
Aug-19	GREEN	%	0.00	0.00	No data entered.
Sep-19	GREEN	%	0.00	0.00	No data entered.
Oct-19	GREEN	%	0.00	0.00	No data entered.
Nov-19	GREEN	%	0.00	0.00	No data entered.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	0.00	0.00	No data entered.

KPI : LPF-I Reported concerns regarding privacy

Responsible Officer: Sharon Morrison



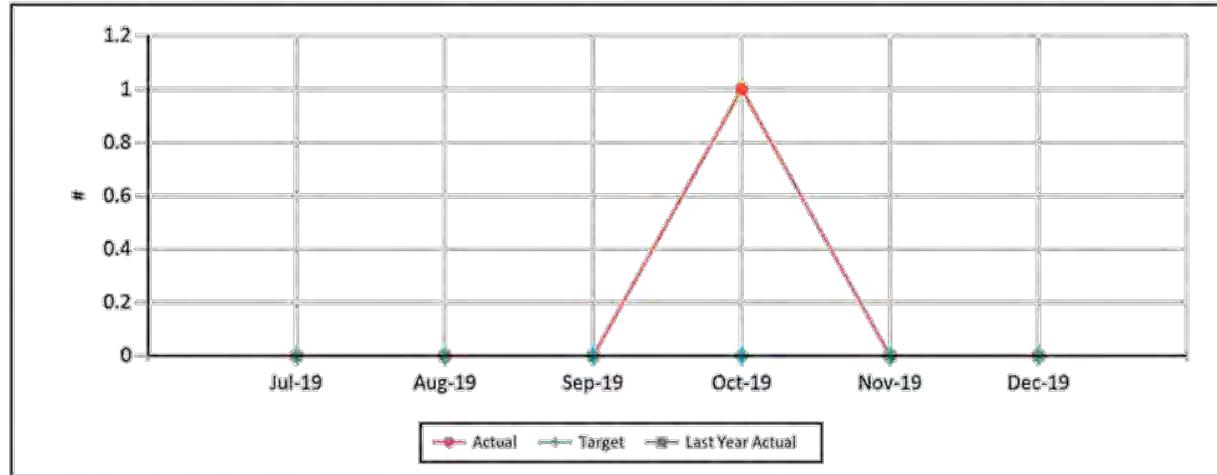
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	#	0.00	0.00	None reported in July.
Aug-19	GREEN	#	0.00	0.00	None reported in August.
Sep-19	GREEN	#	0.00	0.00	None reported in September.
Oct-19	RED	#	0.00	2.00	Two reported in October. One phishing and one medical information.
Nov-19	GREEN	#	0.00	0.00	None received in November.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	0.00	0.00	None received in December.

KPI : LPF-I System availability during business hours (Number of unscheduled outages during business hours)

Responsible Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	#	0.00	0.00	No unscheduled outages for the month.
Aug-19	GREEN	#	0.00	0.00	No unscheduled outages for the month.
Sep-19	GREEN	#	0.00	0.00	No unscheduled outages for the month.
Oct-19	RED	#	0.00	1.00	One unscheduled outage for the month due to the Telstra exchange being out of power. We have raised this with our Telstra account manager for review.
Nov-19	GREEN	#	0.00	0.00	No unscheduled outages for the month.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	0.00	0.00	No unscheduled outages for the month.



KPI Report

Loddon Shire Council



Print Date: 12-Feb-2020

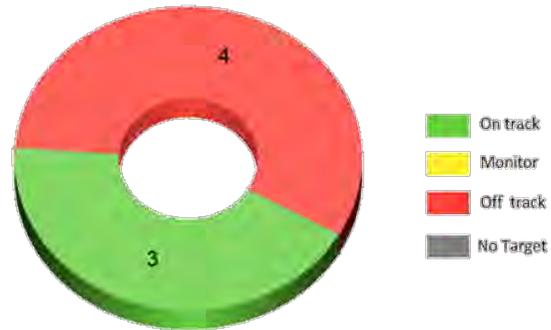
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REPORT FILTERS

Hierarchy: LPF
Hierarchy Level: Type
Hierarchy Node: Culture
Responsible Officer: All
Reporting Officer: All
Period: All
Aggregation: All
Calculation Method: All
Agency: All
Related Plan: All
Show Additional KPI Info: No
Show KPI Data Grid: Yes
Show KPI Line Graph: Yes
Show Archived KPIs: No
Show Confidential KPIs: Yes
Show Rollup KPI Hierarchy Structure: No
KPI Filter: Loddon Performance Framework

KPI Summary
Loddon Performance Framework



Loddon Performance Framework

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

Responsible Officer: Carol Canfield



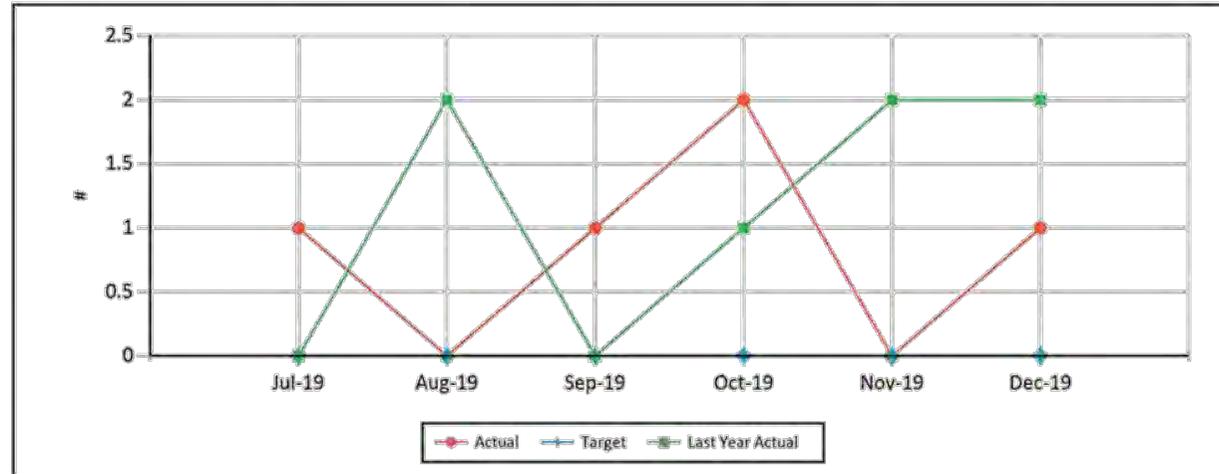
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	RED	#	0.00	2.00	2 claims
Aug-19	RED	#	0.00	3.00	3 claims
Sep-19	RED	#	0.00	4.00	4 claims
Oct-19	RED	#	0.00	2.00	2 claims

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-19	 RED	#	0.00	3.00	3 claims
Dec-19	 RED	#	0.00	2.00	2 claims

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

Responsible Officer: Carol Canfield



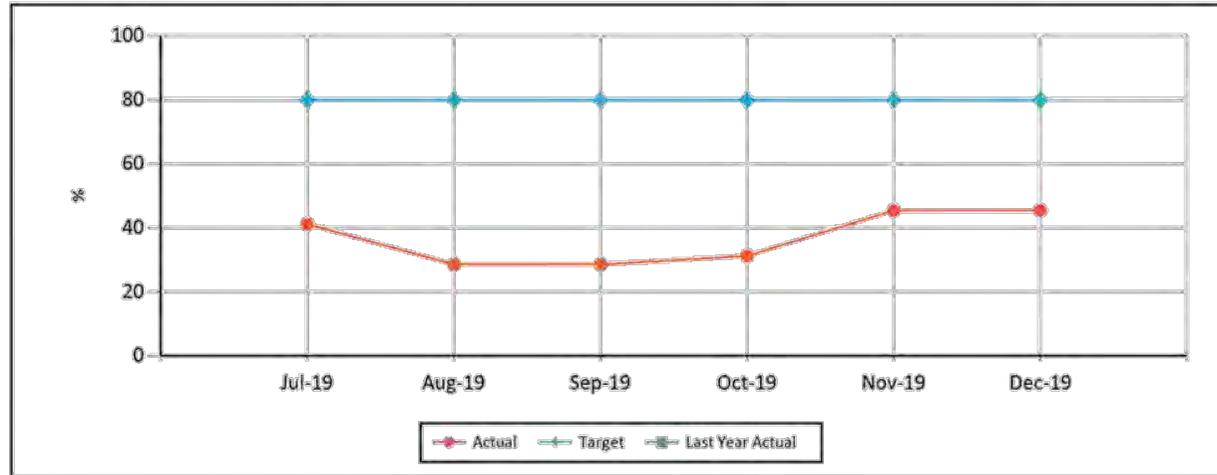
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 RED	#	0.00	1.00	1 claim
Aug-19	 GREEN	#	0.00	0.00	No new Claims
Sep-19	 RED	#	0.00	1.00	1 claim
Oct-19	 RED	#	0.00	2.00	2 claims under excess
Nov-19	 GREEN	#	0.00	0.00	No new claims

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19		#	0.00	1.00	1 claim

KPI : LPF-c Percentage leave plans in place

Responsible Officer: Janine Jackson
 Reporting Officer: Janine Jackson



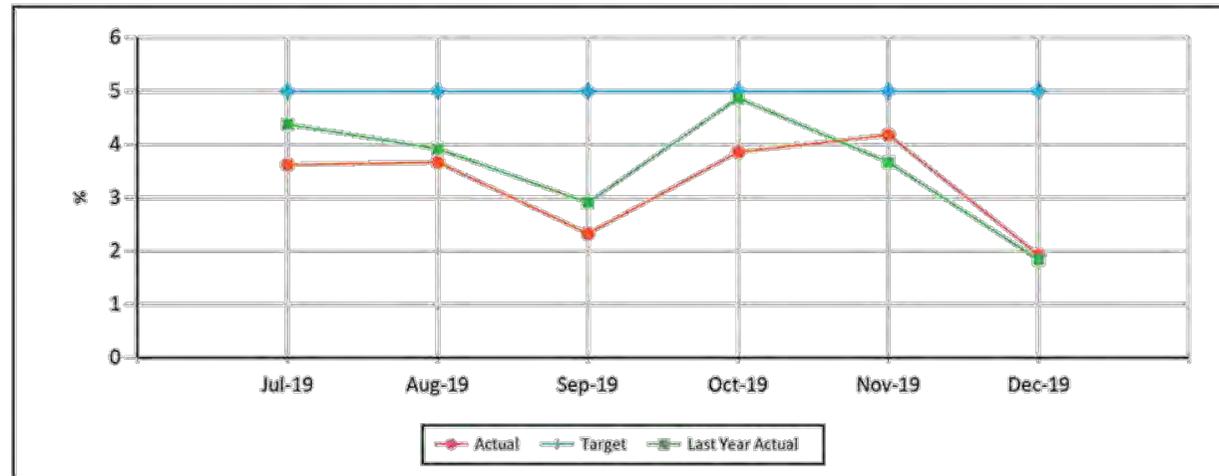
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	RED	%	80.00	41.18	
Aug-19	RED	%	80.00	28.57	
Sep-19	RED	%	80.00	28.57	
Oct-19	RED	%	80.00	31.25	
Nov-19	RED	%	80.00	45.45	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	%	80.00	45.45	

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

Responsible Officer: Carol Canfield



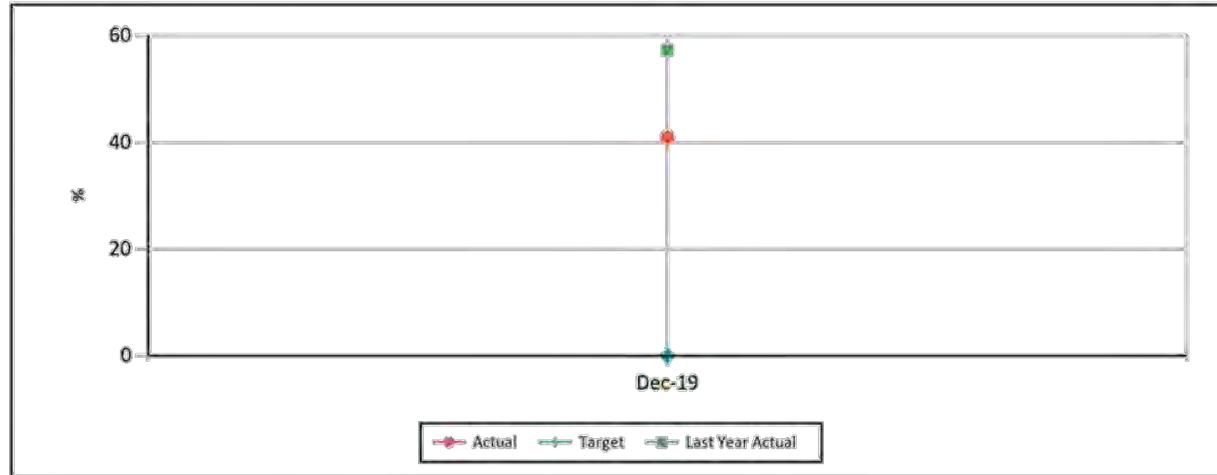
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	5.00	3.62	
Aug-19	GREEN	%	5.00	3.67	
Sep-19	GREEN	%	5.00	2.33	
Oct-19	GREEN	%	5.00	3.86	
Nov-19	GREEN	%	5.00	4.18	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	5.00	1.93	

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

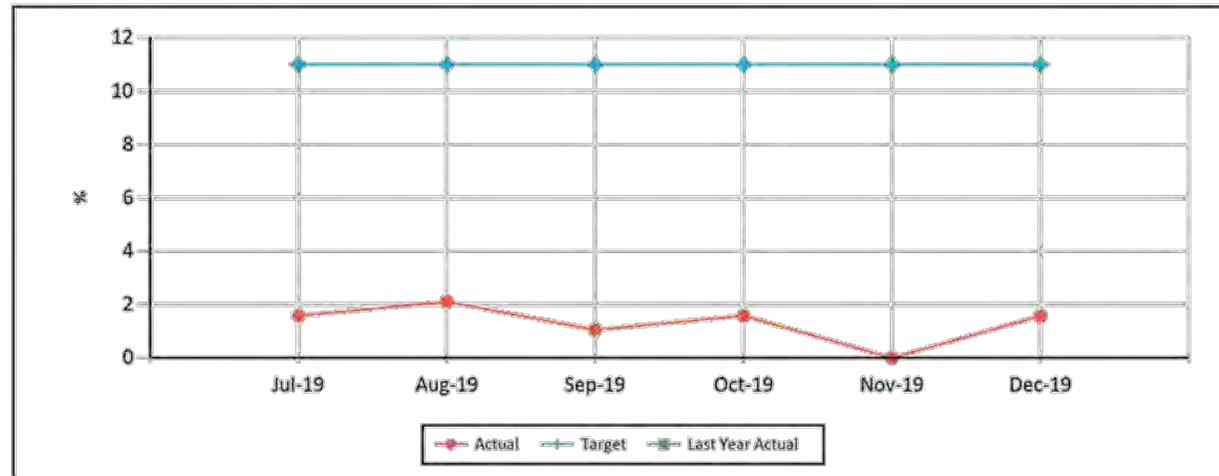
Responsible Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19		%	0.00	41.06	Final plans are due in February 2020.

KPI : LPF-C Turnover

Responsible Officer: Carol Canfield



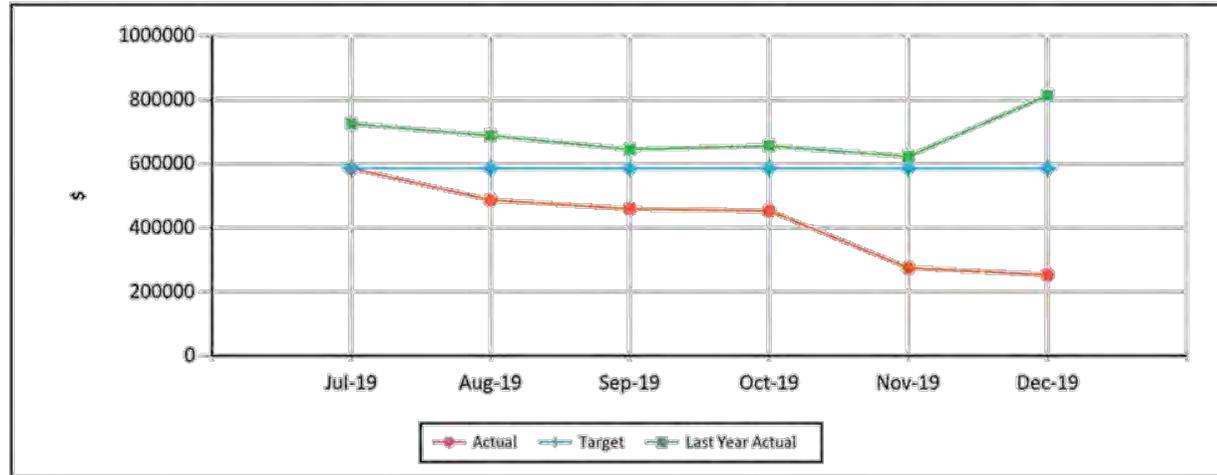
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19		%	11.00	1.58	6 to 17% is sector range
Aug-19		%	11.00	2.11	
Sep-19		%	11.00	1.05	
Oct-19		%	11.00	1.58	
Nov-19		%	11.00	0.00	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	%	11.00	1.57	

KPI : LPF-C Workcover Statistical Claims Estimate

Responsible Officer: Carol Canfield
Reporting Officer: Carol Canfield



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	\$	586,384.00	586,384.00	Increase due to several claims that have now become premium sensitive
Aug-19	GREEN	\$	586,384.00	487,331.00	Reduction due to estimates that have been reduced
Sep-19	GREEN	\$	586,384.00	459,431.00	\$27,900 reduction
Oct-19	GREEN	\$	586,384.00	453,439.00	
Nov-19	GREEN	\$	586,384.00	275,037.00	

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	\$	586,384.00	253,165.00	



KPI Report

Loddon Shire Council



Print Date: 11-Feb-2020

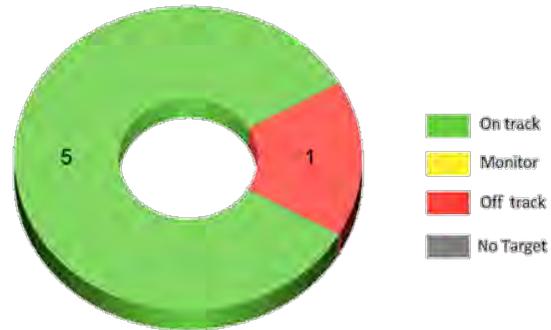
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REPORT FILTERS

Hierarchy: LPF
Hierarchy Level: Type
Hierarchy Node: Customer Service
Responsible Officer: All
Reporting Officer: All
Period: All
Aggregation: All
Calculation Method: All
Agency: All
Related Plan: All
Show Additional KPI Info: No
Show KPI Data Grid: Yes
Show KPI Line Graph: Yes
Show Archived KPIs: No
Show Confidential KPIs: Yes
Show Rollup KPI Hierarchy Structure: No
KPI Filter: Loddon Performance Framework

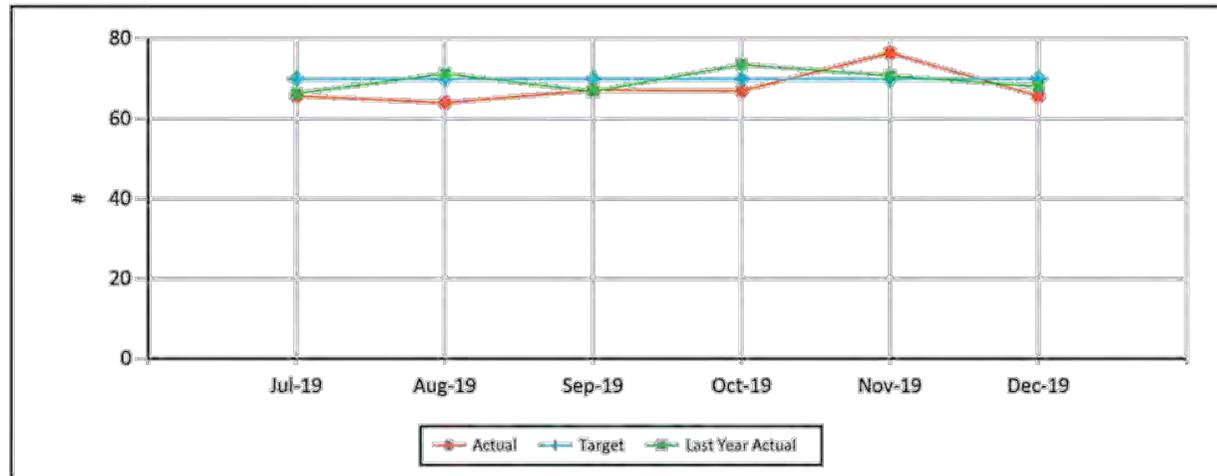
KPI Summary
Loddon Performance Framework



Loddon Performance Framework

KPI : LPF-CS Average 54941200 calls incoming per day

Responsible Officer: Peter Williams
Reporting Officer: Peter Williams



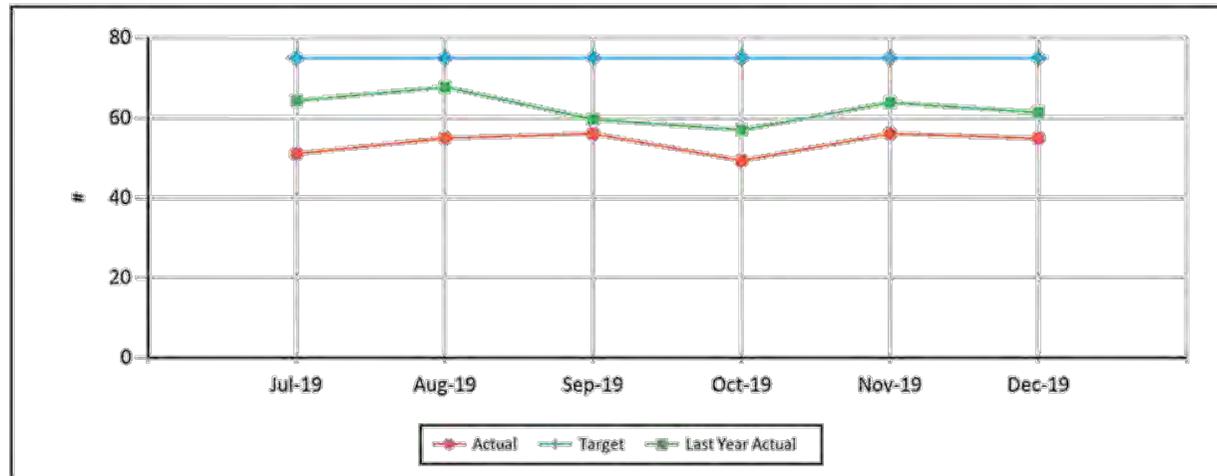
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	#	70.00	65.74	This was the same number of calls per day for the same month last year - 66.
Aug-19	GREEN	#	70.00	64.05	This was slightly less than calls per day for the same month last year - 71.
Sep-19	GREEN	#	70.00	67.20	This was slightly less than calls per day for the same month last year - 67.
Oct-19	GREEN	#	70.00	67.00	This was slightly less than calls per day for the same month last year - 74.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Nov-19	 GREEN	#	70.00	76.48	This was slightly higher than calls per day for the same month last year - 71.
Dec-19	 GREEN	#	70.00	65.71	This was slightly less than calls per day for the same month last year - 68.

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

Responsible Officer: Peter Williams



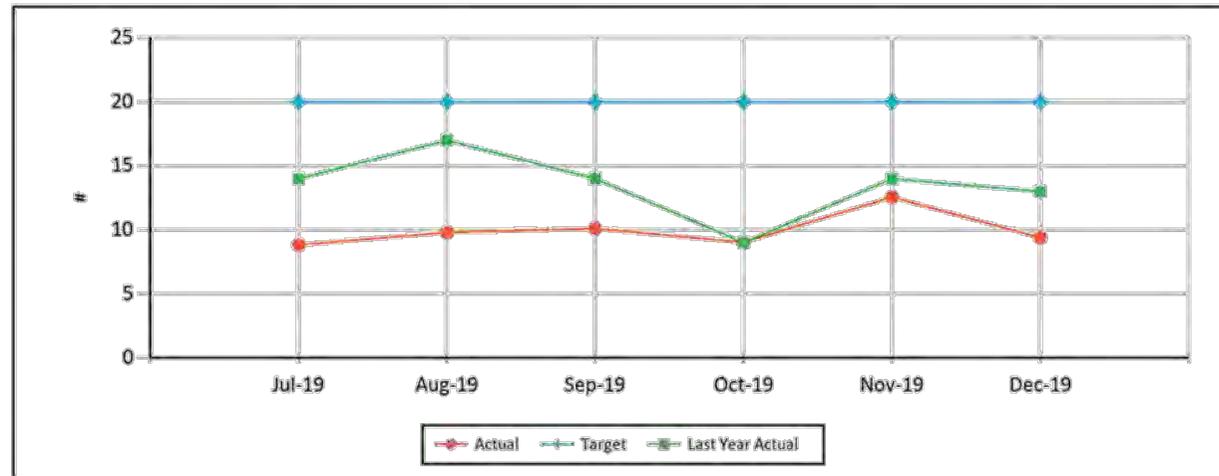
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	 GREEN	#	75.00	51.06	This is a good reduction from the same time last year - 13 seconds less than 64 seconds.
Aug-19	 GREEN	#	75.00	54.96	This is a good reduction from the same time last year - 13 seconds less than 68 seconds.
Sep-19	 GREEN	#	75.00	56.07	This is a good reduction from the same time last year - almost 4 seconds less than 60 seconds.
Oct-19	 GREEN	#	75.00	49.32	This is a good reduction from the same time last year - almost 8 seconds less than 57 seconds.
Nov-19	 GREEN	#	75.00	56.08	This is a good reduction from the same time last year - almost 8 seconds less than 64 seconds.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	75.00	54.90	This is a good reduction from the same time last year - almost 6 seconds less than 61 seconds.

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

Responsible Officer: Peter Williams



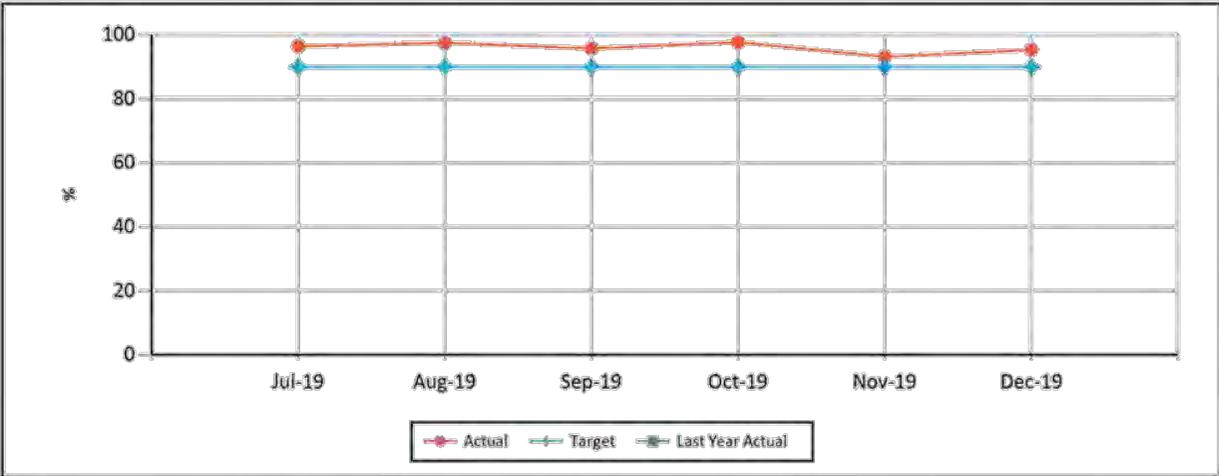
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	#	20.00	8.83	This is 5 seconds lower than for the same time last year - an excellent result.
Aug-19	GREEN	#	20.00	9.80	This is 7 seconds lower than for the same time last year - an excellent result.
Sep-19	GREEN	#	20.00	10.10	This is 4 seconds lower than for the same time last year - an excellent result.
Oct-19	GREEN	#	20.00	9.03	This is the same as the same time last year.
Nov-19	GREEN	#	20.00	12.56	This is 2 seconds lower than for the same time last year - an excellent result.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	20.00	9.39	This is 5 seconds lower than for the same time last year - an excellent result.

KPI : LPF-CS Call answer rate

Responsible Officer: Peter Williams



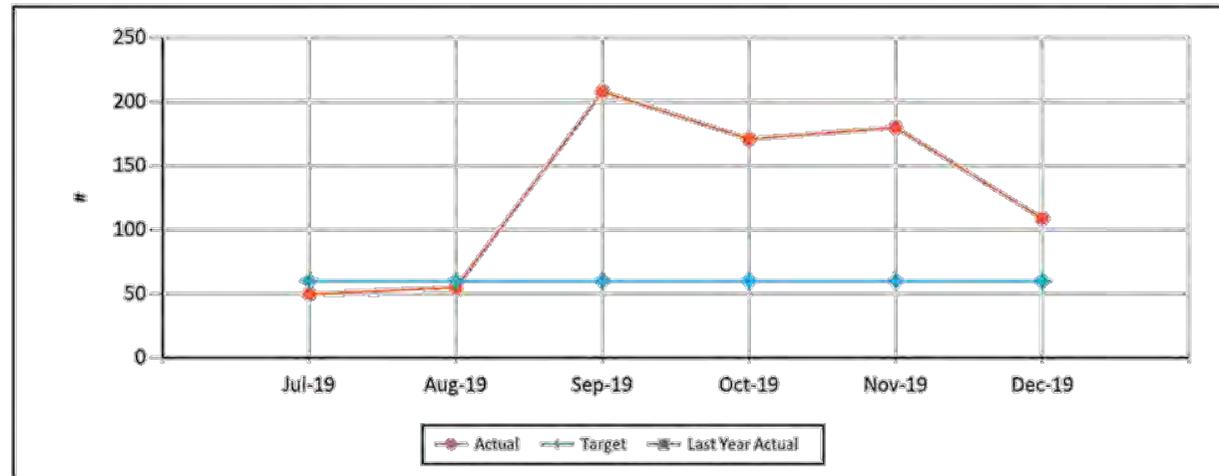
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	GREEN	%	90.00	96.43	We are 1.5% ahead of call answer rates than for the same time last year (which was 95.2%)
Aug-19	GREEN	%	90.00	97.52	We are 3.5% ahead of call answer rates than for the same time last year (which was 94.1%)
Sep-19	GREEN	%	90.00	95.76	We are 0.9% ahead of call answer rates than for the same time last year (which was 94.8%)
Oct-19	GREEN	%	90.00	97.73	We are ahead of call answer rates than for the same time last year (which was 95.10%)
Nov-19	GREEN	%	90.00	93.15	We are ahead of call answer rates than for the same time last year (which was 90.28%)

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	%	90.00	95.34	We are well ahead of call answer rates than for the same time last year (which was 91.26%)

KPI : LPF-CS Number of walk ins registered

Responsible Officer: Peter Williams



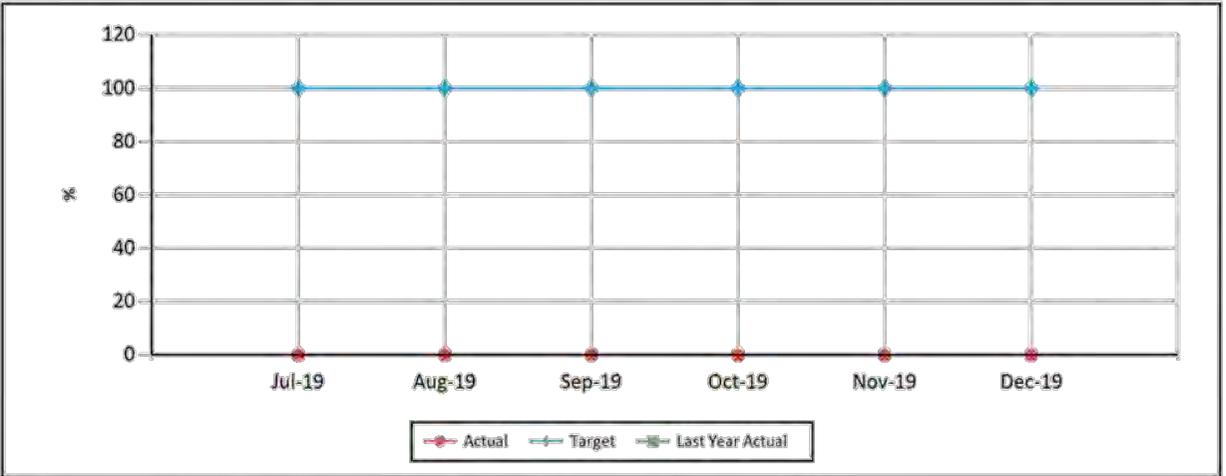
PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	AMBER	#	60.00	50.00	We had 50 front counter walk in's registered in MERIT for the month. We are not sure all have been captured as this is the first time it's been reported.
Aug-19	AMBER	#	60.00	55.00	We had 55 front counter walk in's registered in MERIT for the month. We are not sure all have been captured and continue to work on accuracy of this recording.
Sep-19	GREEN	#	60.00	208.00	We had 208 front counter walk in's registered in MERIT for the month. With some discussion with staff MERIT walkins are now being more accurately recorded and reported.
Oct-19	GREEN	#	60.00	171.00	We had 171 front counter walk in's registered in MERIT for the month. With some discussion with staff MERIT walkins are now being more accurately recorded and reported.
Nov-19	GREEN	#	60.00	180.00	We had 180 front counter walk in's registered in MERIT for the month.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 GREEN	#	60.00	109.00	We had 109 front counter walk in's registered in MERIT for the month, given the reduced number of business days (Christmas break).

KPI : LPF-CS Percentage of complaints resolved within 28 days

Responsible Officer: Peter Williams



PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Jul-19	RED	%	100.00	0.00	Reviewing software and processes to enable reporting.
Aug-19	RED	%	100.00	0.00	Reviewing software and processes to enable reporting.
Sep-19	RED	%	100.00	0.00	Reviewing software and processes to enable reporting.
Oct-19	RED	%	100.00	0.00	Reviewing software and processes to enable reporting.
Nov-19	RED	%	100.00	0.00	Reviewing software and processes to enable reporting.

Loddon Shire Council KPI Report

PERIOD	PERFORMANCE	UNIT	TARGET	ACTUAL	COMMENT
Dec-19	 RED	%	100.00	0.00	Reviewing software and processes to enable reporting.

9.4 AUDIT COMMITTEE REMUNERATION REPORT

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

RECOMMENDATION

That Council:

1. increases the quarterly remuneration paid to independent members of the Audit Committee to \$485, effective the quarter commencing 1 May 2020
2. maintains payment of an extra quarter remuneration to the Chair during a one year term
3. maintains a travel reimbursement for independent members of the Audit Committee, paid at the rate that Councillors are reimbursed for travel.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council was provided with an Audit Committee Remuneration Report at the Ordinary Meeting held on 23 April 2019, where Council resolved as follows:

1. *increases the quarterly remuneration paid to independent members of the Audit Committee to \$475, effective the quarter commencing 1 May 2019*
2. *maintain payment of an extra quarter remuneration to the Chair during a one year term*
3. *maintain a travel reimbursement for independent members of the Audit Committee, paid at the rate that Councillors are reimbursed for travel.*

BACKGROUND

The Consumer Price Index for All Groups – Melbourne for December Quarter 2018 to December Quarter 2019 seasonally adjusted is used as the guide for increases to Audit Committee remuneration annually. The indexation has been sourced from the Australian Bureau of Statistics and is 2.0%.

Application of 2.0% to the Audit Committee's current remuneration of \$475 per quarter calculates to \$484.50 per quarter. This report recommends that this amount be rounded to \$485 per quarter.

ISSUES/DISCUSSION

Last year's report confirmed Council's commitment of an extra quarterly payment to the Chair during a one-year term. This payment recognises the additional responsibility held by the Chair.

It also confirmed a travel reimbursement to be paid to independent members at the same rate as the Councillors' travel reimbursement.

This report recommends that the travel reimbursement and extra payment for the Chair be maintained.

COST/BENEFITS

There is a small financial cost to Council resulting from this report which can be accommodated within Council's budget.

RISK ANALYSIS

Council increases the likelihood of recruiting and retaining quality Audit Committee members by ensuring that remuneration is reviewed on a regular basis.

CONSULTATION AND ENGAGEMENT

Nil

9.5 FINANCE REPORT FOR THE PERIOD ENDING 29 FEBRUARY 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 29 February 2020

RECOMMENDATION

That Council:

1. receives and notes the 'Finance report for the period ending 29 February 2020'
2. approves budget revisions included in the report for internal reporting purposes only.

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 29 February 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 increased by \$520K to \$1.71M.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 95% of YTD budget. Revenue brought to account for February was \$1.68M (\$1.1M for January).

Income Statement (expenditure) - Council's operating expenditure is at 88% of YTD budget. Payments for this month totalled just over \$2.46M (\$2.24M for January).

Capital Works - The revised budget for capital works is \$21.0M and is 22% complete in financial terms for the current financial year (20% at the end of January).

Balance Sheet - Council has a cash total of \$27.5M with \$3.48M in general accounts. Debtors are \$3.2M which is a decrease of \$6.19M for the month. Sundry debtors total \$1.26M (\$1.17M in January) with invoices outstanding for 90 or more days relating to community wellbeing debtors and local community groups totalling approximately \$83K.

There were no supplementary valuations updated during February. The total rateable CIV at the end of February remains just under \$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 29 FEBRUARY 2020



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INTRODUCTION

During February 2020 work is continuing on the 2020/21 Annual Budget. Responsible officers are returning working papers to finance for updating into the budget. The draft fees and charges document has also been prepared and will go to the March Forum for further comment.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has increased from \$1,192,685 to \$1,711,924.

These revisions are summarised below:

Item	January Finance Report	February Finance Report	Change \$
Operating revenue	\$29,142,939	\$29,274,471	\$131,532
Operating expenditure	(\$34,981,703)	(\$34,564,201)	\$417,502
Transfers from reserves	\$17,294,848	\$17,102,616	(\$192,232)
Transfers to reserves	(\$2,811,392)	(\$2,831,062)	(\$19,670)
Other funding decisions	\$383,617	\$402,471	\$18,854
Capital expenditure	(\$21,127,455)	(\$20,964,202)	\$163,253
Other non cash adjustments	\$9,431,014	\$9,431,014	(\$0)
Accumulated surplus carried forward	\$3,860,817	\$3,860,817	\$0
Closing surplus (deficit) as reported in Appendix 2	\$1,192,685	\$1,711,924	\$519,239

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

1.2 Operating revenue

Operating revenue has increased by \$132K.

The variation to budget is multiple adjustments due to the budget process with responsible officers.

1.3 Operating expenditure

Operating expenditure has decreased by \$418K.

The main variations to budget are:

- Pyramid Hill residential development of \$140K with the project not proceeding
- plant operating of \$107K due to a reduction in expected costs for the remainder of the year
- routine maintenance of \$110K to suit expected cost with income decreased to offset.

1.4 Transfer from reserves

Transfer from reserves has decreased by \$192K.

The main variation to budget is the Pyramid Hill residential development due to council making the decision not to continue with the project.

1.5 Transfer to reserves

Transfer to reserves has increase by \$20K with additional funding allowed for projects undertaken as part of the information technology strategy.

1.6 Other funding decisions

Other funding has increased by \$19K.

The main variation is an increase in sale of plant and equipment where there has been more equipment traded in than originally expected.

1.7 Capital expenditure

Capital expenditure has decreased by \$163K with the main variations to budget being the Wedderburn office refurbishment of \$65K and plant replacement of \$77K which are expected to be delivered at a lower cost.

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 February was \$1.68M.

Revenue YTD is at 95% compared to YTD budget or \$989K behind.

2.1.1 Capital grants

Capital grants are behind budget by \$1.13M.

The main variances to budget are:

- Roads to Recovery funding of \$610K with a claim due to be submitted in February
- Inglewood Dam of \$255K, due to timing of the project claims
- Bridgewater Raywood Road project of \$200K with full funding not expected due to lower expenditure incurred
- Bridgewater Foreshore of \$150K, due to timing with the project underway.

2.1.2 User fees

User fees are currently \$261K ahead of budget. The main variation is due to higher than expected planning permit activity and higher fee income as a result.

2.1.3 Reimbursements

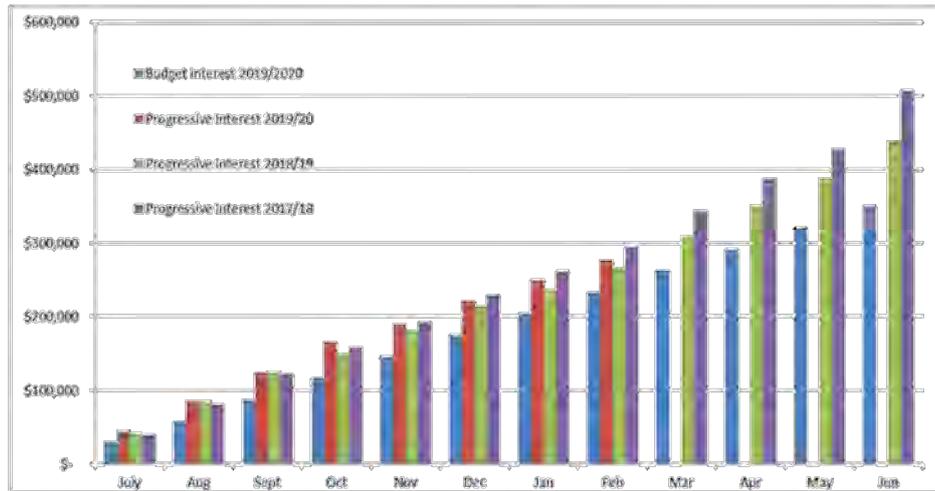
Reimbursements are currently \$20K ahead of budget. The main variation is insurance claim income received before expected timing.

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 \$277K, and rates interest amounts to \$29K. Year to date represents 115% of the year revised budget amount of \$ 400K (\$350K for investments only).

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

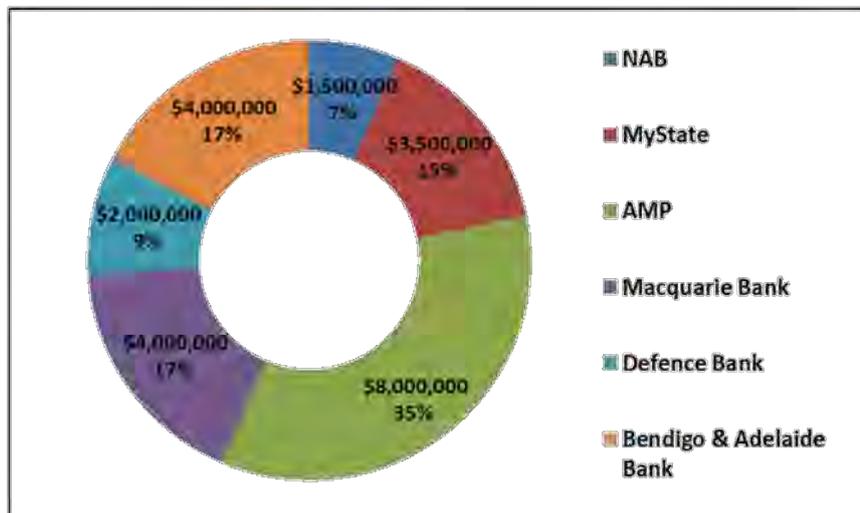


The below table shows all investments for the financial year to date.

Bank	Establishment date	Status	Maturity date	Term (days)	Interest rate	Investment amount	Total interest receivable on TD	Interest accrued 2018/19	YTD interest accrued	Total interest accrued	YTD interest received	Total YTD interest earned
Bendigo & Adelaide Bank	31/12/2016	Open	N/A	N/A	1.00%	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,169	\$ 4,169
Bendigo & Adelaide Bank	27/02/2019	Closed	29/07/2019	180	3.51%	\$ 2,000,000	\$ 19,438	\$ 18,014	\$ -	\$ -	\$ 35,691	\$ 35,691
Bendigo & Adelaide Bank	27/02/2019	Closed	29/07/2018	180	3.51%	\$ 2,000,000	\$ 651	\$ -	\$ -	\$ -	\$ 651	\$ 651
Members Equity Bank	28/02/2018	Closed	29/07/2019	184	2.80%	\$ 2,000,000	\$ 22,362	\$ 16,799	\$ -	\$ -	\$ 22,362	\$ 4,212
NAB	28/02/2019	Closed	28/08/2019	90	2.24%	\$ 2,000,000	\$ 11,047	\$ 4,280	\$ -	\$ -	\$ 11,047	\$ 6,731
WAMP	28/06/2018	Closed	26/08/2018	90	2.50%	\$ 2,000,000	\$ 11,242	\$ 4,471	\$ -	\$ -	\$ 11,242	\$ 6,911
Members Equity Bank	17/06/2018	Closed	16/06/2019	360	2.70%	\$ 2,000,000	\$ 10,471	\$ 1,190	\$ -	\$ -	\$ 10,471	\$ 8,978
Bendigo & Adelaide Bank	15/02/2019	Closed	17/02/2019	60	2.15%	\$ 2,000,000	\$ 10,923	\$ 2,266	\$ -	\$ -	\$ 10,923	\$ 10,923
Bendigo & Adelaide Bank	30/07/2019	Closed	29/10/2019	90	1.75%	\$ 2,000,000	\$ 6,630	\$ -	\$ -	\$ -	\$ 6,630	\$ 6,630
Members Equity Bank	29/07/2019	Closed	29/10/2019	90	1.88%	\$ 1,000,000	\$ 4,681	\$ -	\$ -	\$ -	\$ 4,681	\$ 4,681
WAMP	30/04/2019	Closed	30/09/2019	183	3.50%	\$ 2,000,000	\$ 25,088	\$ 6,596	\$ -	\$ -	\$ 25,088	\$ 16,712
WAMP	30/05/2019	Closed	29/10/2019	186	3.50%	\$ 2,000,000	\$ 25,751	\$ 6,082	\$ -	\$ -	\$ 25,751	\$ 12,873
Members Equity Bank	18/06/2018	Closed	18/01/2019	183	2.10%	\$ 2,000,000	\$ 17,000	\$ 3,390	\$ -	\$ -	\$ 17,000	\$ 16,390
Bendigo & Adelaide Bank	18/06/2018	Closed	18/12/2018	182	2.10%	\$ 2,000,000	\$ 20,042	\$ 1,400	\$ -	\$ -	\$ 20,042	\$ 19,448
NAB	17/06/2018	Closed	18/12/2018	182	2.10%	\$ 2,000,000	\$ 20,992	\$ 1,416	\$ -	\$ -	\$ 20,992	\$ 19,446
Bendigo & Adelaide Bank	27/02/2019	Closed	29/01/2020	180	1.60%	\$ 2,000,000	\$ 8,713	\$ -	\$ -	\$ -	\$ 8,713	\$ 8,713
WAMP	28/02/2019	Closed	24/02/2020	182	2.50%	\$ 2,000,000	\$ 13,043	\$ -	\$ -	\$ -	\$ 13,043	\$ 13,043
Macquarie Bank	28/11/2019	Closed	28/03/2020	90	1.80%	\$ 1,200,000	\$ 6,039	\$ -	\$ -	\$ -	\$ 6,039	\$ 6,039
Bendigo & Adelaide Bank	15/08/2019	Open	17/03/2020	183	1.88%	\$ 2,000,000	\$ 16,756	\$ -	\$ 16,697	\$ 16,697	\$ -	\$ 16,697
NAB	15/06/2019	Open	17/03/2020	183	1.70%	\$ 1,500,000	\$ 12,725	\$ -	\$ 11,451	\$ 11,451	\$ -	\$ 11,451
NAB	26/11/2019	Open	27/03/2020	120	1.70%	\$ 1,500,000	\$ 6,483	\$ -	\$ 6,507	\$ 6,507	\$ -	\$ 6,507
WYState	18/11/2019	Open	16/11/2020	120	1.75%	\$ 2,000,000	\$ 11,000	\$ -	\$ 7,188	\$ 7,188	\$ -	\$ 7,188
WAMP	20/10/2019	Open	19/09/2020	188	1.75%	\$ 2,000,000	\$ 10,822	\$ -	\$ 11,802	\$ 11,802	\$ -	\$ 11,802
Defence Bank	11/11/2019	Open	10/08/2020	182	1.88%	\$ 2,000,000	\$ 16,819	\$ -	\$ 10,298	\$ 10,298	\$ -	\$ 10,298
WAMP	01/11/2019	Open	10/08/2020	182	1.70%	\$ 2,000,000	\$ 17,482	\$ -	\$ 10,832	\$ 10,832	\$ -	\$ 10,832
Macquarie Bank	16/02/2020	Open	16/02/2021	360	1.80%	\$ 2,000,000	\$ 7,078	\$ -	\$ 664	\$ 664	\$ -	\$ 664
WAMP	28/02/2020	Open	28/02/2021	360	1.70%	\$ 2,000,000	\$ 6,736	\$ -	\$ 584	\$ 584	\$ -	\$ 584
Bendigo & Adelaide Bank	24/02/2020	Open	23/05/2021	91	1.40%	\$ 2,000,000	\$ 1,661	\$ -	\$ 307	\$ 307	\$ -	\$ 307
Macquarie Bank	12/02/2020	Open	12/02/2021	360	1.80%	\$ 2,000,000	\$ 10,608	\$ -	\$ 1,403	\$ 1,403	\$ -	\$ 1,403
WAMP	24/02/2020	Open	24/02/2021	120	1.60%	\$ 2,000,000	\$ 10,608	\$ -	\$ 361	\$ 361	\$ -	\$ 361
Total interest on investments							\$ 63,360	\$ 76,972	\$ 76,972	\$ 280,751	\$ 283,837	\$ 283,837
Investment net General Accounts											\$ 18,585	\$ 18,585
Interest from forward interest rate swaps											\$ -	\$ -
Net interest on investments											\$ 276,822	\$ 276,822

All investments are term deposits and are currently with banks which meet Council's rating standards as below.

Current investments:						
Members Equity Bank	A2/BBB				\$ -	0.0%
NAB	A1+AA-				\$ 1,500,000	6.5%
MyState	A2/BBB+				\$ 3,500,000	15.2%
AMP	A2/BBB+				\$ 8,000,000	34.8%
Macquarie Bank	A1/A				\$ 4,000,000	17.4%
Defence Bank	A2/BBB				\$ 2,000,000	8.7%
Bendigo & Adelaide Bank	A2/BBB+				\$ 4,000,000	17.4%
Council Funds on Term Deposit					\$ 23,000,000	100%



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 February was \$2.46M.

Expenditure YTD is at 88% compared to YTD budget or \$2.73M behind.

2.2.1 Materials and services

Materials and services are behind YTD budget by \$2.09M or 28%.

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 \$121K
- plant operating costs of \$158K
- Bridgewater Football/Netball change facilities \$100K
- Laanecoorie boat ramp of \$90K
- scar trees campaign of \$76K
- landfills and transfer stations of \$77K
- local road maintenance of \$98K
- service delivery reviews of \$62K
- L2P program of \$29K
- project development of \$40K.

2.2.2 Utilities

Utilities are ahead of YTD budget by \$43K or 13%.

The main variations to budget are Wedderburn and Bridgewater caravan parks, due to the timing of the quarterly invoices.

2.2.3 Contract payments

Contract payments are behind YTD budget by \$156K or 13%.

The main variation to budget is Flood Mitigation Survey & Design and 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	\$37,595.25
Creditor payments - electronic funds transfer	\$1,096,819.52
Payroll (2 pays)	<u>\$625,792.36</u>
TOTAL	<u>\$1,760,207.13</u>

2.3 Operating surplus

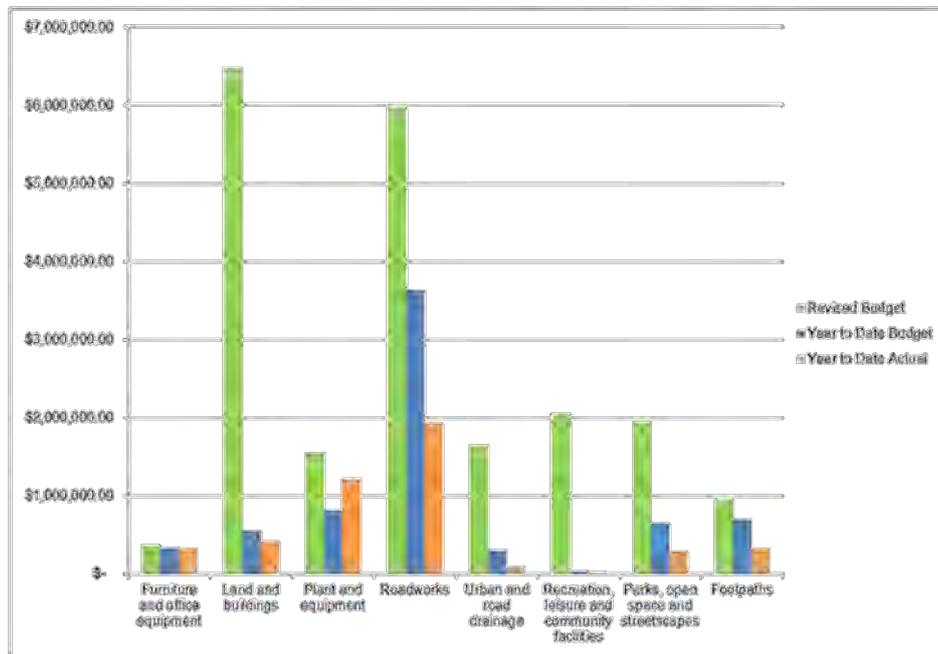
The operating surplus to date is \$6K.

2.4 Capital expenditure

Total capital works expenditure for February was \$433K.

The total revised budget for the 2019/20 capital works program is \$21.0M.

The total capital works expenditure is 22% complete in financial terms.



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

2.4.1 Land and buildings

Land and buildings is behind YTD budget by \$140K, the main variance is the energy efficient upgrades and Inglewood Sports centre upgrade, with the project progressing but invoices being submitted slower than expected.

2.4.2 Plant and equipment

Plant and equipment is ahead of YTD budget by \$400K, the main variance is plant replacement with purchases ahead of schedule.

2.4.3 Roadworks

Roadworks are behind YTD budget by \$1.7M.

The main variations that are behind budget due to works progressing slower than expected:

- Echuca Serpentine Road of \$407K
- Bridgewater Raywood Road of \$92K
- Pyramid Hill culvert upgrade of \$194K
- local roads reseals of \$667K
- Scollarys Road of \$70K.

2.4.4 Urban and road drainage

Urban and road drainage is behind YTD budget by \$217K, 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 \$17K, the main variance to budget is caravan park trees and Inglewood Town Hall landscaping, 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 \$352K, the variation relates to delay in commencement of many smaller projects.

2.4.7 Footpaths

Footpaths are behind of YTD budget by \$383K, due to works progressing slower than expected:

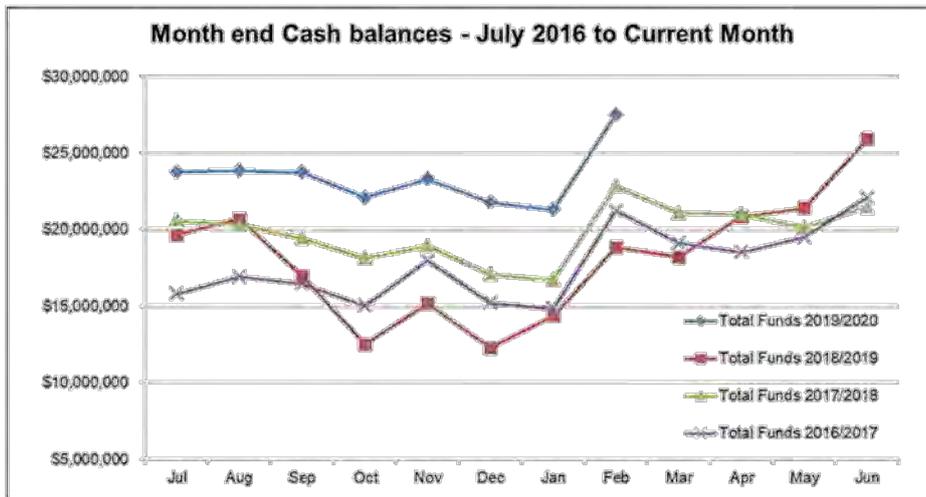
- Station Street Boort of \$44K
- Godfrey Street Wedderburn of \$39K
- Wedderburn High Street of \$99K
- Lake View Street Boort of \$75K.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council's overall cash total was \$27.5M which includes a balance of \$3.48M 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	February 2019	December 2019	January 2020	February 2020
Rates	1,530,303	8,306,827	7,341,449	1,680,772
Fire Services Property Levy	208,770	947,138	838,248	229,937
Total Rates & Fire Services Property Levy	1,739,073	9,253,965	8,179,697	1,910,709
Sundry debtors	1,520,027	914,736	1,174,690	1,261,167
Community loans/advances	3,600	2,400	2,400	2,400
Long term loans/advances	-	-	-	-
Employee superannuation	4,875	(1,095)	5,716	3,836
Magistrates court fines	124,719	100,319	100,319	100,319
LESS provision for doubtful debts	(112,950)	(118,887)	(118,887)	(118,887)
Total	3,279,344	10,151,439	9,343,934	3,159,544

3.2.2 Rates debtors

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

	Feb 2019 (1/3/2019)	Dec 2019 (3/1/2020)	Jan 2020 (3/1/2020)	Feb 2020 (2/2/2020)
2006/07	\$ 283	\$ 305	\$ 308	\$ 308
2007/08	\$ 445	\$ 480	\$ 485	\$ 492
2008/09	\$ 465	\$ 501	\$ 507	\$ 513
2009/10	\$ 1,780	\$ 1,434	\$ 1,358	\$ 1,292
2010/11	\$ 3,261	\$ 2,816	\$ 2,843	\$ 2,840
2011/12	\$ 4,578	\$ 4,188	\$ 4,230	\$ 4,283
2012/13	\$ 3,934	\$ 3,445	\$ 3,478	\$ 3,522
2013/14	\$ 3,822	\$ 1,756	\$ 1,784	\$ 1,823
2013/14 Fire Services Property Levy	\$ 1,126	\$ 703	\$ 710	\$ 719
2014/15	\$ 7,817	\$ 3,758	\$ 3,613	\$ 3,683
2014/15 Fire Services Property Levy	\$ 1,977	\$ 1,343	\$ 1,172	\$ 1,186
2015/16	\$ 18,359	\$ 10,929	\$ 8,633	\$ 8,541
2015/16 Fire Services Property Levy	\$ 3,429	\$ 2,562	\$ 2,065	\$ 2,070
2016/17	\$ 36,229	\$ 25,048	\$ 21,273	\$ 21,311
2016/17 Fire Services Property Levy	\$ 5,741	\$ 4,160	\$ 3,715	\$ 3,694
2017/18	\$ 78,047	\$ 41,674	\$ 38,587	\$ 39,412
2017/18 Fire Services Property Levy	\$ 13,000	\$ 8,193	\$ 7,622	\$ 7,591
2018/19	\$ 742,458	\$ 96,468	\$ 86,632	\$ 78,919
2018/19 Fire Services Property Levy	\$ 97,577	\$ 16,910	\$ 15,684	\$ 14,149
2019/20	\$ -	\$ -	\$ -	\$ -
2019/20 Fire Services Property Levy	\$ -	\$ -	\$ -	\$ -
Sub-total: arrears	\$ 1,024,328	\$ 226,673	\$ 204,699	\$ 196,348
Current year (outstanding but not due)	\$ 631,723	\$ 8,120,127	\$ 7,173,766	\$ 1,513,831
Fire Services Property Levy	\$ 83,022	\$ 907,165	\$ 801,213	\$ 200,531
Total outstanding	\$ 1,739,073	\$ 9,253,965	\$ 8,179,697	\$ 1,910,709
<i>Summary</i>				
Rates in arrears	\$ 898,580	\$ 192,802	\$ 173,731	\$ 166,939
FSPL in arrears	\$ 125,748	\$ 33,871	\$ 30,968	\$ 29,409
Total arrears	\$ 1,024,328	\$ 226,673	\$ 204,699	\$ 196,348

3.2.3 Sundry debtors

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

Current	\$125,220	18%
30 days	\$456,740	65%
60 days	\$40,601	6%
90 + days	\$83,020	12%
Sub total routine debtors	\$705,581	100%
Paid Parental Leave	\$0	
Government departments	\$479,370	
GST	\$76,216	
Total	\$1,261,167	
90 + days consists of:		
Community Wellbeing debtors	\$48,372	
Local community groups	\$913	
Others	\$33,735	
Total	\$83,020	

Total outstanding sundry debtors as at 29 February 2020 are \$1.26M.

The mainstream sundry debtors (\$706K) have been broken into the amount of time they have been outstanding. At the time of this report \$83K or 12% 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	\$ 1,556,035,900	\$ -	\$ 1,556,035,900
Capital Improved Value	\$ 2,348,660,700	\$ -	\$ 2,348,660,700
NAV	\$ 120,496,015	\$ -	\$ 120,496,015

The total rateable CIV at the end of February 2020 is just under \$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 28 February, council received official notification of the 31 December 2019 estimated Vested Benefit Index (VBI) for the sub-plan being 107.7%. 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)
LASF DB	103.1%	106.0%	107.1%	107.3%	107.7%

APPENDIX 1: STANDARD INCOME STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$11,027,275	\$11,058,118	\$11,058,118	\$10,938,830	(\$124,288)	99%	99%
Revenue grants	\$6,222,978	\$6,461,554	\$4,851,589	\$4,790,332	(\$61,257)	99%	74%
Capital grants	\$5,916,826	\$8,299,574	\$2,815,252	\$1,682,061	(\$1,133,191)	60%	20%
Vic Roads	\$524,064	\$515,027	\$343,344	\$354,782	\$11,438	103%	70%
User fees	\$1,836,005	\$1,818,039	\$1,196,123	\$1,456,947	\$260,823	122%	79%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$331,626	\$21,626	\$21,165	(\$461)	98%	6%
Interest income	\$375,125	\$400,125	\$266,762	\$305,518	\$38,756	115%	75%
* Reversal of impairment losses	\$0	\$0	\$0	\$103	\$103	0%	0%
* Library equity	\$0	\$0	\$0	\$0	\$0	0%	0%
Reimbursements	\$295,833	\$290,408	\$184,006	\$203,619	\$19,613	111%	70%
Total revenue	\$26,508,108	\$29,274,471	\$20,736,810	\$19,748,356	(\$988,455)	95%	67%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,796,481	\$10,704,262	\$6,961,268	\$6,424,787	(\$536,481)	92%	60%
Materials & services	\$8,638,752	\$11,792,581	\$7,530,223	\$5,442,056	(\$2,088,167)	72%	46%
Depreciation	\$9,431,014	\$9,431,014	\$6,287,312	\$6,287,344	(\$32)	100%	67%
Utilities	\$507,274	\$517,793	\$340,975	\$384,224	(\$43,249)	113%	74%
Contract payments	\$1,638,038	\$1,807,754	\$1,168,645	\$1,012,725	(\$155,920)	87%	56%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,631	\$84,631	\$30,375	\$20,378	(\$9,997)	67%	24%
Councillor costs	\$226,166	\$226,166	\$150,776	\$170,089	(\$19,313)	113%	75%
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	\$670	(\$670)	0%	0%
Total expenditure	\$31,322,355	\$34,564,201	\$22,469,574	\$19,742,474	\$2,727,100	88%	57%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,289,730)	(\$1,732,764)	\$5,882	(\$1,738,645)	0%	0%
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
EXPENSE FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,419,827	\$1,685,267	\$1,109,562	\$989,217	(\$120,346)	89%	59%
Leadership	\$1,688,427	\$1,768,079	\$1,065,439	\$1,068,330	(\$2,900)	100%	60%
Works & infrastructure	\$14,542,506	\$14,378,901	\$9,307,368	\$8,797,147	(\$510,221)	95%	61%
Good management	\$4,353,730	\$4,896,389	\$3,173,338	\$2,759,050	(\$414,288)	87%	57%
Environment	\$2,287,172	\$2,381,447	\$1,584,989	\$1,363,614	(\$220,175)	86%	57%
Community services & recreation	\$7,000,694	\$9,514,128	\$6,228,878	\$4,763,907	(\$1,464,971)	76%	50%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$31,322,355	\$34,564,201	\$22,469,574	\$19,742,474	\$2,727,100	88%	57%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$5,289,730)	(\$1,732,764)	\$5,882	(\$1,738,645)	0%	0%

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

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
FUNDING DECISIONS							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,812,974	\$17,102,616	\$0	\$0	\$0	0%	0%
Less transfer to reserves	(\$2,618,186)	(\$2,091,062)	\$0	\$0	\$0	0%	0%
Add proceeds from sale of assets	\$429,537	\$402,471	\$247,467	\$266,138	(\$18,671)	108%	25%
TOTAL FUNDING DECISIONS	\$5,624,325	\$14,674,029	\$247,467	\$266,138	(\$18,671)	108%	25%
NET FUNDS AVAILABLE FOR CAPITAL	\$810,078	\$9,384,295	(\$1,485,297)	\$272,020	(\$1,757,317)	-18%	3%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$405,500	\$382,000	\$339,864	\$323,734	\$16,126	97%	98%
Land and buildings	\$4,984,164	\$6,488,871	\$885,430	\$419,561	\$465,869	75%	6%
Plant and equipment	\$1,275,763	\$1,553,890	\$808,332	\$1,208,318	(\$345,064)	149%	99%
Roadworks	\$4,711,536	\$5,970,450	\$3,830,408	\$1,932,280	\$1,898,128	85%	32%
Urban and road drainage	\$350,000	\$1,641,240	\$301,662	\$84,250	\$217,412	28%	5%
Recreation, leisure and community facilities	\$885,822	\$2,081,912	\$34,798	\$17,529	\$17,269	80%	1%
Parks, open space and streetscapes	\$800,000	\$1,941,632	\$644,379	\$292,661	\$351,728	45%	15%
Footpaths	\$261,057	\$953,007	\$697,217	\$314,015	\$383,202	45%	12%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$13,683,842	\$20,964,202	\$7,905,890	\$4,688,336	\$2,417,554	65%	27%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,431,014	\$9,431,014	\$6,287,312	\$6,287,344	(\$32)	100%	97%
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	\$870	(\$870)	0%	0%
TOTAL NON CASH ADJUSTMENTS	\$9,431,014	\$9,431,014	\$6,287,312	\$6,288,112	(\$800)	100%	97%
Accumulated surplus brought forward	(\$3,591,683)	(\$3,960,817)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$146,932)	(\$1,711,924)	\$2,203,875	(\$1,971,796)	\$4,175,671	-89%	11%

APPENDIX 3: STANDARD BALANCE SHEET

	February 2020 As per trial balance	June 2019 As per financial statements	February 2019 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$27,671,231	\$25,893,132	\$18,825,261
Trade and other receivables	\$3,121,218	\$2,498,935	\$3,199,344
Financial assets	\$18,530	\$801,952	\$23,111
Inventories	\$27,234	\$40,279	\$44,820
Non-current assets classified as held for sale	\$556,091	\$556,092	\$690,322
TOTAL CURRENT ASSETS	\$31,394,304	\$29,790,390	\$22,782,858
NON-CURRENT ASSETS			
Trade and other receivables	\$2,397	\$2,397	\$80,000
Financial assets	\$335,762	\$269,572	\$300,806
Intangible assets	\$2,702,545	\$2,702,545	\$1,979,130
Property, infrastructure, plant and equipment	\$351,768,770	\$353,733,913	\$336,585,254
TOTAL NON-CURRENT ASSETS	\$354,809,474	\$356,708,427	\$338,945,190
TOTAL ASSETS	\$386,203,778	\$386,498,817	\$361,728,048
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$72,936	\$1,174,480	\$52,890
Trust funds and deposits	\$1,256,370	\$340,748	\$1,180,349
Provisions	\$2,297,410	\$2,412,407	\$1,805,421
Interest bearing loans and borrowings	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$3,626,715	\$3,927,635	\$3,038,660
NON-CURRENT LIABILITIES			
Provisions	\$1,797,418	\$1,797,418	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,797,418	\$1,797,418	\$2,324,221
TOTAL LIABILITIES	\$5,424,133	\$5,725,053	\$5,362,881
NET ASSETS	\$380,779,646	\$380,773,764	\$356,365,168
EQUITY			
Accumulated Surplus	\$93,626,538	\$93,620,656	\$90,046,117
Asset Revaluation Reserve	\$265,442,673	\$287,153,108	\$247,387,367
Other Reserves	\$21,710,435	\$0	\$18,931,684
TOTAL EQUITY	\$380,779,646	\$380,773,764	\$356,365,168

9.6 FINANCE REPORT FOR THE PERIOD ENDING 31 MARCH 2020

File Number: 08/06/001

Author: Deanne Caserta, Manager Financial Services

Authoriser: Sharon Morrison, Director Corporate Services

Attachments: 1. Finance Report for period ending 31 March 2020

RECOMMENDATION

That Council:

1. receives and notes the 'Finance report for the period ending 31 March 2020'
2. approves budget revisions included in the report for internal reporting purposes only
3. approves the supplementary valuations of rateable and non-rateable properties in respect of the 2019/20 financial year, as returned by the Shire Valuer, LG Valuations Pty Ltd, and endorses them being incorporated into the Register of Rateable and Non Rateable Properties and Rate Book for 2019/20.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council is provided with Finance Reports on a monthly basis with the exception of when changes to the Council meeting timetable result in the Council meeting occurring before the completion of the end of month finance procedures.

BACKGROUND

The Finance Report for the period ended 31 March 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 increased by \$1.94M to \$3.65M.

Income Statement (revenue) - Council's year to date (YTD) operating revenue is at 95% of YTD budget. Revenue brought to account for March was \$400K (\$1.68M for February).

Income Statement (expenditure) - Council's operating expenditure is at 86% of YTD budget. Payments for this month totalled just over \$2.52M (\$2.46M for February).

Capital Works - The revised budget for capital works is \$20.1M and is 26% complete in financial terms for the current financial year (22% at the end of February).

Balance Sheet - Council has a cash total of \$26.1M with \$3.94M in general accounts. Debtors are \$2.15M which is a decrease of \$1.0M for the month. Sundry debtors total \$812K (\$1.26M in February) with invoices outstanding for 90 or more days relating to community wellbeing debtors and local community groups totalling approximately \$65K.

There were supplementary valuations updated during March. The total rateable CIV at the end of March is 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 MARCH 2020



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INTRODUCTION

During March 2020 work is continuing on the 2020/21 Draft Budget. This will be presented to Councillors at the April Council Forum.

1 CASH SURPLUS POSITION

1.1 Budget revisions

The overall budget cash surplus, which has been included in the attached financial reports, has increased from \$1,711,924 to \$3,647,830.

These revisions are summarised below:

Item	February Finance Report	March Finance Report	Change \$
Operating revenue	\$29,274,471	\$29,580,170	\$305,699
Operating expenditure	(\$34,564,201)	(\$34,570,816)	(\$6,615)
Transfers from reserves	\$17,102,616	\$17,787,946	\$685,330
Transfers to reserves	(\$2,831,062)	(\$2,731,062)	\$100,000
Other funding decisions	\$402,471	\$402,471	\$0
Capital expenditure	(\$20,964,202)	(\$20,112,709)	\$851,493
Other non cash adjustments	\$9,431,014	\$9,431,014	\$0
Accumulated surplus carried forward	\$3,860,817	\$3,860,817	\$0
Closing surplus (deficit) as reported in Appendix 2	\$1,711,924	\$3,647,830	\$1,935,907

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

1.2 Operating revenue

Operating revenue has increased by \$306K.

The variation to budget is many multiple adjustments due to the budget process with responsible officers.

1.3 Operating expenditure

Operating expenditure has increased by \$7K.

1.4 Transfer from reserves

Transfer from reserves has increased by \$685K.

The main variation is in line with the changes to the Financial Reserves Policy which places a maximum limit on some reserves which then allows for the funds to be allocated to other projects.

1.5 Transfer to reserves

Transfer to reserves has decreased by \$100K.

The variation to budget is due to the movement of the Captain Melville trail project with the project no longer required to be delivered and the funds allocated to another project.

1.6 Capital expenditure

Capital expenditure has decreased by \$851K with savings in some projects returned to the surplus.

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 March was \$400K.

Revenue YTD is at 90% compared to YTD budget or \$2.14M behind.

2.1.1 Capital grants

Capital grants are behind budget by \$2.13M.

The main variation to budget is Roads to Recovery funding of \$2.13M with a further claim expected to be made in the coming months.

2.1.2 User fees

User fees are currently \$157K ahead of budget. The main variation is due to higher than expected planning permit activity and higher than expected income from caravan parks.

2.1.3 Recurrent contributions

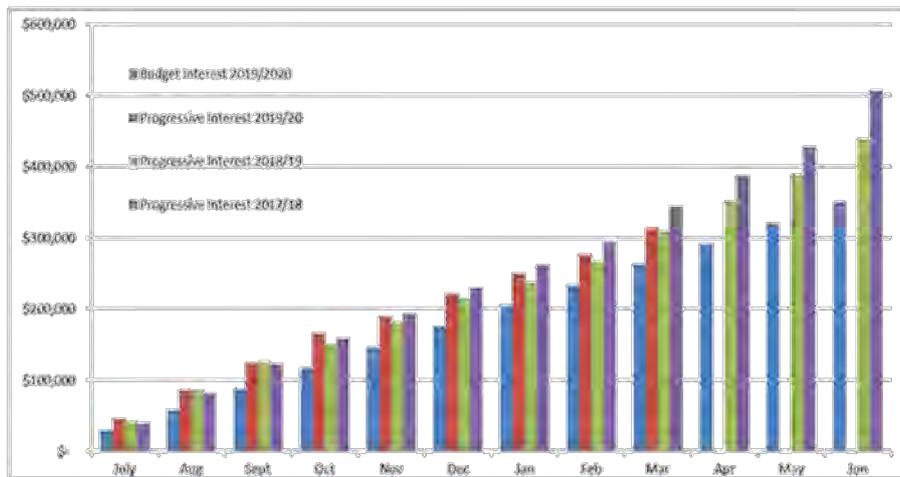
Recurrent contributions are behind budget by \$68K. The main variation to budget is Bridgewater Football/Netball female facilities due to budget timing, funds are not expected to be received until 2020/21 with a delay in the project.

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 \$314K, and rates interest amounts to \$33K. Year to date represents 87% of the year revised budget amount of \$ 400K (\$350K for investments only).

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

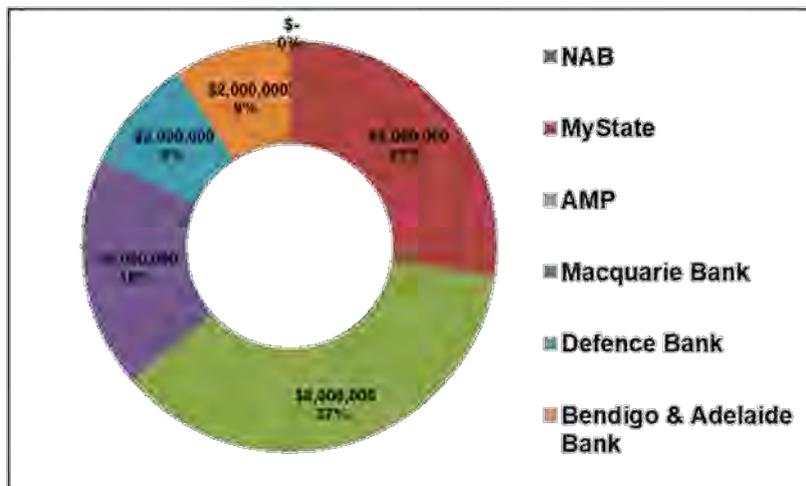


The below table shows all investments for the financial year to date.

LEEDON 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 annual	YTD interest received	Total YTD interest earned
Bendigo & Adelaide Bank	31/05/2018	Open	N/A	N/A	3.00%	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,767	\$ 4,767
Bendigo & Adelaide Bank	27/03/2019	Closed	25/03/2019	100	2.51%	\$ 2,000,000	\$ 16,456	\$ 19,014	\$ -	\$ -	\$ 16,951	\$ 26,971
Bendigo & Adelaide Bank	27/03/2019	Closed	25/03/2019	100	2.51%	\$ 2,000,000	\$ -	\$ 263	\$ -	\$ -	\$ -	\$ 263
Member's Equity Bank	25/02/2018	Closed	25/02/2018	104	2.08%	\$ 2,000,000	\$ 20,262	\$ 18,182	\$ -	\$ -	\$ 25,862	\$ 43,212
NAB	28/05/2015	Closed	26/05/2015	200	2.23%	\$ 2,000,000	\$ 11,047	\$ 4,238	\$ -	\$ -	\$ 15,047	\$ 17,211
AMP	29/05/2019	Closed	26/05/2019	200	2.20%	\$ 2,000,000	\$ 11,342	\$ 4,433	\$ -	\$ -	\$ 13,342	\$ 15,381
Member's Equity Bank	17/09/2018	Closed	16/09/2018	201	2.03%	\$ 2,000,000	\$ 10,475	\$ 4,498	\$ -	\$ -	\$ 10,493	\$ 18,919
MyState	19/06/2015	Closed	17/06/2015	200	2.16%	\$ 2,000,000	\$ 10,691	\$ 1,296	\$ -	\$ -	\$ 10,903	\$ 12,397
Bendigo & Adelaide Bank	28/07/2019	Closed	26/07/2019	30	3.75%	\$ 2,000,000	\$ 8,435	\$ -	\$ -	\$ -	\$ 8,435	\$ 8,435
Member's Equity Bank	25/07/2019	Closed	23/07/2019	30	3.00%	\$ 2,000,000	\$ 4,903	\$ -	\$ -	\$ -	\$ 4,903	\$ 4,903
AMP	26/04/2017	Closed	20/04/2017	145	2.60%	\$ 2,000,000	\$ 25,068	\$ 3,206	\$ -	\$ -	\$ 25,068	\$ 36,742
AMP	20/05/2015	Closed	18/05/2015	100	2.30%	\$ 2,000,000	\$ 25,733	\$ 3,012	\$ -	\$ -	\$ 25,733	\$ 39,691
Member's Equity Bank	16/06/2018	Closed	14/06/2018	103	2.01%	\$ 2,000,000	\$ 12,626	\$ 5,269	\$ -	\$ -	\$ 17,916	\$ 18,339
Bendigo & Adelaide Bank	17/06/2019	Closed	16/06/2019	130	2.01%	\$ 2,000,000	\$ 20,942	\$ 1,496	\$ -	\$ -	\$ 20,942	\$ 39,448
MyState	17/06/2015	Closed	16/06/2015	102	2.10%	\$ 2,000,000	\$ 20,642	\$ 1,496	\$ -	\$ -	\$ 20,642	\$ 38,446
Bendigo & Adelaide Bank	27/02/2019	Closed	24/02/2019	150	1.90%	\$ 2,000,000	\$ 13,153	\$ -	\$ -	\$ -	\$ 13,153	\$ 13,153
NAB	26/06/2018	Closed	24/06/2018	110	2.00%	\$ 2,000,000	\$ 10,949	\$ -	\$ -	\$ -	\$ 10,949	\$ 10,949
Macquarie Bank	26/01/2019	Closed	24/01/2019	30	1.90%	\$ 2,000,000	\$ 6,919	\$ -	\$ -	\$ -	\$ 6,919	\$ 6,919
Bendigo & Adelaide Bank	17/09/2018	Closed	17/09/2018	142	1.98%	\$ 2,000,000	\$ 18,254	\$ -	\$ -	\$ -	\$ 18,254	\$ 18,254
Bendigo & Adelaide Bank	28/09/2019	Closed	27/09/2019	140	1.75%	\$ 2,000,000	\$ 17,723	\$ -	\$ -	\$ -	\$ 17,723	\$ 17,723
MyState	26/11/2019	Closed	26/11/2019	105	1.70%	\$ 2,000,000	\$ 8,454	\$ -	\$ -	\$ -	\$ 8,454	\$ 8,454
MyState	26/02/2019	Open	15/03/2020	125	1.75%	\$ 2,000,000	\$ 11,693	\$ -	\$ 10,161	\$ 10,161	\$ -	\$ 10,161
AMP	28/10/2019	Open	20/05/2020	180	1.75%	\$ 2,000,000	\$ 10,027	\$ -	\$ 14,871	\$ 14,871	\$ -	\$ 14,871
Chimes Bank	17/11/2018	Open	20/05/2020	180	1.60%	\$ 2,000,000	\$ 10,916	\$ -	\$ 12,062	\$ 12,062	\$ -	\$ 12,062
AMP	09/12/2019	Open	09/05/2020	200	1.75%	\$ 2,000,000	\$ 15,452	\$ -	\$ 14,000	\$ 14,000	\$ -	\$ 14,000
Macquarie Bank	17/02/2020	Open	16/05/2020	90	1.60%	\$ 2,000,000	\$ 7,376	\$ -	\$ 3,770	\$ 3,770	\$ -	\$ 3,770
AMP	24/02/2020	Open	25/05/2020	90	1.75%	\$ 2,000,000	\$ 7,726	\$ -	\$ 3,452	\$ 3,452	\$ -	\$ 3,452
Bendigo & Adelaide Bank	24/02/2020	Open	26/05/2020	90	1.40%	\$ 2,000,000	\$ 6,185	\$ -	\$ 2,742	\$ 2,742	\$ -	\$ 2,742
Macquarie Bank	22/02/2020	Open	12/05/2020	120	1.60%	\$ 2,000,000	\$ 7,026	\$ -	\$ 3,206	\$ 3,206	\$ -	\$ 3,206
AMP	24/02/2020	Open	24/05/2020	115	1.60%	\$ 2,000,000	\$ 6,616	\$ -	\$ 3,156	\$ 3,156	\$ -	\$ 3,156
MyState	26/02/2020	Open	02/05/2020	105	1.75%	\$ 2,000,000	\$ 11,644	\$ -	\$ 4,438	\$ 4,438	\$ -	\$ 4,438
MyState	17/02/2020	Open	15/05/2020	100	1.75%	\$ 2,000,000	\$ 20,712	\$ -	\$ 3,342	\$ 3,342	\$ -	\$ 3,342
Total Interest on Investments							\$ -	\$ 64,339	\$ 25,818	\$ 92,616	\$ 28,928	\$ 206,061
Interest on Term Deposits							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,882
Interest on Other Investments							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Interest on Investments							\$ -	\$ -	\$ -	\$ -	\$ -	\$ 241,943

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+	27.3%
AMP	A2/BBB+	36.4%
Macquarie Bank	A1/A	18.2%
Defence Bank	A2/BBB	9.1%
Bendigo & Adelaide Bank	A2/BBB+	9.1%
Council Funds on Term Deposit		100%



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 March was \$2.52M.

Expenditure YTD is at 86% compared to YTD budget or \$3.76M behind.

2.2.1 Materials and services

Materials and services are behind YTD budget by \$2.91M or 33%.

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 \$156K
- plant operating costs of \$174K
- Bridgewater Football/Netball change facilities \$367K
- Laanecoorie boat ramp of \$90K
- scar trees campaign of \$86K
- local road maintenance of \$109K
- service delivery reviews of \$107K

2.2.2 Contract payments

Contract payments are behind YTD budget by \$251K or 19%.

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.

2.2.3 Payments

During the month the following payments were made:

Creditor payments - cheque	\$4,147.39
Creditor payments - electronic funds transfer	\$906,382.90
Payroll (3 pays)	\$921,204.45
TOTAL	<u>\$1,831,734.74</u>

2.3 Operating surplus

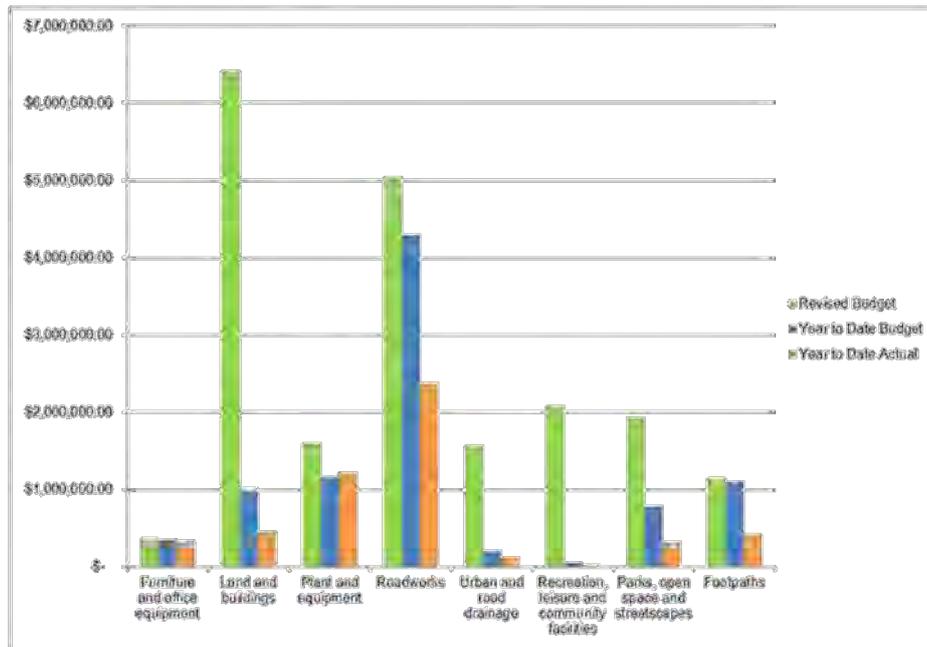
The operating surplus to date is \$2.11M.

2.4 Capital expenditure

Total capital works expenditure for March was \$649K.

The total revised budget for the 2019/20 capital works program is \$20.1M.

The total capital works expenditure is 26% complete in financial terms.



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

2.4.1 Land and buildings

Land and buildings is behind YTD budget by \$535K, the main variance is the energy efficient upgrades and the Inglewood Sports centre upgrade, with some projects yet to start and others progressing but invoices being submitted slower than expected.

2.4.2 Roadworks

Roadworks are behind YTD budget by \$1.9M.

The main variations that are behind budget due to works progressing slower than expected:

- Echuca Serpentine Road of \$541K
- Bridgewater Raywood Road of \$105K
- Pyramid Hill culvert upgrade of \$296K
- local roads reseals of \$577K
- Sloan’s Road Bridge of \$176K.

2.4.3 Urban and road drainage

Urban and road drainage is behind YTD budget by \$82K, the main variance to budget is Verdon South Street Inglewood and Old Lead Dam Dunolly projects where the works are progressing slower than expected.

2.4.4 Recreation leisure and community facilities

Recreation leisure and community facilities are behind YTD budget by \$30K, the main variance to budget is caravan park trees and Inglewood Town Hall landscaping, due to slower than expected commencement of these projects.

2.4.5 Parks, open space and streetscapes

Parks, open space and streetscapes are behind of YTD budget by \$461K, the variation relates to delay in commencement of:

- Bridgewater foreshore project
- Inglewood Eucy Museum annex
- Donaldson Park redevelopment.

2.4.6 Footpaths

Footpaths are behind of YTD budget by \$681K, due to works progressing slower than expected in the below projects:

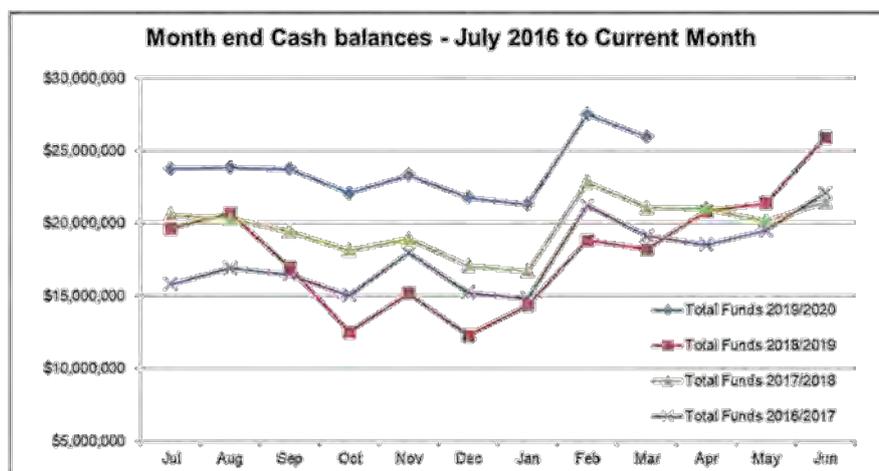
- Station Street Boort of \$44K
- Kiniry Street Boort of \$177K
- Wedderburn High Street of \$250K
- Eucy Distillery Footpath of \$139K.

3 STANDARD BALANCE SHEET

3.1 Cash

At the end of the month, Council's overall cash total was \$26.1M which includes a balance of \$3.94M 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	March 2019	December 2019	January 2020	February 2020	March 2020
Rates	1,097,717	8,306,827	7,341,449	1,660,772	1,177,968
Fire Services Property Levy	153,401	947,138	838,248	228,837	177,126
Total Rates & Fire Services Property Levy	1,241,118	9,253,965	8,179,697	1,910,709	1,355,114
Sundry debtors	776,423	914,736	1,174,690	1,201,167	811,810
Community loans/advances	3,609	2,400	2,400	2,400	2,400
Long term loans/advances	-	-	-	-	-
Employee superannuation	-	(1,095)	5,716	3,836	(1,095)
Magistrates court fines	123,718	100,319	100,319	100,319	100,319
LESS provision for doubtful debts	(112,956)	(118,887)	(118,887)	(118,887)	(118,887)
Total	2,049,882	10,151,479	9,343,924	1,158,544	7,448,781

3.2.2 Rates debtors

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

	Mar 2019 (4/4/2019)	Dec 2019 (3/1/2020)	Jan 2020 (3/2/2020)	Feb 2020 (2/3/2020)	March 2020 (2/4/2020)
2008/07	\$ 284	\$ 305	\$ 308	\$ 308	\$ 308
2007/09	\$ 448	\$ 480	\$ 485	\$ 492	\$ 494
2008/09	\$ 467	\$ 501	\$ 507	\$ 513	\$ 516
2009/10	\$ 1,785	\$ 1,434	\$ 1,358	\$ 1,292	\$ 1,299
2010/11	\$ 3,272	\$ 2,818	\$ 2,843	\$ 2,840	\$ 2,848
2011/12	\$ 4,597	\$ 4,188	\$ 4,230	\$ 4,283	\$ 4,299
2012/13	\$ 3,948	\$ 3,445	\$ 3,478	\$ 3,522	\$ 3,532
2013/14	\$ 2,591	\$ 1,756	\$ 1,784	\$ 1,823	\$ 1,830
2013/14 Fire Services Property Levy	\$ 859	\$ 703	\$ 710	\$ 719	\$ 722
2014/15	\$ 6,058	\$ 3,758	\$ 3,613	\$ 3,683	\$ 3,704
2014/15 Fire Services Property Levy	\$ 1,695	\$ 1,343	\$ 1,172	\$ 1,186	\$ 1,182
2015/16	\$ 14,002	\$ 10,829	\$ 8,633	\$ 8,541	\$ 8,421
2015/16 Fire Services Property Levy	\$ 2,984	\$ 2,562	\$ 2,088	\$ 2,070	\$ 2,089
2016/17	\$ 28,040	\$ 25,048	\$ 21,273	\$ 21,311	\$ 21,360
2016/17 Fire Services Property Levy	\$ 4,941	\$ 4,160	\$ 3,715	\$ 3,694	\$ 3,706
2017/18	\$ 84,774	\$ 41,674	\$ 38,587	\$ 39,412	\$ 38,754
2017/18 Fire Services Property Levy	\$ 11,604	\$ 8,193	\$ 7,622	\$ 7,591	\$ 7,508
2018/19	\$ 325,717	\$ 96,458	\$ 86,632	\$ 78,919	\$ 75,390
2018/19 Fire Services Property Levy	\$ 48,206	\$ 16,910	\$ 15,884	\$ 14,149	\$ 13,533
2019/20	\$ -	\$ -	\$ -	\$ -	\$ -
2019/20 Fire Services Property Levy	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total: arrears	\$ 526,373	\$ 226,673	\$ 204,699	\$ 196,348	\$ 191,475
Current year (outstanding but not due)	\$ 631,723	\$ 8,120,127	\$ 7,173,786	\$ 1,513,031	\$ 1,021,642
Fire Services Property Levy	\$ 83,022	\$ 907,165	\$ 801,213	\$ 200,531	\$ 141,780
Total outstanding	\$ 1,241,118	\$ 9,253,965	\$ 8,179,697	\$ 1,910,709	\$ 1,355,114
<i>Summary</i>					
Rates in arrears	\$ 455,990	\$ 192,802	\$ 173,731	\$ 166,939	\$ 162,755
FSPL in arrears	\$ 70,383	\$ 83,871	\$ 80,968	\$ 29,409	\$ 29,720
Total arrears	\$ 526,373	\$ 226,673	\$ 204,699	\$ 196,348	\$ 191,475

3.2.3 Sundry debtors

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

Current	\$88,415	40%
30 days	\$21,161	10%
60 days	\$43,448	20%
90 + days	\$65,311	30%
Sub total routine debtors	\$218,334	100%
Paid Parental Leave	\$0	
Government departments	\$509,370	
GST	\$84,106	
Total	\$811,810	
90 + days consists of:		
Community Wellbeing debtors	\$941	
Local community groups	\$0	
Others	\$64,370	
Total	\$65,311	

Total outstanding sundry debtors as at 31 March 2020 are \$812K.

The mainstream sundry debtors (\$218K) have been broken into the amount of time they have been outstanding. At the time of this report \$65K or 30% 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 March 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.

APPENDIX 1: STANDARD INCOME STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
REVENUE FROM ORDINARY ACTIVITIES							
Rates	\$11,027,275	\$11,056,680	\$11,056,680	\$10,932,299	(\$124,382)	99%	98%
Revenue grants	\$6,222,878	\$6,486,554	\$4,953,483	\$4,898,510	(\$54,973)	99%	78%
Capital grants	\$5,916,828	\$8,390,349	\$3,814,994	\$1,689,561	(\$2,125,433)	44%	20%
Vic Roads	\$524,064	\$515,027	\$386,262	\$397,793	\$11,531	103%	77%
User fees	\$1,836,005	\$2,044,401	\$1,479,098	\$1,636,026	\$156,928	111%	80%
Capital contributions	\$0	\$0	\$0	\$0	\$0	0%	0%
Recurrent contributions	\$310,000	\$421,626	\$69,126	\$21,165	(\$67,961)	24%	5%
Interest income	\$375,125	\$400,125	\$300,096	\$346,638	\$46,542	116%	87%
* 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	\$208,441	\$226,672	\$18,231	109%	82%
Total revenue	\$26,508,108	\$29,580,170	\$22,288,180	\$20,148,766	(\$2,139,414)	90%	68%
EXPENDITURE FROM ORDINARY ACTIVITIES							
Labour	\$10,796,481	\$10,623,794	\$8,169,648	\$7,574,718	(\$594,930)	93%	71%
Materials & services	\$8,638,752	\$11,879,675	\$8,842,039	\$5,928,888	(\$2,915,151)	67%	50%
Depreciation	\$9,431,014	\$9,431,014	\$7,073,226	\$7,073,263	(\$37)	100%	75%
Utilities	\$507,274	\$517,793	\$396,030	\$397,153	(\$1,123)	100%	77%
Contract payments	\$1,638,038	\$1,807,754	\$1,341,632	\$1,090,667	(\$250,965)	81%	66%
Loan interest	\$0	\$0	\$0	\$0	\$0	0%	0%
Auditor costs	\$84,631	\$84,631	\$90,375	\$26,052	(\$4,323)	86%	31%
Councillor costs	\$226,166	\$226,166	\$169,623	\$171,589	(\$1,966)	101%	78%
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%
Total expenditure	\$31,322,355	\$34,570,816	\$26,022,573	\$22,261,222	\$3,761,350	86%	64%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$4,990,646)	(\$3,734,393)	(\$2,112,457)	(\$1,621,936)	57%	42%
The operating expenditure shown above is represented in Council's key direction areas as follows:							
	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Revised Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
EXPENSES FROM ORDINARY ACTIVITIES							
Economic development & tourism	\$1,449,827	\$1,679,458	\$1,250,455	\$1,106,603	\$143,852	88%	69%
Leadership	\$1,688,427	\$1,743,929	\$1,267,884	\$1,216,948	\$50,936	96%	70%
Works & infrastructure	\$14,542,506	\$14,062,327	\$10,550,031	\$9,968,949	\$583,082	94%	71%
Good management	\$4,353,730	\$4,940,989	\$3,726,098	\$3,095,581	\$640,517	83%	62%
Environment	\$2,287,172	\$2,381,447	\$1,817,232	\$1,583,827	\$233,405	87%	67%
Community services & recreation	\$7,000,694	\$9,762,668	\$7,410,873	\$5,301,315	\$2,109,558	72%	54%
Loss on sale of assets	\$0	\$0	\$0	\$0	\$0	0%	0%
Total operating expenditure	\$31,322,355	\$34,570,816	\$26,022,573	\$22,261,222	\$3,761,350	86%	64%
NET RESULT FOR THE PERIOD	(\$4,814,247)	(\$4,990,646)	(\$3,734,393)	(\$2,112,457)	(\$1,621,936)	57%	42%

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

APPENDIX 2: STANDARD CAPITAL WORKS STATEMENT

	2019/20 Original Budget	2019/20 Revised Budget	YTD Budget	YTD Actual	Variance of YTD Actual & YTD Budget	% YTD Actual to YTD Budget	% YTD Actual to Revised Budget
FUNDING DECISIONS							
Add loan interest accrued	\$0	\$0	\$0	\$0	\$0	0%	0%
Less loan repayments	\$0	\$0	\$0	\$0	\$0	0%	0%
Add transfer from reserves	\$7,812,974	\$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	\$266,138	(\$18,671)	108%	88%
TOTAL FUNDING DECISIONS	\$5,624,325	\$15,459,355	\$247,467	\$266,138	(\$18,671)	106%	2%
NET FUNDS AVAILABLE FOR CAPITAL	\$810,078	\$10,468,709	(\$3,486,926)	(\$1,846,319)	\$1,640,607	52%	-19%
CAPITAL EXPENDITURE BY ASSET TYPE							
Furniture and office equipment	\$405,500	\$358,000	\$348,000	\$327,898	\$20,107	94%	92%
Land and buildings	\$4,994,164	\$6,423,871	\$986,046	\$451,355	\$534,691	46%	7%
Plant and equipment	\$1,275,763	\$1,588,990	\$1,151,750	\$1,208,316	(\$46,566)	104%	77%
Roadworks	\$4,711,536	\$5,044,573	\$4,298,118	\$2,975,407	\$1,922,709	59%	33%
Urban and road drainage	\$350,000	\$1,550,522	\$200,822	\$118,570	\$82,652	59%	2%
Recreation, leisure and community facilities	\$885,822	\$2,076,362	\$53,172	\$22,729	\$30,443	43%	1%
Parks, open space and streetscapes	\$800,000	\$1,924,932	\$781,168	\$320,133	\$461,035	41%	17%
Footpaths	\$261,057	\$1,139,459	\$1,093,727	\$412,702	\$681,025	38%	3%
TOTAL CAPITAL EXPENDITURE PAYMENTS	\$13,683,642	\$20,112,709	\$8,922,601	\$5,237,104	\$3,685,497	59%	26%
NON CASH ADJUSTMENTS							
Less depreciation	\$9,431,014	\$9,431,014	\$7,073,226	\$7,073,263	(\$37)	100%	98%
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%
TOTAL NON CASH ADJUSTMENTS	\$9,431,014	\$9,431,014	\$7,073,226	\$7,074,054	(\$828)	100%	79%
Accumulated surplus brought forward	(\$3,591,683)	(\$3,860,817)	\$0	\$0	\$0	0%	0%
NET CASH (SURPLUS)/DEFICIT	(\$148,932)	(\$3,647,830)	\$5,336,301	\$9,368	\$5,326,933	0%	8%

APPENDIX 3: STANDARD BALANCE SHEET

	March 2020 As per trial balance	June 2019 As per financial statements	March 2019 As per trial balance
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	\$26,132,387	\$25,893,132	\$18,216,251
Trade and other receivables	\$2,113,831	\$2,498,935	\$1,951,909
Financial assets	\$19,430	\$801,952	\$46,715
Inventories	\$27,234	\$40,279	\$45,410
Non-current assets classified as held for sale	\$556,091	\$556,092	\$690,322
TOTAL CURRENT ASSETS	\$28,848,973	\$29,790,390	\$20,950,607
NON-CURRENT ASSETS			
Trade and other receivables	\$2,397	\$2,397	\$80,000
Financial assets	\$361,466	\$269,572	\$2,317,851
Intangible assets	\$2,702,545	\$2,702,545	\$1,979,130
Property, infrastructure, plant and equipment	\$351,631,620	\$353,733,913	\$336,519,872
TOTAL NON-CURRENT ASSETS	\$354,698,029	\$356,708,427	\$340,896,853
TOTAL ASSETS	\$383,547,001	\$386,498,817	\$361,847,460
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	\$310,540	\$1,174,480	\$373,358
Trust funds and deposits	\$480,272	\$340,748	\$481,339
Provisions	\$2,297,465	\$2,412,407	\$1,786,718
Interest bearing loans and borrowings	\$0	\$0	\$0
TOTAL CURRENT LIABILITIES	\$3,088,277	\$3,927,635	\$2,641,415
NON-CURRENT LIABILITIES			
Provisions	\$1,797,418	\$1,797,418	\$2,324,221
Interest bearing loans & borrowings	\$0	\$0	\$0
TOTAL NON-CURRENT LIABILITIES	\$1,797,418	\$1,797,418	\$2,324,221
TOTAL LIABILITIES	\$4,885,695	\$5,725,053	\$4,965,636
NET ASSETS	\$378,661,308	\$380,773,764	\$356,881,825
EQUITY			
Accumulated Surplus	\$91,508,200	\$93,620,656	\$90,562,773
Asset Revaluation Reserve	\$265,442,673	\$287,153,108	\$247,387,368
Other Reserves	\$21,710,435	\$0	\$18,931,684
TOTAL EQUITY	\$378,661,308	\$380,773,764	\$356,881,825

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

File Number: 07/01/006
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Draft Fees and Charges Schedule 2020/21

RECOMMENDATION

That Council:

1. approves the Fees and Charges for the year 1 July 2020 to 30 June 2021 for the purposes of public exhibition with the draft budget documentation
2. implements the Fees and Charges from 1 July for items not subject to a notice period
3. implements the Fees and Charges from the end of the notice period for those items subject to a notice period
4. subject to the approval of the Director Corporate Services or Chief Executive Officer, make effective immediately any changes where the fees and charges are altered by legislation, and make amendment to the relevant Fees and Charges for the year 1 July 2020 to 30 June 2021.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

A draft schedule was submitted for consideration at the Council Forum held on 10 March 2020.

BACKGROUND

Each year, as a part of the budget process, a Fees and Charges Schedule is prepared and submitted for approval by Council. This year it is proposed that the Fees and Charges for the year 1 July 2020 to 30 June 2021 be advertised together with the draft budget documentation, so that the community is able to see the whole suite of Council finances in context.

ISSUES/DISCUSSION

Generally the new schedule takes effect from the start of the financial year; however included in the schedule are residential accommodation charges which require a minimum notice period of 60 days. Notification will be forwarded to tenants as soon as practicable after approval by Council.

The approach to the 2020/21 schedule was to review fees and charges in line with the Long Term Financial Plan (LTFP), which included an indexation of 2.0% to discretionary charges. This indexation rate last year was 2.5%.

Some cost areas within the Fees and Charges Schedule have had an increase of more than 2.0% due to rounding to nearest dollars (or five dollars). This is particularly in the building, health and local laws areas with costs increasing by 2.0 – 2.5% or \$5.00 with some minor fees in this area remaining the same.

COST/BENEFITS

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

RISK ANALYSIS

There is a minor risk of avoidance of payment by customers.

CONSULTATION AND ENGAGEMENT

The recommendations in the report have been considered in detail by the Management Executive Group and Council.

LODDON SHIRE COUNCIL

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



DOCUMENT INFORMATION

DOCUMENT TYPE:	Strategic document
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INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	
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RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	
RELATED LEGISLATION:	Local Government Act 1989 Australian Taxation Office Goods and Services Tax Act (GST)
EVIDENCE OF APPROVAL:	

Chief Executive Officer

FILE LOCATION: K:\FINANCE\Budget\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 2019/2020 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?	2019/2020 Adopted fee	2020/2021 Proposed fee
New dwellings, dwelling additions, sheds, carports, veranda	Application	D	Yes	\$480.00 (Cost Of Building Works (COBW) / \$200.00)	\$490.00 (Cost Of Building Works (COBW) / \$200.00)
Fences, retaining walls and swimming pools (including safety barriers)	Application	D	Yes	\$430.00	\$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	On request
Demolitions	Application	D	Yes	\$505.00	\$515.00
Re-erection of a dwelling	Application	D	Yes	\$900.00 + (COBW / \$200.00)	\$910.00 + (COBW / \$200.00)
Retention of building works (Works less than \$5,000)	Application	D	Yes	\$500.00	\$510.00

Building fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Retention of building works (Works more than \$5,000)	Application	D	Yes	\$1,000.00	\$1,020.00
Additional inspections	Inspection	D	Yes	\$185.00	\$190.00
Extensions of time on permits	Application	D	Yes	\$265.00	\$270.00
Application to register swimming pool	Application	M	No	\$31.80	\$31.80
Swimming pool archive search fee	Application	M	No	\$47.20	\$47.20
Lodgement of swimming pool certificate of compliance	Lodgement	M	No	\$20.40	\$20.40
Lodgement of swimming pool certificate of non-compliance	Lodgement	M	No	\$385.00	\$385.00
Swimming pool safety barrier inspection fee	Initial inspection	D	Yes	\$485.00	\$495.00
Swimming pool safety barrier inspection fee	Additional inspection	D	Yes	\$185.00	\$190.00
Re-erection of a dwelling – bond / surety	Application	D	No	\$10,000.00	\$10,000.00
Lodgement fee	Lodgement	M	No	\$121.90	\$121.90
Property information	Per application	M	No	\$47.20	\$47.20
Report and consent fee	Application	M	No	\$290.40	\$290.40
Minor amendment fee	Application	D	Yes	\$97.00	\$99.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00	\$86.00
Application under section 29A of the Building Act 1993	Application	M	No	\$85.20	\$85.20
Point of discharge for stormwater	Application	M	No	\$144.70	\$144.70
Inspection compliance report	Application	D	Yes	\$485.00	\$495.00
PoPE fee with a paid entry event (per event)	Application	D	Yes	\$602.00	\$614.00
Temporary structure within paid entry PoPE event	Application	D	Yes	\$117.00	\$119.00
PoPe fee with a free entry event (per event)	Application	D	Yes	\$300.00	\$306.00
Temporary structure within free entry PoPE event	Application	D	Yes	\$58.00	\$59.00
Application for Protection of Public Regulation 116(4)	Application	M	No	\$294.70	\$294.70
Application to build above or below Public Facilities Regulation 134(2)	Application	M	No	\$290.40	\$290.40

3.2 Caravan parks

3.2.1 Bridgewater Public Caravan Park

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Cabins					
Cabin (peak period)	Per night 2 people	D	Yes	\$135.00	\$155.00
Cabin additional persons	Per night per person	D	Yes	\$10.00	\$12.00
Cabin (off peak period)	Per night 2 people	D	Yes	\$115.00	\$140.00
Additional person	Per night per person	D	Yes	\$10.00	\$8.00
Sites					
Powered site (peak period)	Per night 2 people	D	Yes	\$40.00	\$40.00
Additional persons	Per night per person	D	Yes	\$5.00	\$12.00
Powered site (off peak period)	Per night 2 people	D	Yes	\$35.00	\$35.00
Additional persons	Per night per person	D	Yes	\$5.00	\$8.00
Unpowered site (peak period)	Per night 2 people	D	Yes	\$30.00	\$30.00
Additional persons	Per night per person	D	Yes	\$5.00	\$8.00
Unpowered site (off peak period)	Per night 2 people	D	Yes	\$25.00	\$25.00
Additional persons	Per night per person	D	Yes	\$5.00	\$8.00
Other					
Washing machine use	Per cycle	D	Yes	\$6.00	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00	\$2.00

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

3.2.2 Pioneer Caravan Park – Wedderburn

Cabins and sites	Unit rate per night or week	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Deluxe cabin self-contained	Per night 2 people	D	Yes	\$125.00	\$125.00
Deluxe cabin self-contained	Per week 2 people	D	Yes	\$735.00	\$735.00
Additional persons	Per person per night	D	Yes	\$15.00	\$15.00
Deluxe cabin	Per night 2 people	D	Yes	\$95.00	\$95.00
Additional persons	Per person per night additional to above	D	Yes	\$15.00	\$15.00
Standard cabin	Per night 2 people	D	Yes	\$85.00	\$85.00
Additional persons	Per person per night additional to above	D	Yes	\$10.00	\$10.00
Powered sites					
Overnight fee	Per night 2 people	D	Yes	\$20.00	\$20.00
Additional persons	Per person per night	D	Yes	\$5.00	\$5.00
Unpowered sites					
Overnight fee	Per night 2 people	D	Yes	\$15.00	\$15.00
Additional persons	Per person per night	D	Yes	\$5.00	\$5.00
Permanent resident					
Weekly fee (GST @ 5.5%)	Per week	D	Yes	\$66.00	\$67.00
Annual fee (GST @ 5.5%)	Per year	D	Yes	\$3,270.00	\$3,335.00
Power charges - as per tariff supplied by electrical supplier	As metered	D	Yes		
Annual tenant					
Annual fee - holiday caravan site	Per year	D	Yes	\$1,140.00	\$1,162.00
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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Other					
Washing machine	Per cycle	D	Yes	\$6.00	\$6.00
Tumble dryer	Per cycle	D	Yes	\$2.00	\$2.00
Storage	Per week	D	Yes	\$10.00	\$11.00
Shower	Per shower	D	Yes	\$7.00	\$8.00

- Additional person aged 2 and over, infants aged under 2 are free.
- Deposits: a deposit is at least the cost of the first night's tariff and must be received by the park within 7 days of booking to confirm a guest's reservation.
- Cancellations: when making a direct booking with a caravan park managed on behalf of Loddon Shire Council, it is acknowledged and agreed that all reservations and deposits are accepted by park managers and are subject to the following cancellation policy guidelines. Any reservations through agents or other third parties may be subject to separate policies, and it is recommended that park managers advise guests to check those conditions.
Park managers should advise guests of the cancellation policy for the park at the time of reservation.
- Low-season cancellations: during the low season, deposits will only be refunded if the park managers are notified of the cancellation prior to 9am on the day prior to the scheduled arrival. If notice of the cancellation is received after 9am on the day prior to the scheduled arrival, the park manager may retain the full deposit paid.
- Peak-season cancellations: deposits for reservations made wholly or partially in peak seasons will only be refunded if the guest notifies the park manager of the cancellation at least 30 days prior to the scheduled arrival. If less time is provided than the required period of notice of cancellation, the deposit will only be refunded if the site or cabin is able to be rebooked.
- Individual arrangements for variations to fees may be endorsed by the Chief Executive Officer Loddon Shire Council to assist with accommodation of Council staff for employment purposes.
- Early departures: Council will not refund amounts paid should the guest cut short the reservation or holiday.
- Failure to notify of cancellation: if the park manager has not been notified of the cancellation, or the guest does not arrive by 10am on the day after the scheduled arrival date, the reservation may be cancelled by the park managers without refund of any paid deposit.

3.3 Rental properties

3.3.1 Elderly persons units

Elderly persons units	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Dingee					
Unit 1	Per week	D	No	\$94.00	\$96.00
Unit 2	Per week	D	No	\$94.00	\$96.00
Unit 3	Per week	D	No	\$94.00	\$96.00
Unit 4	Per week	D	No	\$94.00	\$96.00
Unit 5	Per week	D	No	\$94.00	\$96.00
Pyramid Hill					
Unit 1	Per week	D	No	\$80.00	\$82.00
Unit 2	Per week	D	No	\$87.00	\$89.00
Unit 3	Per week	D	No	\$80.00	\$82.00
Unit 4	Per week	D	No	\$80.00	\$82.00
Serpentine					
Unit 1	Per week	D	No	\$94.00	\$96.00
Unit 2	Per week	D	No	\$94.00	\$96.00
Unit 3	Per week	D	No	\$94.00	\$96.00
Unit 4	Per week	D	No	\$94.00	\$96.00
Unit 5	Per week	D	No	\$94.00	\$96.00

3.4 Public health

3.4.1 Food Act registration fees

Food premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Registration of premises (class 1)	Each	D	No	\$375.00	\$383.00
Registration of premises (class 2)	Each	D	No	\$290.00	\$296.00
Community group with Liquor Licence (class 2)	Each	D	No	\$155.00	\$158.00
Community group without Liquor Licence (class 2)	Each	D	No	\$108.00	\$110.00
Registration of premises (class 3)	Each	D	No	\$180.00	\$184.00
Community group with Liquor Licence (class 3)	Each	D	No	\$97.00	\$99.00
Community group without Liquor Licence	Each	D	No	\$72.00	\$74.00
Notification of premises (class 4)	Each	M	No	N/A	N/A
Not permitted under the Food Act 1984	Each	M	No	N/A	N/A

Food premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Community groups operating a class 2 or class 3 premises less than 10 times per year	For the year	D	No	\$26.00	\$27.00
Temporary food premises – Community group (with a fixed premises)	Each	D	No	N/A	\$15.00
Temporary food premises – Business (short term registration only)	Each	D	No	N/A	\$150.00
Temporary food premises – Business (ongoing registration)	Each	D	No	N/A	\$150.00
Temporary food premises – Business (with a fixed premises registered with Loddon Shire)	Each	D	No	N/A	\$15.00
Mobile food premises – Community group	Each	D	No	N/A	Community group fee for class of premises
Mobile food premises – Business	Each	D	No	N/A	Fee for class of premises
Mobile food premises – Business (with a fixed premises used to prepare food sold in mobile food premises registered with Loddon Shire)	Each	D	No	N/A	50% of fee for class of premises
Inspection and report	Each	D	Yes	\$200.00	\$204.00
Transfer of registration (includes mandatory inspection charge)	Each	D	No	\$185.00	\$189.00
Late payment of annual registration fee (additional charge added to annual registration fee)	Each	D	No	50% of applicable fee	50% of applicable fee
Additional inspection fee (applied to each subsequent inspection beyond the 3 allowed in each registration year)	Each	D	Yes	\$200.00	\$204.00

3.4.2 Public Health and Wellbeing Act registration fees

Health premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Registration of premises (prescribed accommodation)	Each	D	No	\$208.00	\$212.00
Registration of premises - hairdressing only (lifetime registration)	Each	D	No	N/A	\$175.00
Registration of premises – Hair and beauty premises	Each	D	No	\$170.00	\$175.00

Health premises	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Registration of premises – Barber	Each	D	No	\$148.00	\$152.00
Registration of premises – Beauty premises	Each	D	No	\$148.00	\$152.00
Registration of premises – Skin penetration premises	Each	D	No	\$148.00	\$152.00
Registration of premises – Swimming pool	Each	D	No	N/A	\$200.00
Inspection and report	Each	D	Yes	\$200.00	\$205.00
Late payment of annual registration fee	Each	D	No	50% of applicable fee	50% of applicable fee
Transfer of registration	Each	D	No	50% of applicable fee	50% of applicable fee

3.4.3 Residential Tenancies Act and Regulations (caravan parks)

Caravan parks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Three year registration - as per schedule in regulations	Per site	M	No	As set within Regulation	As set within Regulation
Transfer of premises - as per schedule in regulations	Each	M	No	As set within Regulation	As set within Regulation
Transfer inspection report	Each	D	Yes	\$200.00	\$205.00
Application to install a moveable dwelling / rigid annex	Each	D	Yes	\$69.00	\$150.00

3.4.4 Environment Protection Act application fees

Septic tanks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Installation of new septic tank or significant alterations	Each	D	No	\$497.00	\$507.00
Minor amendments to recently issued permits and completion of expired permit without inspection	Each	D	No	\$77.00	\$80.00
Permit extension - 1 year	Each	D	No	\$174.00	\$180.00
Alteration to an existing septic tank system	Each	D	No	\$266.00	\$275.00
Completion of expired permit (final inspection required)	Each	D	No	N/A	\$275.00
Completion of expired permit (no inspection required)				N/A	\$80.00
Inspection fee	Each	D	Yes	\$200.00	\$205.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00	\$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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Home care – low	Per hour	D	No	\$6.24	\$6.36
Home care – medium	Per hour	D	No	\$15.84	\$15.96
Home care – high	Per hour	D	No	\$35.04	\$35.76
Personal care – low	Per hour	D	No	\$4.64	\$4.72
Personal care – medium	Per hour	D	No	\$9.44	\$9.56
Personal care – high	Per hour	D	No	\$39.20	\$40.00
Respite care – low	Per hour	D	No	\$3.12	\$3.16
Respite care – medium	Per hour	D	No	\$4.76	\$4.80
Respite care – high	Per hour	D	No	\$36.08	\$36.80
Negotiated fee variation – home care	Per hour	D	No	\$2.48	\$2.52
Negotiated fee variation – personal care	Per hour	D	No	\$1.48	\$1.52
Meals on wheels – low and medium	Per meal	D	No	\$9.50	\$9.60
Meals on wheels – high	Per meal	D	No	\$11.70	\$11.96
Property maintenance – low	Per hour	D	No	\$12.52	\$12.76
Property maintenance – medium	Per hour	D	No	\$18.76	\$19.12
Property maintenance – high	Per hour	D	No	\$49.84	\$50.48
Property maintenance – mod construction	Per hour	D	No	\$23.96	\$24.44
Planned activity group – core	Per session	D	No	\$8.00	\$8.00
Planned activity group – high	Per session	D	No	\$8.00	\$8.00

3.5.2 Commonwealth home support program

Home support program	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Domestic assistance – low	Per hour	D	No	\$6.24	\$6.36
Domestic assistance – medium	Per hour	D	No	\$15.84	\$15.96
Domestic assistance – high	Per hour	D	No	\$35.04	\$35.76
Personal care – low	Per hour	D	No	\$4.64	\$4.72
Personal care – medium	Per hour	D	No	\$9.44	\$9.56
Personal care – high	Per hour	D	No	\$39.20	\$40.00
Flexible respite – low	Per hour	D	No	\$3.12	\$3.16
Flexible respite – medium	Per hour	D	No	\$4.76	\$4.80
Flexible respite – high	Per hour	D	No	\$36.08	\$36.80
Meals on wheels – low and medium	Per meal	D	No	\$9.50	\$9.60
Meals on wheels – high	Per meal	D	No	\$11.70	\$11.96

Home support program	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Meals – other	Per meal	D	No	\$9.50	\$9.60
Home maintenance – low	Per hour	D	No	\$12.52	\$12.76
Home maintenance – medium	Per hour	D	No	\$18.76	\$19.12
Home maintenance – high	Per hour	D	No	\$49.64	\$50.48
Home maintenance – mod construction	Per hour	D	No	\$23.96	\$24.44
Social support – group	Per session	D	No	\$8.00	\$8.00
Social support – individual	Per session	D	No	\$8.00	\$8.00

3.5.3 Transport for aged service clients

Transport for aged service clients	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Transport within town	Per trip	D	No	\$5.50	\$5.60
Transport under 20km to destination	Per trip	D	No	\$10.85	\$11.05
Transport 20-50km to destination	Per trip	D	No	\$21.80	\$22.25
Transport 50-100km to destination	Per trip	D	No	\$32.80	\$33.45
Transport 100-150km to destination	Per trip	D	No	\$43.70	\$44.55
Transport over 150km to destination	Per trip	D	No	\$54.60	\$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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Home care	Per hour	D	Yes	\$50.60	\$52.80
Personal care	Per hour	D	Yes	\$50.60	\$52.80
Respite care	Per hour	D	Yes	\$50.60	\$52.80
Weekend personal / respite care	Per hour	D	Yes	\$100.76	\$105.60
Property maintenance	Per hour	D	Yes	\$65.56	\$68.20
Meals on wheels	Per meal	D	Yes	\$12.98	\$13.20
Travel	Per km	D	Yes	\$1.21	\$1.21
Annual home safety check	Per check	D	Yes	\$55.00	\$57.20

3.5.5 Capped account limits (Low income level recipients only)

Capped account limits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Client monthly account - single - 4 week account cycle	Per month	D	No	\$243.00	\$246.00
Client monthly account - single - 5 week account cycle	Per month	D	No	\$304.00	\$308.00

Capped account limits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Client monthly account - single - 6 week account cycle	Per month	D	No	\$364.00	\$369.00
Client monthly account - double - 4 week account cycle	Per month	D	No	\$433.00	\$438.00
Client monthly account - double - 5 week account cycle	Per month	D	No	\$541.00	\$548.00
Client monthly account - double - 6 week account cycle	Per month	D	No	\$649.00	\$657.00

3.5.6 Department of Veteran Affairs

Department of Veterans Affairs	Unit rate per client	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Home care	Per hour	M	Yes	\$60.61	\$61.60
Personal care	Per hour	M	Yes	\$75.24	\$76.40
Personal care – weekend	Per hour	M	Yes	\$92.62	\$94.05
Respite care	Per hour	M	Yes	\$57.31	\$57.81
Respite care – weekend	Per hour	M	Yes	\$75.85	\$76.56
Emergency respite	Per hour	M	Yes	\$61.16	\$61.71
Emergency respite – weekend	Per hour	M	Yes	\$69.03	\$69.69
Property maintenance	Per hour	M	Yes	\$63.03	\$64.08
Co-payment – average of all fees	Per session	M	No	\$5.00	\$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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Registration fee - unsterilized animal	Per animal	D	No	\$121.00	\$123.00
Registration fee - unsterilized animal - pensioners' concession	Per animal	D	No	50% of above fee	50% of above fee
Registration fee - reduced fee (refer criteria)	Per animal	D	No	\$29.00	\$30.00
Registration fee - reduced fee (refer criteria) - pensioners' concession	Per animal	D	No	50% of above fee	50% of above fee
Registration fee - dangerous / menacing or restricted breed dog (no reduced fee available under S 15(7) of the Act)	Per animal	D	No	\$121.00	\$123.00
Impounding of dog or cat	Per animal	D	No	\$73.80	\$75.30
Daily fee for feed/care	Per animal	D	No	Nil	\$7.50
Annual licence fee for Domestic	Per licence	D	No	\$150.00	\$165.00

Domestic animals	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Animal Business Registration					
Transfer from another council (registration must be for current period)	Per animal	D	No	Nil	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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Sheep or goat (per head, up to 10 head)	Impoundment	D	No	\$74.00	\$75.50
Sheep or goat (per head, more than 10)	Impoundment	D	No	\$1.40	\$1.45
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.40	\$3.00
Sheep or goat (per head)	Daily feeding	D	Yes	\$2.40	\$3.00
Horse, cow or ram/billy(per head)	Impoundment	D	No	\$74.00	\$75.50
Horse, cow or ram/billy(per head)	Daily feeding	D	Yes	\$11.00	\$12.00
Other livestock (per head)	Impoundment	D	No	\$74.00	\$75.50
Other livestock (per head)	Daily feeding	D	Yes	\$11.00	\$12.00

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

3.6.4 Local Law No. 4 – Environment (2015) infringements

3.6.5 Local Law No. 2 - Street and Roads (Amendment No 2 2010) infringements

3.6.6 Environment Protection Act 1970 penalties

3.6.7 Country Fire Authority Act 1958

3.6.8 Local Law No. 5 – Livestock (2005)

3.6.9 Domestic Animals Act 19943.6.10 Local Law No. 2 – Streets and Roads - Part 4

Local laws permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Division one – Advertising signs	Per sign	D	No	\$52.00	\$53.00
Division two – Trading from road	Per day	D	No	\$52.00	\$53.00
Division three – Display of goods	Per site	D	No	\$52.00	\$53.00
Division four – Street furniture and outdoor eating	Per permit	D	No	\$27.00	\$30.00

3.6.11 Local laws permits

Local laws permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
All other local laws permits	Per permit	D	No	\$27.00	\$27.00

3.6.12 Clearing fire hazard blocks

Fire hazard blocks	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Clearing of fire hazards – blocks	Per block	D	Yes	At cost plus \$100.00 admin fee plus GST	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?	2019/2020 Adopted fee	2020/2021 Proposed fee
Use only	Application	M	No	\$1,318.10	\$1,318.10
VicSmart applications (confirm with Planning Officer if your application qualifies)					
Less than \$10,000	Application	M	No	\$199.95	\$199.95
More than \$10,001	Application	M	No	\$429.50	\$429.50
Application to subdivide or consolidate land (as permitted by VicSmart regulations)	Application	M	No	\$199.95	\$199.95
Single dwelling and ancillary to dwelling (based on value of development)					
Less than \$10,000	Application	M	No	\$199.95	\$199.95
\$10,001 to \$100,000	Application	M	No	\$629.40	\$629.40
\$100,001 to \$500,000	Application	M	No	\$1,288.45	\$1,288.45
\$500,001 to \$1,000,000	Application	M	No	\$1,392.15	\$1,392.15
\$1M > \$2M	Application	M	No	\$1,495.80	\$1,495.80
Other development (based on value of development)					
\$10,001 to \$100,000	Application	M	No	\$1,147.75	\$1,147.75
\$100,001 to \$1,000,000	Application	M	No	\$1,547.65	\$1,547.65

Permits	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
\$1M to \$5M	Application	M	No	\$3,413.70	\$3,413.70
\$5M to \$15M	Application	M	No	\$8,700.85	\$8,700.85
\$15M to \$50M	Application	M	No	\$25,658.30	\$25,658.30
\$50M to \$100M	Application	M	No	\$57,670.15	\$57,670.15
Subdivision					
To subdivide an existing building	Application	M	No	\$1,318.10	\$1,318.10
To subdivide land into 2 lots	Application	M	No	\$1,318.10	\$1,318.10
To subdivide land into <u>more than 2</u> lots	Application	M	No	\$1,318.10 per 100 lots	\$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	\$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	\$1,318.10
To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement in a Crown grant.	Application	M	No	\$1,318.10	\$1,318.10
Secondary consent	Application	M	No	\$195.10	\$195.10
Extension of time to permit	Application	M	No	\$200.00	\$200.00
Certification of plan of subdivision	Application	M	No	\$174.75	\$174.75
Alteration of a plan under Section10(2) prior to Certification	Application	M	No	\$111.05	\$111.05
Amendment of a certified plan under section11(1) of the Act	Application	M	No	\$140.70	\$140.70
Planning enquiry	Application	D	Yes	\$41.00	\$42.00
File retrieval from archive system (photocopying additional)	Application	D	Yes	\$84.00	\$86.00

3.8 Swimming pools

3.8.1 Pool fees

Pool fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
*Concession cards accepted: Heath Care, Student, Veterans Affairs, Victorian Carers, Pension and Seniors Cards					
Season tickets					
Family	Per season	D	Yes	\$130.00	\$130.00
Family concession*	Per season	D	Yes	\$130.00	\$100.00
Adult	Per season	D	Yes	\$75.00	\$75.00

Pool fees	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Adult concession*	Per season	D	Yes	\$75.00	\$60.00
Child	Per season	D	Yes	\$50.00	\$50.00
Season tickets (Mitiamo)					
Family	Per season	D	Yes	\$130.00	\$97.50
Family concession*	Per season	D	Yes	\$130.00	\$80.00
Adult	Per season	D	Yes	\$75.00	\$56.00
Adult concession*	Per season	D	Yes	\$75.00	\$45.00
Child	Per season	D	Yes	\$50.00	\$37.50
Entrance fees					
Family (for 1 or 2 adults and their dependent children under 18)	Per entry	D	Yes	\$10.00	\$10.00
Family concession*	Per entry	D	Yes	\$10.00	\$8.00
Adult	Per entry	D	Yes	\$5.00	\$5.00
Adult concession*	Per entry	D	Yes	\$5.00	\$2.50
Child	Per entry	D	Yes	\$2.50	\$2.50
School groups	Per entry	D	Yes	\$1.20	\$1.30
Adult - non-swimmer	Per entry	D	Yes	Nil	Nil
Companion Card holder	Per entry	D	Yes	Nil	Nil
Child - non-swimmer	Per entry	D	Yes	Nil	Nil
Entrance fees (Mitiamo)					
Family	Per entry	D	Yes	\$10.00	\$7.50
Adult	Per entry	D	Yes	\$5.00	\$3.50
Adult concession	Per entry	D	Yes	\$5.00	\$2.20
Child	Per entry	D	Yes	\$2.50	\$1.50
School groups	Per entry	D	Yes	\$1.20	\$1.30
School groups					
One lifeguard in attendance	Per hour	D	Yes	\$18.50	\$18.50
Two lifeguards in attendance	Per hour	D	Yes	\$55.50	\$55.50
Swimming lessons / exercise classes					
One lifeguard in attendance	Per hour	D	Yes	\$18.50	\$18.50
Two lifeguards in attendance	Per hour	D	Yes	\$55.50	\$55.50
Not for profit					
One lifeguard in attendance	Per hour	D	Yes	\$18.50	\$18.50
Two lifeguards in attendance	Per hour	D	Yes	\$55.50	\$55.50
For profit – exclusive use					
One lifeguard	Per hour	D	Yes	\$18.50	\$38.00
Two lifeguard	Per hour	D	Yes	\$55.50	\$76.00
For profit – during public operating hours					
Lane hire / per lane	Per hour	D	Yes		\$10 first hour \$5 every hour after

3.9 Roads

3.9.1 Road reinstatement fees

Roads	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Minimum charge	Event	D	Yes	\$115.00	\$117.00
Sealed pavement (surface only)	Per m ²	D	Yes	\$141.00	\$144.00
Unsealed pavement	Per m ²	D	Yes	\$94.00	\$96.00
Trench off pavement	Per m ²	D	Yes	\$47.00	\$48.00
Footpath (100-200mm concrete)	Per m ²	D	Yes	\$151.00	\$154.00
Footpath (other sealed asphalt)	Per m ²	D	Yes	\$151.00	\$154.00

3.9.2 Application for consent to work within municipal road reserve

Roads	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Fee structure determined pursuant to the Roads Management (Works and Infrastructure) 2015 Regulations. Current fee unit rate is available at www.vicroads.vic.gov.au	Application	M	Yes	See relevant legislative document	See relevant legislative document

3.10 Tourism

3.10.1 Loddon Discovery Tours

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

3.11 Waste management

3.11.1 Domestic waste, e-waste and recyclables

Waste, e-waste and recyclables	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Minimum Fee	Min. charge	D	Yes	\$9.00	\$10.00
General waste (up to 4m ³)	Per m ³	D	Yes	\$30.00	\$31.00
Recyclable materials (up to 1m ³)	Per m ³	D	Yes	Nil	Nil
Recyclable materials (1m ³ to 4m ³)	Per m ³	D	Yes	\$6.00	\$7.00
Domestic green waste (up to 4m ³)	Per m ³	D	Yes	\$12.00	\$13.00
Refrigerators, freezers, and air conditioners (e-waste)	Each	D	Yes	\$17.00	\$18.00
Televisions and computer monitors (e-waste)	Each	D	Yes	\$13.00	\$14.00

Waste, e-waste and recyclables	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Uncontaminated bricks and concrete (up to 4m ³)	Per m ³	D	Yes	\$32.00	\$33.00
Mattress (single)	Each	D	Yes	\$12.00	\$15.00
Mattress (double or larger)	Each	D	Yes	\$17.00	\$20.00
Metals (up to 4m ³)	Per m ³	D	Yes	Nil	Nil
Cars (complete or close)	Each	D	Yes	\$27.00	\$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.

3.11.2 Tyres

Tyres	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Car tyre	Each	D	Yes	\$12.00	\$13.00
Car tyre on rim	Each	D	Yes	\$29.00	\$30.00
4 wheel drive / light truck tyre	Each	D	Yes	\$16.00	\$17.00
Truck tyre	Each	D	Yes	\$34.00	\$35.00
Super single tyre	Each	D	Yes	\$54.00	\$55.00
Truck tyre on rim	Each	D	Yes	\$54.00	\$55.00
Small tractor tyre	Each	D	Yes	\$125.00	\$128.00
Large tractor tyre	Each	D	Yes	\$205.00	\$212.00

3.12 Miscellaneous

3.12.1 Rates

Rates	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Land information certificates	Application	M	No	\$27.00	\$27.00
Rates search	Application	D	Yes	\$52.00	\$53.00

3.12.2 Photocopying, faxing and printing

Photocopying, faxing and printing	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Black and white - single sided	Per page	D	Yes	\$0.70	\$0.75
Black and white - double sided	Per page	D	Yes	\$1.10	\$1.15
Colour - single sided	Per page	D	Yes	\$1.10	\$1.15
Colour - double sided	Per page	D	Yes	\$1.50	\$1.55

3.12.3 Private works

Private works	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
For community groups	Per job	D	Yes	At cost	At cost
For private residents	Per job	D	Yes	At cost plus 30%	At cost plus 30%

3.12.4 Insurance

Insurance	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Casual hirer's public liability insurance	Per event	D	Yes	\$18.00	\$19.00
Stall holder's and performer's public liability	Per event	D	Yes	\$39.50	\$40.50

3.12.5 Freedom of information requests

Freedom of information	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Freedom of information requests	Per request	M	No	\$29.60	\$29.60
FOI search charge	Hourly	M	No	\$21.70	\$21.70
FOI supervision charge	Quarter hourly	M	No	\$5.45	\$5.45

3.12.6 Water charges

Water	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Water via Council operated standpipes (Inglewood, Tarnagulla, Mitiamo, Pyramid Hill and Wedderburn)	Per kilolitre	D	No	\$5.10	\$5.20
Water via Skinners Flat and Inglewood Reservoir pipelines	Per kilolitre	D	No	\$0.55	\$0.60
Council operated truck wash facility use	Per minute	D	No	\$0.90	\$0.95

3.12.7 Senior citizens room hire

Room hire	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Community group session	Per session	D	Yes	\$16.50	\$16.83
Private / commercial session	Per session	D	Yes	\$70.40	\$71.83
Government session	Per session	D	Yes	\$41.80	\$42.68
Daily government rate	Per day	D	Yes	\$82.50	\$84.15
Weekly government rate	Per week	D	Yes	\$110.00	\$112.20
Monthly government rate	Per month	D	Yes	\$409.20	\$417.45

3.12.8 Other room hire

Room hire	Unit rate	M or D	Is GST applicable?	2019/2020 Adopted fee	2020/2021 Proposed fee
Large meeting rooms in Wedderburn Office or Council Chambers in Serpentine					
Community group session	Per session	D	Yes	\$24.50	\$25.00
Private / government session	Per session	D	Yes	\$48.00	\$49.00
Daily government rate	Per day	D	Yes	\$96.00	\$98.00
Weekly government rate	Per week	D	Yes	\$157.00	\$160.00
Monthly government rate	Per month	D	Yes	\$420.00	\$428.00
Small meeting room in Wedderburn Office (sits up to 4 people)					
Community group session	Per session	D	Yes	\$12.50	\$12.80
Private / government session	Per session	D	Yes	\$24.00	\$24.50
Daily government rate	Per day	D	Yes	\$48.00	\$49.00
Weekly government rate	Per week	D	Yes	\$83.50	\$85.20
Monthly government rate	Per month	D	Yes	\$313.00	\$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?	2019/2020 Adopted fee	2020/2021 Proposed 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	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	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	Nil
Boat launching fees at Bridgewater Caravan Park	Per season	D	Yes	Nil	Nil
Boat launching fees at Bridgewater Caravan Park	Per day	D	Yes	Nil	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.

9.8 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 of the September Council meeting to be held on Tuesday 15 September 2020 commencing at 3pm;
2. approve the date, time and location of the Special Council meeting to be held on Thursday 12 November, commencing at 5pm to be held at the Serpentine Memorial Hall;
3. provide public notice of the change of date for the September Council meeting, details of the Special Council meeting to be held on Thursday 12 November, and that the venue for the Council meetings to be held on Tuesday 25 August, Tuesday 15 September and Tuesday 13 October 2020 be amended to be held at Loddon Shire's Wedderburn Office in the Kooyoora meeting room.

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 as follows was adopted on 24 September 2019, with meetings to commence at 3pm and be held at the Serpentine Council Chambers:

Tuesday 28 January	Tuesday 26 May	Tuesday 22 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

The changes proposed in this report were discussed by Councillors and the CEO at the March 2020 Council Forum.

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. It is anticipated that the proposed Local Government Act 2020 will have been passed, requiring the Caretaker period to commence at 12 noon on 22 September 2020. The election is scheduled to be held on Saturday 24 October.

During Caretaker period, Council cannot make any major policy decisions that bind the incoming Council, including contracts.

The Council meeting on 22 September is scheduled to commence at 3pm, which will mean that this meeting and the October meeting will be within the Caretaker period. This would prevent the adoption of decisions for a three month period.

It is proposed to change the date of the September 2020 Council meeting date to Tuesday 15 September, commencing at 3.00pm to enable the adoption of decisions. The change of this date would also eliminate the need to hold a special meeting for the consideration of the Annual Report.

It is proposed to cancel the 8 September Council Forum, and any September Forum items may be presented on the morning of the September Council meeting.

Meeting locations

Due to the Victorian Electoral Commission using the Serpentine Council Chambers from Monday 3 August to Saturday 21 November it is proposed that the Council meetings for August, September and October be held at the Kooyoora meeting room at Council's Wedderburn office.

Special Council meeting following Election

It is proposed to schedule the 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 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 12 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 by Councillors and the CEO at the March Council Forum.

9.9 REVIEW OF FINANCIAL RESERVES POLICY

File Number: 18/01/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Financial Reserves Policy v9

RECOMMENDATION

That Council adopts the Financial Reserves Policy v9.

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 last version of the Financial Reserves Policy (v8) was approved in July 2019.

BACKGROUND

The purpose of the Financial Reserves Policy is to allow Council to use funds in line with the purposes outlined in the policy.

ISSUES/DISCUSSION

The policy defines the specified purpose of each reserve and the conditions around the movements in and out of each reserve.

The latest version (version 8) of the Financial Reserves Policy was updated in July last year, therefore is not due for review. However recent discussions as a result of service planning reviews have highlighted that some reserve balances are more than what would be required to fund the purpose of the reserve yet they continue to increase yearly.

In the proposed version 9, there are six reserves where a maximum balance comment has been added, this will ensure that there will no longer be excess funds tied up in these reserves. These reserves include:

Reserve name	Maximum reserve level
Gravel and Sand Pit Reserve	\$400K
Waste Management Reserve	\$300K
Boundary and Township Signage Reserve	\$100K
Information Technology Reserve	\$800K
Units Reserve	\$60K
Urban Drainage Reserve	\$500K

This will also assist Council in redirecting these excess funds into other projects or contributing to Council's surplus position.

There is also a proposal to close two of the reserves where balances are minimal and it would be more efficient to fund future projects from surplus. These reserves are the War Memorial Restoration Reserve and the Skinners Flat Water Reserve.

COST/BENEFITS

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

RISK ANALYSIS

The policy defines the specified purpose of each reserve and the conditions around the movements in and out of each reserve.

CONSULTATION AND ENGAGEMENT

The document has been subject to the approval process of the Management Executive Group prior to presentation at the March Council Forum.



FINANCIAL RESERVES POLICY

DOCUMENT TYPE:	Council policy
DOCUMENT STATUS:	Draft
POLICY OWNER POSITION:	Manager Financial Services
INTERNAL COMMITTEE ENDORSEMENT:	Not applicable
APPROVED BY:	Council
DATE ADOPTED:	Click here to enter date of approval
VERSION NUMBER:	9
REVIEW DATE:	Click here to enter a date.
DATE RESCINDED:	
RELATED STRATEGIC DOCUMENTS, POLICIES OR PROCEDURES:	Annual Budget Annual Financial Statements Long Term Financial Plan
RELATED LEGISLATION:	Local Government Act 1989
EVIDENCE OF APPROVAL:	

Signed by Chief Executive Officer

FILE LOCATION:

Policy documents are amended from time to time, therefore you should not rely on a printed copy being the current version. Please consult the 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.



FINANCIAL RESERVES POLICY

1 PURPOSE

This policy outlines the creation and purpose of Council reserves.

2 SCOPE

Council can use reserve funds in line with the purposes outlined in this policy.

If it is determined financially prudent to do so, a decision to amend the policy can be undertaken by Council resolution.

3 POLICY

Council will set aside funds in the reserve with amounts to be decided during the annual budget process and at any other time by Council resolution, with the amounts to be transferred accordingly.

For reserves listed at 3.2.2, these may be approved by the Management Executive Group (MEG) as long as the movement fits within the specified purpose of the reserve. The Chief Executive Officer (CEO) may decide that approval is still required from Council via a formal report.

Council may also decide to borrow from one or several financial reserves for specific identified projects. This process will be formally approved by Council resolution which will include the total amount borrowed, from which specific reserves the borrowing will occur and a repayment schedule.

3.1 Purpose of reserves

The purpose of reserve accounting is to put aside funds in the current year for capital and other purchases to be made in future years.

This practice eliminates fluctuations in Council's annual budget for capital and large purchases, and provides more consistency in the level of rates required each year.

3.2 Movement of reserves

During the budget process Council outlines the expected transfers to reserves and transfers from reserves. These transactions will be in line with this policy.

At the end of each financial year the relevant amounts will be transferred to or from the reserves bank account (where a specific reserve account exists) and general bank account of Council. The reserves bank account will reflect the level of reserves Council currently holds for the individual reserve accounts.

The following are reserves currently used by Council and specifies their purpose and conditions around annual movements.



FINANCIAL RESERVES POLICY

3.2.1 Movements approved only by Council

Reserve name and purpose	Council transfers to the reserve	Council transfers from the reserve
<p>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.</p>	the unexpended budget amounts for capital works and other projects that will be undertaken in the following financial year	the amount placed into the reserve at the end of the previous financial year
<p>Caravan Park Development Reserve: The Caravan Park Development Reserve is used to set aside surpluses made from the operations of Council's caravan parks to assist with financing major works carried out at those caravan parks.</p>	the annual surplus made on the operations of Council's caravan parks	funds required to finance major works undertaken at Council's caravan parks
<p>Community Planning Reserve: The Community Planning Reserve is used to set aside unspent funds for community planning projects.</p>	annually cumulative unspent funds for each ward's community planning projects	the amount placed into the reserve at the end of the previous financial year
<p>Gravel & Sand Pit (G.S.P.) Restoration Reserve: The G.S.P. Restoration Reserve is used to fund land purchase, development and restoration of gravel and sand pits used by Council for the extraction of road building materials.</p>	the annual surplus on operations of gravel and sand pits, to a maximum reserve level of \$400K	the cost of purchasing new sites, development and restoration of gravel and sand pits
<p>Heritage Loan Scheme Reserve: The Heritage Loan Scheme Reserve is used to provide loans to owners of properties located in significant heritage precincts, heritage registered buildings or structures of local heritage significance, to enable repair and maintenance of those buildings with the aims of quality appearance and public safety.</p>	after establishment of the initial reserve in 2014/2015, there will be no movements in this reserve movements are reflected in debtor account for heritage loans	
<p>Land and Buildings Reserve: The Land and Buildings Reserve is used to fund the purchase and improvement of land and buildings.</p>	proceeds from the sale of Council owned land and buildings	the cost of purchase of Council owned land and buildings
<p>Little Lake Boort Water Reserve: The Little Lake Boort Water Reserve is used to secure proceeds of sale of temporary water rights relating to Little Lake Boort.</p>	proceeds from the sale of temporary water rights and unexpended amounts from annual expenditure budget	amounts required to purchase water rights or for other expenditures relating to Little Lake Boort
<p>Major Projects Reserve: The Major Projects Reserve is used to assist with the funding of major projects identified by Council.</p>	annually an amount determined during the budget process as sufficient to fund major projects	funds required to finance major works identified by Council



FINANCIAL RESERVES POLICY

Reserve name and purpose	Council transfers to the reserve	Council transfers from the reserve
<p>Recreation Facilities Improvement Reserve: The Recreation Facilities Improvement Reserve is an allocation of funds used to provide interest free loans to community groups.</p>	<p>there are no movements in this reserve</p> <p>movements are reflected in the debtor account for interest free loans</p>	
<p>Unfunded Superannuation Liability Reserve: The Unfunded Superannuation Liability Reserve is used to assist with the funding any call that may be made on Council as a result of shortfall in the Local Authorities Superannuation Fund Defined Benefits Plan.</p>	<p>annually an amount determined during the budget processes sufficient to fund potential future calls by the superannuation authority in relation to an unfunded superannuation liability</p>	<p>any funds required to finance a call made upon Council by the superannuation authority</p>
<p>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.</p>	<p>after establishment of the initial reserve in 2016/2017, there will be no movements in this reserve</p> <p>movements are reflected in debtor account for unightly premises enforcement</p>	
<p>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.</p>	<p>contributions received during the financial year that have not been expended</p>	<p>the amount placed into the reserve at the end of the previous financial year</p>
<p>Unspent Grants Reserve: The Unspent Grants Reserve is used to set aside grants received in one financial year that will not be expended until a later financial year.</p>	<p>grants received during the financial year that have not been expended</p>	<p>the amount placed into the reserve at the end of the previous financial year</p>
<p>Valuations Reserve: The Valuations Reserve is used to fund the cost of Council's annual revaluations for rating purposes. Reserve closed in 2019/20.</p>	<p>the net surplus on the sale of valuation data</p>	<p>the net cost of the revaluation process</p>
<p>Waste Management Reserve: (Was previously Landfill Rehabilitation Reserve) The Waste Management Reserve is used to assist with the cost of strategic projects, compliance and long term planning for Council's landfills and transfer stations.</p>	<p>annually \$10 per kerbside collection levy, to a maximum reserve level of \$300K</p>	<p>the cost of strategic projects, compliance and long term planning within Council landfills and transfer stations</p>
<p>War Memorial Restoration Reserve: The War Memorial Restoration Reserve is used to fund the cost of maintaining and renewing war memorials across the Shire. Reserve closed in 2019/20.</p>	<p>annually an amount determined during the budget process as sufficient to fund the war memorial program</p>	<p>the cost of works to war memorials</p>



FINANCIAL RESERVES POLICY

3.2.2 Movements approved by the MEG where it fits within the purpose of the reserve or by Council where determined by the CEO

Reserve name and purpose	Council transfers to the reserve	Council transfers from the reserve
<p>Boundary and Township Signage Reserve: The Boundary and Township Signage Reserve is used to fund replacement of Council's boundary and township signage.</p>	annually an amount determined during the budget process as sufficient to fund the boundary and township signage replacement program, to a maximum reserve level of \$100K	the net cost of boundary and township signage purchases and installation for the year
<p>Economic Development Reserve: The Economic Development Reserve is used to assist with economic development initiatives that Council wishes to financially support.</p>	annually an amount determined during the budget process as sufficient to fund economic development initiatives, and proceeds from the sale of industrial land	the cost of economic development initiatives during the financial year
<p>Fleet Replacement Reserve: The Fleet Replacement Reserve is used to fund replacement of Council's office vehicles.</p>	annually an amount determined during the budget process as sufficient to fund the fleet replacement program	the net cost of fleet purchases for the year
<p>Information Technology Reserve: The Information Technology Reserve is used to assist with the purchase of information technology assets.</p>	annually an amount determined during the budget process as sufficient to fund information technology assets, to a maximum reserve level of \$800K	the net cost of information technology assets for the year
<p>Plant Replacement Reserve: The Plant Replacement Reserve is used to fund plant purchases.</p>	annually an amount determined during the budget process as sufficient to fund the plant replacement program	the net cost of plant purchases for the year
<p>Professional Development Reserve: The Professional Development Reserve is used to fund professional development undertaken by executive officers of Council.</p>	an annual allocation provided to each executive officer in accordance with their contract of employment	the cost of professional development undertaken during the year by executive officers
<p>Skinner's Flat Water Reserve: The Skinner's Flat Water Reserve is used to fund major repairs and capital works at the Skinner's Flat Water Supply. Reserve closed in 2019/20.</p>	the surplus on operations of the Skinner's Flat Water Supply	the cost of major repairs and capital works on the Skinner's Flat Water Supply infrastructure



FINANCIAL RESERVES POLICY

Reserve name and purpose	Council transfers to the reserve	Council transfers from the reserve
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.	annually an amount determined during the budget process, to a maximum reserve level of \$200K	the net cost of unplanned major repairs and capital works
Units Reserve: The Units Reserve is used to fund the purchase or improvement of Council owned elderly persons' units.	annually the net surplus generated from rental income to a maximum reserve level of \$60K	the cost of capital works undertaken at elderly persons' units
Urban Drainage Reserve: The Urban Drainage Reserve is used to fund urban drainage works in towns within the Shire.	annually an amount determined during the budget processes sufficient to fund the urban drainage program to a maximum reserve level of \$500K	the annual cost of urban drainage works

4 HUMAN RIGHTS STATEMENT

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Loddon Shire Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee Health and Safety Representatives in any workplace change that may affect the health and safety of any of its employees.

5 REVIEW

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

9.10 VICTORIAN LOCAL GOVERNMENT WOMEN'S CHARTER

File Number: FOL/19/98
Author: Sharon Morrison, Director Corporate Services
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council:

1. Notes the history and progress of the Victorian Local Government Women's Charter ('the Charter');
2. Continues to progress actions in support of the Charter's three principles: gender equity, diversity and active citizenship;
3. Appoint the following people as Charter Champions
 - (a) Councillor: Colleen Condliffe
 - (b) Council Officer: Janine Jackson
4. Authorises the Chief Executive Officer to promote Council's Charter signatory status and display the Charter in council premises and communications (including Council's website)
5. Sends a copy of this report to the Victorian Local Governance Association (VLGA), notifying the VLGA of Council's reaffirmation of the Charter
6. Supports the VLGA campaign to increase women's participation in local government as citizens, candidates and councillors
7. Requests that an annual report be provided to Council on progress against the Charter principles.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

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

BACKGROUND

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

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

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

In 2013, the WPILGC dissolved itself and handed responsibility for this work to the MAV and the VLGA. At present, the VLGA manages the administration of the Charter signatories and network,

working alongside the MAV on promoting the charter and achieving gender equity in local government.

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

ISSUES/DISCUSSION

With the Local Government Bill 2019 and Gender Equality Act 2020 highlighting the importance of community engagement and equality, all 79 Victorian councils have a legislative imperative to prioritise the active and equal participation of women in council decision-making.

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

CHARTER STATUS & CHARTER CHAMPIONS	STATUS
Become a Charter signatory.	Complete
Reaffirm your commitment to the Charter.	Pending adoption of the recommendation in this report.
Reappoint your Charter Champions.	Pending adoption of the recommendation in this report.
Appoint a councillor and an officer.	Complete
Try to rotate the Charter Champion position among councillors throughout the council term.	To be considered after the 2020 Council election.
Make the Charter a standing item on Council's agenda: <ul style="list-style-type: none"> • requiring an annual report on actions related to gender equity, diversity and active citizenship. • appoint Charter Champions at the same time as other delegations. 	To be considered after the 2020 Council election.
Send a copy of the minutes to the VLGA (deborah@vlga.org.au) for publication on their website.	Complete
Display a framed copy of your council's Charter certificate (or multiple copies in different council buildings, including community centres, libraries etc).	Complete
Empower Charter Champions and council staff to use the Charter in their work. Provide them with the time or delegation to implement action items and attend network meetings or development sessions related to the Charter.	Complete
POLICY & ADVISORY GROUPS	
Undertake a simple audit of Council's activities, processes and community projects to identify what you have already achieved and can build on.	Council has developed a gender equity strategy which identifies priority actions.
Create a committee or working group of council that has oversight/responsibility for women's civic participation (i.e. Gender Equality Working Group, Women's Charter Advisory Committee).	
Empower the committee to operate in a meaningful advisory capacity on all relevant policies facing council – not just 'women's' or 'family' policies.	
Conduct a gender equality audit of all committees.	
Encourage committees to consider diversity when recruiting new members.	
Provide regular opportunities for women on all committees to develop their skills in leadership, policy, negotiation and decision-making.	

<p>Conduct an audit of committee meeting times and locations.</p> <ul style="list-style-type: none"> • Are they held in venues and at times that suit working women and women with childcaring responsibilities? • Consider using a survey to investigate barriers to women’s attendance at/participation in committees. • Work to address these barriers and evaluate the success of these measures. 	<p>Council has developed a gender equity strategy which identifies priority actions.</p>
<p>Compile a list of community groups (and their contact details) that may have women who are interested in running (or interested in supporting another woman to run) for local government.</p> <ul style="list-style-type: none"> • Invite these groups to pre-candidate training and ask that they distribute details to their networks. • Invite these groups to participate in community engagement or consultation that council undertakes. 	
<p>Make sure that you are actively seeking input from the Indigenous community, people with disabilities and culturally and linguistically diverse groups. Dedicate resources to provide cultural, language, accessibility support where appropriate.</p>	
<p>Ensure that the Charter is referenced in any council policy that relates to Charter principles.</p>	
<p>Include the Charter in relevant council documents and strategies, including the Council Plan and Municipal Health and Wellbeing Plan.</p>	
<p>Distribute the Charter document to officers and ensure that they are aware of Council’s signatory status. Encourage officers to consider the Charter as an authorising document in their reports and daily work.</p>	
<p>AWARENESS RAISING</p>	
<p>Increase information and resources available to the community about the business of local government, on topics such as:</p> <ul style="list-style-type: none"> • How councillors are elected • How councils make decisions • What services councils provide 	<p>Council has developed a gender equity strategy which identifies priority actions.</p>
<p>Make sure that these resources are accessible to all community members, particularly those from culturally and linguistically diverse groups.</p>	
<p>Spotlight the experiences and achievements of women leaders in your community, particularly those from culturally and linguistically diverse groups and current and former women councillors.</p>	
<p>Profile current and former women councillors on their backgrounds, their motivations for running for office and their achievements during their time as a councillor.</p>	
<p>Facilitate community conversations about the importance of diverse representation. Seek local examples and anecdotes of the impact that diverse representation has on decision making and community outcomes.</p>	
<p>Hold an event for International Women’s Day (8 March). Consider holding an awards ceremony celebrating the achievements of local women.</p>	

Encourage the community to nominate women for civic awards (see Honour A Woman).	Council has developed a gender equity strategy which identifies priority actions.
Nominate a local active citizen for inclusion on the Victorian Women's Honour Roll.	
Celebrate the centenary of Mary Rogers' election – the first woman elected to local government in Victoria and only the second in Australia (1920).	
ENCOURAGING WOMEN TO RUN	
Host a Victorian Local Government Women's Charter Afternoon Tea with women councillors, community groups and women interested in running in the October 2020 elections (or supporting another woman to run). This is a great opportunity for women to network and share information.	Election timetable includes events promoting women's civic participation.
Host one of the VLGA's Local Women Leading Change workshops for women ahead of the October 2020 elections. These workshops are held across Victoria, free of charge for councils and communities.	
Encourage all community members to attend the VLGA's Candidate Information workshops.	
NEW COUNCILLOR INDUCTION	
Provide information on the Victorian Local Government Women's Charter as an authorising document for council during induction for new councillors.	Charter will be included in induction materials.
Encourage councillors to consider the Charter when developing the Council Plan. As a task that must be completed within the first 6 months of the council term, it is important that councillors begin the next four years considering gender equity, diversity and active citizenship as core business for local government.	Charter will be included as a key reference document in development of Council Plan.
Provide opportunities for all councillors to learn about the importance of diversity and gender equity in local government, and the importance of a diversity of views in decision making processes.	Training to be provided.
Provide gender equality and/or unconscious bias training as part of new councillor induction.	Training to be provided.
Connect women councillors with opportunities for mentorship and support, including the Australian Local Government Women's Association (ALGWA).	Networking opportunities included in councillor development budget
Consider working with the VLGA and other councils in your area to initiate a mentorship/peer support program for new women councillors.	VLGA opportunities will be monitored.

COST/BENEFITS

Costs associated with the recommendations in this report will be contained within operational budgets. The benefit of adopting the recommendations is reaffirmation of Council's commitment to achieving gender equality and improving outcomes for women and men.

RISK ANALYSIS

There is a risk that Council will not be able to progress actions in support of the Charter due to competing priorities and limited resources.

CONSULTATION AND ENGAGEMENT

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

9.11 SECTION 86 COMMITTEE OF MANAGEMENT - REVOKE INSTRUMENT OF DELEGATION - SERPENTINE BOWLS AND TENNIS PAVILION AND RESERVE

File Number: GF/19/20
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council revoke the instrument of delegation to Serpentine Bowls and Tennis Pavilion and Reserve

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Council adopted a Section 86 Committee of Management Policy at the ordinary meeting held on 28 January 2014.

Council adopted the review of the delegations to Section 86 committees at the ordinary meeting held on 26 September 2017. This report indicated that a Management Agreement could be issued to incorporated bodies rather than an Instrument of Delegation.

BACKGROUND

Under section 86 of the Local Government Act 1989, Council may establish special committees made up of councillors, council staff and other persons.

Each committee is provided with an instrument of delegation which outlines the functions, duties and powers Council has delegated to it.

The Serpentine Bowls and Tennis Pavilion and Reserve (the committee) was appointed the section 86 committee responsible for part of crown allotment CP 151938 on 34 Peppercorn Way, Serpentine.

Under the instrument of delegation the committee is responsible for:

- Management of booking the facility to external parties
- Setting and collecting fees and charges for hire of the facility
- Payment of accounts relating to operation the facility
- Ensuring that hirers of the facility have the appropriate public liability insurance

ISSUES/DISCUSSION

Both the Serpentine Bowling Club Inc. and Serpentine Tennis Club Inc. have been incorporated since 1985 and 2014 respectively. Representatives of each club acted as the committee of management for the Serpentine Bowls and Tennis Pavilion and Reserve.

Council contacted the committee in July 2018 to consider a joint management agreement. The clubs agreed to sign separate management agreements over their respective premises with a provision regarding the shared use of the indoor toilets at the Tennis Club.

Agreements were sent out and both have been received and signed. This now necessitates the revoking of the instrument of delegation.

COST/BENEFITS

There are no direct costs associated with this recommendation.

RISK ANALYSIS

Section 86 committees of management have strict governance requirements which assist to ensure Council oversees that they are operating within delegation and within the Local Government Act 1989.

By disbanding the Section 86 committee and revoking the instrument of delegation, the administrative burden on the committee is reduced.

Issuing a Management Agreement helps to ensure clear expectations and responsibilities of the clubs and the Council.

CONSULTATION AND ENGAGEMENT

The section 86 committee has been consulted regarding the revocation of the instrument of delegation. The committee has indicated that it supports the recommendations made in this report.

9.12 LODDON SHIRE COMMUNITY GRANTS SCHEME 2019-20

File Number: 16/02/01
Author: Wendy Gladman, Director Community Wellbeing
Authoriser: Phil Pinyon, Chief Executive Officer
Attachments: Nil

RECOMMENDATION

That Council does not approve the application from St Patricks Primary School for Community Grant funds to support the Paddy's Literacy and Numeracy (P.L.A.N) program.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Nil

BACKGROUND

This application, seeking access to the 2019/20 community grants unspent funds, is being presented to Council for consideration.

Council, at its August 2019 Ordinary meeting resolved to hold the surplus funds from the 2019/20 community grant funding round in reserve for suitable community projects that arose throughout the year.

ISSUES/DISCUSSION

St Patricks Primary School, Pyramid Hill is seeking an allocation of \$3,689.06 to put towards literacy and numeracy project supporting the development of pre-school children aged 0-5 years. The total cost of the project will be \$5,533.60 with the Primary School contributing \$1,844.54.

The P.L.A.N (Paddy's Literacy and Numeracy), Monday program has been developed to run alongside the existing Tuesday – Thursday Kindergarten program and the Playgroup Session on Fridays. The program is open to all children aged 0-5 years, will be free to participants and will be delivered at St Patrick's by a registered teacher employed by St Patrick's Primary School. Current programs to support early years are only available four days of the week.

The application was received in December 2019, with the program commencing on 10 February 2020, prior to the assessment of the application and subsequent report to Council being completed.

When assessing grant proposals, Council officers must consider the following criteria:

- that the group meets the eligibility criteria required to apply for a community grant
- that the project meets the grant eligibility;
 - fulfils a demonstrated community need
 - develops or improves upon existing facilities
 - funds programs or purchases equipment that will increase opportunities for participation
 - funding can also be used as a co-contribution as part of an organisations financial contribution for an external funding application.

- that there are no sections of the 'what will not be funded' components that exclude this project from accessing Community grant funding
 - there are no outstanding acquittals from previous funding rounds
 - the project is not retrospective
 - the project can be delivered in the required timeframe
 - the project is not considered as being the responsibility of another authority
 - the project is not on open space or publicly owned or managed land
 - the request for funding does not include support for admin, utility or ongoing maintenance costs
 - the project doesn't promote political or religious beliefs
 - the project meets the funding ratio requirements.

The application was received in December 2019, with the program commencing on 10 February 2020, prior to the assessment of the application and subsequent report to Council being completed, so on this occasion the recommendation from officers is that the project has commenced and is therefore ineligible for funding.

COST/BENEFITS

The Community Grant Program 2019/2020 has allocated \$186,046 to date, resulting in an underspend of \$13,954 for the 2019/2020 grant round.

One request is being brought forward to Council for funding from Council's community grants scheme 2019/20 unspent funds. The amount applied for in this late application is within the total funds remaining for Community Grants.

RISK ANALYSIS

Primary risks associated with the Community Grants Scheme are believed to be as follows:

Adherence to Program Guidelines: Detailed program guidelines identify which projects and programs are considered eligible for Community Grants. All applications are assessed against these guidelines for eligibility so as to ensure that funding made available through this program is distributed equitably and provides greatest benefit to the overall Loddon community.

Failure to adhere to these guidelines could comprise the integrity of the grant program and the ability for Council to adequately fund appropriate community projects.

Failure to deliver projects: All successful applicants are required to adhere to a formal funding agreement which clearly identifies the purpose of the grant, delivery timeframes and reporting requirements. This is to ensure that expenditure of public money is conducted in a transparent and efficient manner.

CONSULTATION AND ENGAGEMENT

Consultation, to assist with assessment of this application, has been undertaken with St Patricks Primary School, Council's Children and Youth Coordinator and the Strong Families Strong Children program manager.

9.13 WASTE MANAGEMENT SERVICE: PROPOSAL FOR VOUCHER SYSTEM TO DELIVER FEE FREE WASTE DISPOSAL

File Number: 15/05/001
Author: Daniel Lloyd, Manager Works
Authoriser: Steven Phillips, Director Operations
Attachments: 1. Flyer example
2. Letter to residents example

RECOMMENDATION

That Council resolve to:

1. endorse the implementation of a fee free waste voucher system to be included in the 2020-2021 rates notices in July in accordance with the following conditions:
 - (a) provide residents with four vouchers to dispose of up to four cubic metres of general household waste, green-waste, mixed recyclables, refrigerators, freezers, air conditioners and e-waste per voucher, to be used at Councils waste facilities during normal operating hours of our waste facilities
 - (b) general waste does not include tyres, mattresses, bricks & concrete
 - (c) each voucher can only be used once and only one voucher to be used per transaction
 - (d) each voucher will be valid for three months to align with the financial year quarters
 - (e) limited vouchers to be made available by request and sent out via the post to those residents who are not ratepayers.
2. approve that the cost associated with the program be recovered through the Municipal Waste Charge
3. cease conducting the fee free day program of opening the waste facilities once per quarter.

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

Councillors were presented with a report on the proposal for a voucher system to deliver "Fee Free" waste disposal at the Council Forum held on 14 April 2020.

BACKGROUND

At Council's September 2017 ordinary meeting it was agreed to implement a quarterly fee free waste disposal day. That program was reviewed after 12 months with a report being presented to Council at its 2018 September meeting.

At the September 2018 Council meeting Council adopted the following recommendation:

That Council:

1. adopt the Fee Free Waste Disposal Day Program in accordance with the following conditions:
 - (b) that on four occasions each year Council's waste facilities will accept without fee a maximum of four cubic metres per property of general household waste, green-waste, mixed recyclables, refrigerators, freezers and air conditioners

- (c) general waste does not include tyres, mattresses, bricks & concrete.
2. approve that the cost associated with the program be recovered through the Municipal Waste Charge.

ISSUES/DISCUSSION

Throughout the trial and the ongoing program of the quarterly fee free waste disposal day, data has been collected on the number of customers, volume and type of waste disposed of during the fee free days. The waste volumes collected at each site for the trial and ongoing program are provided in Table 1.

Table 1 - Waste Volumes Collected from November 2017 to February 2020

Site	Customers	Waste m3	Green Waste m3	Recyclables m3	Steel m3	White Goods	e-Waste
Boort	864	237.9	463.3	62.2	111.2	8.4	10.9
Dingee	172	88.8	18.5	2.8	51.8	6.3	7.5
Inglewood	623	516.4	297.3	43.1	147.8	11.6	18.8
Newbridge	438	430.9	164.3	29.7	119.5	10.4	15.6
Pyramid Hill	453	199.0	180.0	16.5	70.1	7.6	7.6
Wedderburn	649	537.5	279.8	44.1	158.5	9.2	21.7
Total	3,199	2,010.5	1,403.2	198.4	658.9	53.5	82.1

The ongoing program comprises of set dates for each occurrence, upcoming fee free waste disposal days are advertised through public notice boards, brochures, Facebook and Council's web page. This is also reinforced by placing an advertisement in the local media two weeks prior to the week of fee free waste disposal day. Even with this level of advertising, a constant complaint that we receive from residents calling in, is that they did not know that the free fee day was occurring and that they are aggrieved at having missed out.

As a result of a recent review of the program and listening to feedback from residents as well as input from the waste facility attendants, we have found that many residents are stockpiling during the intervening three months and bringing in the maximum four cubic metres on the fee free day. The majority of the waste brought in on a fee free day is processed on site as general waste due to the queues and volume of traffic. The volume of vehicles accessing the site causes significant delays for customers and makes it difficult for the waste facility attendant to control the site safely. In an effort to keep the traffic moving it becomes difficult for the site attendant to regulate the separation of recyclables. The volume also overflows capacities at our transfer stations requiring additional measures to clean up after each fee free day, requiring additional clean up works.

This is an undesirable outcome as many items of recyclable material are not being separated increasing the volume of material going to landfill. The majority of transactions for the year on these sites occur on the free fee days, and we are finding residents are becoming frustrated with delays and not separating items. A large portion of waste being disposed has recoverable content and is not being separated, increasing the cost and reducing the remaining life of the landfills. With our landfills filling up at a far quicker rate than the predicted modelling, consideration on how we manage the remaining life of our three landfills is very important, with the expected conversion of Newbridge Landfill to transfer station within the next 10 years.

As well as the complaints received from residents, the site attendants are also receiving complaints and request for a voucher system to be implemented as an alternative to scheduled days. The key reason given in support of this request is that it will afford greater opportunity to access the fee free program. Council waste facilities operate on limited hours of

access, this is of course a cost controlling measure. However the limited hours of operation combined with the scheduled fee free day does preclude some residents from ever being able to take advantage of the program.

As an alternative to a fee free day, it is recommended that a voucher system be introduced and delivered to residents through the annual rates notice process. The utilisation of vouchers will offer greater flexibility to the users of the service and overcome many of the issues identified in the review of the program listed above.

The current system of holding fee free days will continue with one more day planned in May before the vouchers can go out with the rates notices.

COST/BENEFITS

The expected associated additional cost of implementing a hard copy voucher posted out in conjunction with the rates notice is approximately \$2,000. This will be recoverable through the Municipal Waste Charge.

The utilisation of vouchers will offer greater flexibility to the users of the service allowing improved utilisation of the program. The key objectives of the fee free waste day program is to encourage the proper disposal of waste, increase recycling and reduce unsightly properties and illegal dumping. The greater flexibility should see a higher level of utilisation, improving the performance of achieving the key objectives of the program.

RISK ANALYSIS

One of the risks associated with the voucher system is the increased administration process for those residents that do not receive a rates notice. Residents will be advised to contact the relevant property owner for access to the vouchers. If they are unsuccessful in obtaining the vouchers from the landlord, vouchers will be made available by request and sent out via the post to those that are residents but not ratepayers.

The 2016 census showed approximately 16.5% of Council's population are renters. This is approximately 500 households.

CONSULTATION AND ENGAGEMENT

The Management Executive Group and Council's Finance Department we consulted prior to presentation at the April Council Forum.



Fee Free Waste Disposal

Loddon Shire Council is continuing its program of offering residents quarterly fee free waste disposal at each of its Landfill and Transfer Stations. The program has been well received and supported by residents. Following a review of the delivery of the program and listening to feedback from residents, the program will now be delivered utilising a voucher system.

Four quarterly vouchers will be included in the annual rates notice. Residents that do not receive a rates notice are advised to contact the relevant property owner for access to the vouchers.

Vouchers can only be used once and only one voucher can be used per transaction. Each voucher will be valid for three months to align with the financial year quarters.

A voucher can be used to dispose of up to 4 cubic metres of the following items free of charge:

- green waste
- mixed recyclables
- general household waste
- E-waste:
 - all TVs, computer screens, home appliances and electronic items
 - refrigerators, freezers, microwaves and air conditioners
 - end of life battery operated products

The following items are not included, as these items have additional third party costs associated with their disposal and therefore will be charged as per normal disposal charges:

- tyres
- bricks and concrete
- mattresses

For full terms and conditions can be found on Council's website:

<https://www.loddon.vic.gov.au/For-residents/Your-home/Garbage-and-recycling>

Should you require any further information please contact Council's Works Department on 03 5494 1200.



Municipal Offices:
 41 High Street, Wedderburn, Victoria
 PO Box 21, Wedderburn VIC 3518
 Telephone: 03 5494 1200
 Facsimile: 03 5494 3003
 Email: loddon@loddon.vic.gov.au
 ABN: 90 925 450 534
www.loddon.vic.gov.au

DL:dl
 Doc ID: [Click here to enter text.](#)

Dear Ratepayer

Re: Fee Free waste disposal

Loddon Shire Council is continuing its program of offering residents quarterly fee free waste disposal at each of its Landfill and Transfer Stations. The program has been well received and supported. Following a review of the delivery of the program and listening to feedback, the program will now be delivered utilising a voucher system. Please find enclosed four vouchers to be used for you to dispose of up to 4 cubic metres of general domestic waste free of charge. Each voucher has an expiry date and will only be valid up to that date with no exceptions. If your property is leased to a tenant we encourage you to pass the vouchers onto them for their use.

Vouchers can only be used once and only one voucher can be used per transaction for the disposal of the following items:

- green waste
- mixed recyclables
- general household waste
- E-waste (white goods, TV's computers electronic items etc.)

The following items are not included, as these items have additional third party costs associated with their disposal and therefore will be charged as per normal disposal charges:

- tyres
- bricks and concrete
- mattresses

For full terms and conditions can be found on Council's website:

<https://www.loddon.vic.gov.au/For-residents/Your-home/Garbage-and-recycling>

Should you require any further information please contact Council's Works Department on 03 5494 1200.

Yours sincerely

Daniel Lloyd
Manager Works

1 February 2020

 Loddon Shire Council Valid to: 30 September 2020	 Loddon Shire Council Valid to: 31 December 2020	 Loddon Shire Council Valid to: 31 March 2021	 Loddon Shire Council Valid to: 30 June 2021
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Back

<p>Waste Voucher – 1 Entitles the holder to dispose of up to 4m3 at any Loddon Shire Council waste facilities (Excluding Bricks, concrete, mattresses and tyres)</p> <p>Valid to: 30 September 2020</p>	<p>Waste Voucher – 2 Entitles the holder to dispose of up to 4m3 at any Loddon Shire Council waste facilities (Excluding Bricks, concrete, mattresses and tyres)</p> <p>Valid to: 31 December 2020</p>	<p>Waste Voucher – 3 Entitles the holder to dispose of up to 4m3 at any Loddon Shire Council waste facilities (Excluding Bricks, concrete, mattresses and tyres)</p> <p>Valid to: 31 March 2021</p>	<p>Waste Voucher – 4 Entitles the holder to dispose of up to 4m3 at any Loddon Shire Council waste facilities (Excluding Bricks, concrete, mattresses and tyres)</p> <p>Valid to: 30 June 2021</p>
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9.14 PYRAMID HILL COMMUNITY CENTRE - COMPLETION OF MASTER PLAN AND FEASIBILITY STUDY

File Number: PRO/20/18

Author: Wendy Gladman, Director Community Wellbeing

Authoriser: Phil Pinyon, Chief Executive Officer

Attachments: 1. Pyramid Hill Community Centre Master Plan and Feasibility Study

RECOMMENDATION

That Council

1. receive and note the Pyramid Hill Community Centre Master Plan and Feasibility Study
2. approve the submission of the Pyramid Hill Community Centre Master plan and Feasibility Study to Regional Development Victoria.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

A presentation by project consultant, Lesley Humphries, was provided at the March 2020 Council Forum.

A copy of the Pyramid Hill Community Centre Master Plan and Feasibility Study (the Study) was provided to Council at the April 2020 Council Forum.

BACKGROUND

Council received funding of \$40,000 from the Department of Economic Development, Jobs, Transport and Resources, Regional Development Victoria (RDV) for the preparation of a master plan and feasibility study into the redevelopment of the Senior Citizens building into the Pyramid Hill Community Centre. The submission of the Study to RDV is the final milestone related to this funding.

The project focused on the existing use of the Pyramid Hill Senior Citizens Centre and identifying the opportunities to develop and extend the existing space into a community hub to provide a range of allied health services, senior citizen and community meeting and activity spaces, learning and library spaces and consulting rooms.

The current Pyramid Hill Senior Citizens Centre was built in the late 1970's and consists of a hall and stage space, meeting room, domestic style kitchen and storage room, and is used for:

- Senior Citizens weekly meetings
- Maternal and Child Health services (fortnightly)
- Filipino community activity (occasional use)
- Sunday sewing classes, and
- hire to the broader community on request.

A Project Control Group (PCG) was established with representatives from the following key stakeholder groups:

- Pyramid Hill Senior Citizens
- Filipino community
- Pyramid Hill Neighbourhood House

- Northern District Community Health (NDCH)
- Loddon Shire Council

Feedback from each of these groups was used to develop the design brief which informed the master plan concept design. The focus of the design was to make a compact, accessible and multi-use facility that provides for opportunities to enhance the liveability of the town through the considered provision of services and activities.

ISSUES/DISCUSSION

The Pyramid Hill Community Centre Master plan and Feasibility Study provides the starting point for the re-development of the Pyramid Hill Senior Citizens Centre into a multi-purpose community hub that will meet the current and future needs of a diverse range of user groups and the changing community demographics in Pyramid Hill.

The master plan has been developed to be modular and zoned in the use of space and utilities with areas able to be closed off when not in use. This design approach will assist in reducing the day to day running costs as well as improving security and amenity.

Northern District Community Health (NDCH) provides primary health care services to the Pyramid Hill Community. The future relocation of NDCH to a redeveloped fit for purpose community centre that is centrally located, would increase the opportunities for NDCH to recruit and retain staff and increase the offering of medical and complementary services available.

Additionally, the potential relocation of the Pyramid Hill Neighbourhood House (PHNH) and the Goldfields Library Corporation agency would improve access to the community, increase the level of and scope of services and allow for significant management, promotional and community benefits by co-location.

There is scope for future relocation of the Neighbourhood Shed (incorporating the Men's Shed program) and a community gym to the east of the existing Senior Citizens Centre.

The proposed facility will house:

- NDCH who run allied health services such as occupational therapy, nursing, women's, men's and sexual health services amongst others. The facility will cater for NDCH's needs by providing a standalone administration and storage area, specific and general use consulting rooms.
- PHNH with areas set aside for administration, a library and learning space (Goldfields Library agency) and social community space as well as a computer and learning room
- Senior Citizens room and storage area
- updated kitchen with increased storage for each of the user groups
- community hall fitted with multimedia equipment suitable for large scale meetings and presentations
- a multipurpose room
- programmable outdoor space
- updated kitchenettes
- new toilets including a family unisex toilet and accessible toilet.

Future stages of the proposed community centre provide the opportunities for the following services:

- Neighbourhood Shed (incorporating the Men's Shed)
- new community gym facility
- space for a kitchen garden
- additional car parking and other services and amenities as required.

COST/BENEFITS

A new shared community facility will provide potential benefits of shared capital costs, resources and expertise, leading to more efficient use of resources, environmental benefits and reduced

operating costs as well as improved relationships and increased networking between user groups and the community.

The opinion of probable cost, based on a cost per square metre of floor area, has been provided by the architect. As noted in the report, there are many limitations to this information and if this project proceeds, further work on detailed cost estimates will need to be undertaken.

The study provides an example operational budget based on current income and expenditure of the relevant user groups in a snapshot in time compilation. This operating budget does not factor in complementary uses that may be possible in a redeveloped facility such as community enterprise or for profit services such as a hairdresser.

The study provides the ability to stage the project, based on available funding, with five proposed stages:

- Stage 1: Construction of health service facility to accommodate NDCH and Maternal & Child Health, with new relocated toilets, kitchenette, senior's rooms, circulation areas, lobby/reception and associated fixtures and fittings, car parking and landscaping.
- Stage 2: Construction of the Library and Learning Centre and facilities to accommodate the PHNH.
- Stage 3: Upgrade the kitchen and store facilities.
- Stage 4: Refurbish/upgrade the Hall.
- Stage 5: Construct the Neighbourhood Shed and Community gym.

The feasibility study also discusses the preferred operating model. Research into similar management models was conducted within and outside of Loddon, informing the preferred model. Further work is required to progress to detailed designs of building plans, management structures and operational budgets. These next steps have not been costed nor had funding allocated.

RISK ANALYSIS

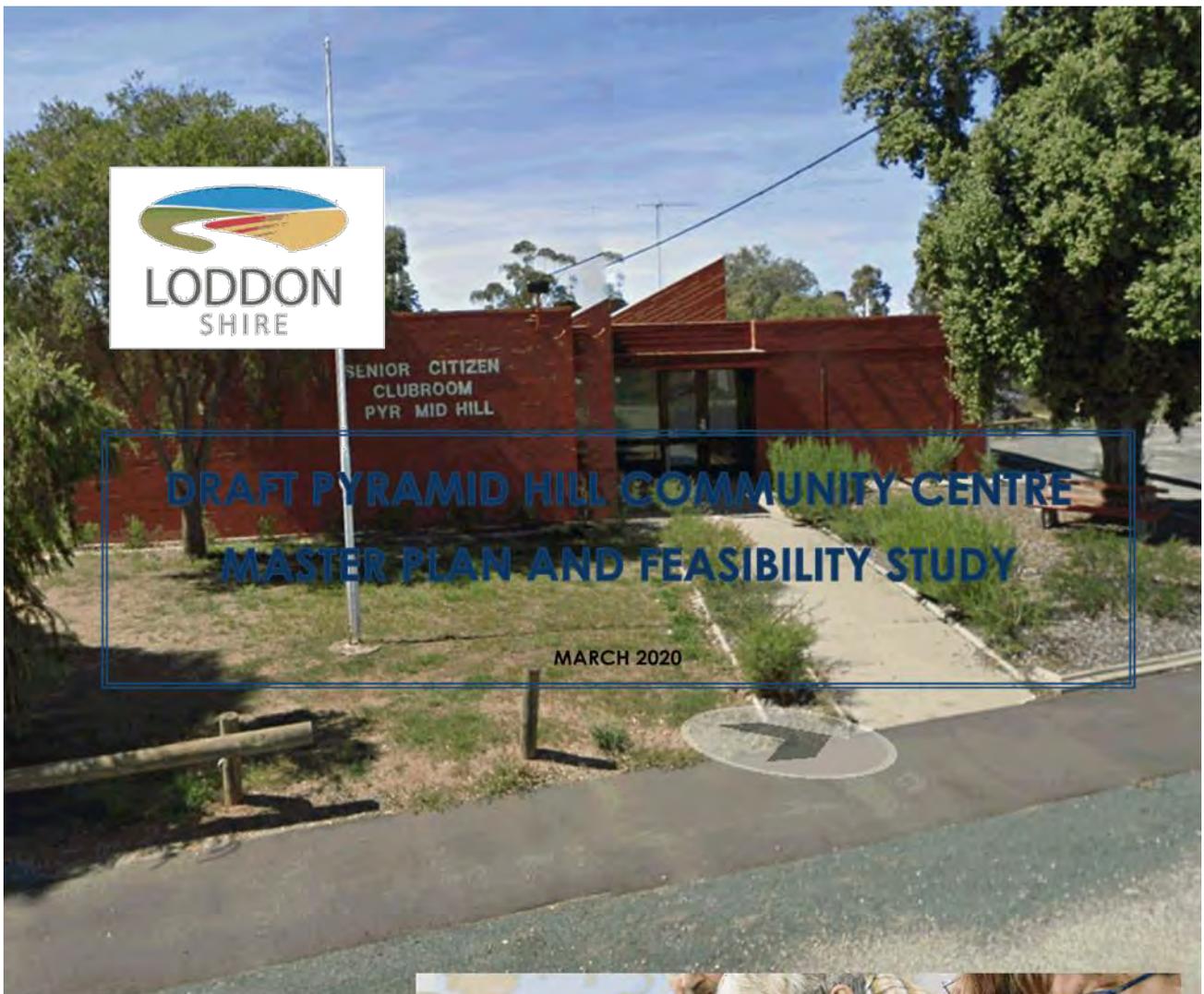
As external funding agencies are tending to prioritise projects that are supported by a strategic planning process, have detailed designs completed and are 'shovel ready', it is critical that Council has fully scoped projects to be competitive when applying for funding.

The endorsement of the draft Pyramid Hill Community Centre Master plan and Feasibility Study will provide Council with the strategic evidence to be able to progress this project from concept plan to detailed design that will also include the development of an appropriate management structure and understanding of operational budgets and user group opportunities and constraints.

CONSULTATION AND ENGAGEMENT

The development of the master plan and feasibility study was informed through:

- a review of relevant Council plans and strategies including the Council Plan and the Municipal Public Health and Wellbeing Plan
- a project control group, who advised Council and the consultant on current and potential uses, legislation requirements, mandatory and preferred spaces, operating models, budgets and service delivery requirements
- external stakeholder engagement including Northern District Community Health, Pyramid Hill Senior Citizens, Goldfields Library Corporation, Pyramid Hill Neighbourhood House and other key community groups and representatives
- internal engagement with relevant Council Officers including those within the Community Wellbeing Department who manage Senior Citizens Centres and the Maternal and Child Health Services
- a review of similar community hub facilities to understand operating budgets and management models
- the draft master plan and feasibility study being supplied to the PCG. Their comments and feedback informed the final draft presented for endorsement.



ACKNOWLEDGEMENTS

This report gratefully acknowledges the financial support provided by the Victorian State Government for the project.

The report also acknowledges the contribution made to the project by Pyramid Hill residents and community group representatives, and their ongoing and valuable commitment to community life.



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Disclaimer

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Pyramid Hill Community Centre – Master Plan Feasibility Study

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Executive Summary

The Pyramid Hill Community Centre Master Plan Feasibility Study was undertaken to identify opportunities to:

- incorporate Northern District Community Health (NDCH) at the Pyramid Hill Community Centre (PHCC)
- incorporate the operations of the Pyramid Hill Neighbourhood House (PHNH) at the PHCC
- increase use of the PHCC.

In addition, the project was to identify a cost-effective building design and cost estimates for construction.

The Pyramid Hill Community Centre is a council owned and managed building constructed in the late 1970's. The building is structurally sound but the design and amenity is dated, with small and dark rooms and a number of non-compliant features. The local community is passionate about the hall despite the need for significant modernisation and compliance works, particularly in relation to the toilets, kitchen, and storage areas.

It is important that the existing hall facilities be upgraded and well-integrated with any new development on the site, and operational efficiencies optimised. This will extend the life and use of existing facilities and will result in a modern and quality building that integrates well with its surrounds.

Key findings from the project identify that:

- there is a need to find suitable accommodation for NDCH to enable the organisation to continue to provide services from a base in Pyramid Hill
- PHNH has outgrown existing facilities and there is limited capacity for expanding programs in line with community need
- the Goldfields Library Corporation programs in Pyramid Hill are constrained due to accommodation limitations
- the PHCC is dated, and the functionality and amenity is not in keeping with modern day building standards or community expectations.

The project also identified well-recognised benefits that accrue from a community hub that brings together service providers, that together, can provide a fully integrated health and wellbeing service in line with industry best practice. Importantly, the co-location of services will:

- minimise the need for single use/standalone facilities and allow for the rationalisation of facilities in Pyramid Hill that are no longer fit for purpose
- optimise the use/sharing of facilities and spaces as in the case of:
 - clinical rooms that will be used by NDCH, Council's Maternal Child Health (MCH) service and visiting GPs
 - multi-purpose rooms that will be used for healthy lifestyle programs offered by either or both NDCH and PHNH, and by Goldfields Library Corporation
 - reception facilities that will be used by, and for, the training of volunteers, workplace training programs, and as a formal reception area for public events
 - a centralised community kitchen
 - green spaces that can be programmed and can be accessed from a number of indoor spaces
- optimise collaboration opportunities, as in the case of:
 - the Neighbourhood Shed that will attract attendance for social, recreation, learning and/or mental health programs
 - the community gym that will attract use by residents who are self-referred or referred by doctors/health practitioners; and by service providers delivering healthy lifestyle initiatives
 - the library and learning centre that will integrate library and neighbourhood house learning/educational and training programs
- optimise cross referral to co-located programs and services. This reduces access barriers associated with travel, time and inconvenience
- optimise the length of 'the stay' at the centre and therefore opportunities for greater service and community engagement

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- create an energy and vitality associated with a community centre because of the increased patronage and activity
- minimise anxiety associated with visiting services because of the familiarity that comes from accessing a familiar environment for recreation, social, educational as well as health services.

The design brief identified the spatial requirements of the key stakeholders: Northern District Community Health, the Pyramid Hill Senior Citizens Club (PHSCC), the Pyramid Hill Neighbourhood House, Goldfields Library Corporation, the United Filipino Organisation (UFO), council and the wider community. From the design brief, a concept design and cost estimates for construction were prepared.

The estimated cost for the proposed development is \$2,525,640 which includes allowances for air conditioning, remodeling of existing facilities, joinery, seating and shelving etc. These cost estimates will be reviewed as the project progresses to the detailed design and costing phase of the project.

Based on current known funding sources it is estimated that external funding at best might equate to \$1,883,000 and conservatively to \$923,000, resulting in funding shortfalls of \$642,640 and \$1,602,640 respectively. This does not take into account any funding that council may contribute.

If funding for the entire project cannot be sourced at one time, then consideration can be given to a staged development as follows:

Stage	Description	Estimate
1	Construct the health services facilities to accommodate NDCH and MCH, new/relocated toilets, kitchenette, seniors' room, circulation areas, lobby/reception and associated fixtures and fittings, car parking and landscaping	\$ 1,011,840
2	Construct the Library and Learning Centre and facilities to accommodate the PHNH	\$ 741,000
3	Upgrade the kitchen and store facilities	\$ 129,900
4	Refurbish/upgrade the Hall	\$ 194,400
5	Construct the Neighbourhood Shed and community gym	\$ 448,000

It is estimated that the centre will operate at a small surplus of \$1,537. This assumes that the Pyramid Hill Neighbourhood House will manage the centre for the 25 hours that it is currently funded to manage their existing facility (supervised hours). It does not take into account any additional hours that supervised access may be required or preferred.

If only stages 1 and 3 are developed then there is unlikely to be any significant increase in operational costs. It is assumed that all NDCH and PHNH operational overheads will be borne by those organisations. Costs associated with shared facilities will be addressed separately through tenancy/user agreements.

It is anticipated that a Committee of Management will be established with membership to include representatives from tenant organisations, key user groups and the wider community.

Following the noting of this report it is recommended that:

1. Council undertake discussions with relevant government department/agencies to determine, as best as possible, the level of funding the project is likely to attract. Following these discussions that Council determine its capacity to contribute to the project.
2. If council determines to proceed with the project that detailed design plans and costings be prepared in consultation with key stakeholders (Northern District Community Health, Goldfields Library Corporation and the Pyramid Hill Neighbourhood House).

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3. Council prepares a development staging plan in consideration of the funding available and funding conditions.
4. The preferred management model be determined, and tenancy agreements prepared.
5. Construction proceeds once funding is secured and tenancy agreements agreed.
6. Council assist NDCH to advocate for a review of Community Health Program (CHP) funding to the shire.

1. The Purpose and Scope of the Project

The Pyramid Hill Master Plan and Feasibility Study was undertaken to identify the issues and opportunities associated with expanding and upgrading facilities at the Pyramid Hill Community Centre (PHCC) to better accommodate community needs, and in particular to:

- identify how the needs of NDCH could be accommodated on the site
- identify how community-based programs can be better accommodated at the PHCC
- identify opportunities to modernise the PHCC to enhance use, and to address relevant building, Occupational Health and Safety, and universal access legislation/codes of practice
- prepare a concept plan and indicative costs associated with any proposed works.

The project brief was later expanded to consider how the Pyramid Hill Neighbourhood House, the Goldfields Library Corporation, the Neighbourhood Shed, and a community gym could also be incorporated on the site.

2. Background Information

2.1. Pyramid Hill

Pyramid Hill is located 234 kms north of Melbourne and 86 kms north of Bendigo and according to the 2016 census has a population of 558. Most residents were born in Australia (75%) however, compared to Victoria as a whole the town has a significantly larger proportion of the population born in the Philippines (11%). Correspondingly, Filipino and Tagalog are the primary languages spoken other than English.

Compared to Loddon as a whole and regional Victoria, Pyramid Hill has a larger proportion of its population that are considered vulnerable and at risk due to social isolation¹ This is primarily associated with the number of older people and people with limited mobility; people living alone and/or on low income levels; and poor internet connectivity.

Anecdotal feedback from established Filipino residents highlights the social challenges faced by more recent Filipino arrivals. These challenges are associated with adapting to a new and culturally different community and developing trust and confidence in accessing local institutions, community groups and support services.

In contrast to the Shire of Loddon (L) as a whole, Regional Victoria (RV), and Victoria (V) a larger proportion of the Pyramid Hill population:

- was born overseas -18%, compared to 8% (L) and 11% (RV)
- speaks language other than English at home -18%, compared to 8% (L) and 11% (RV)
- needs assistance due to age or disability - 8%, compared to 7.4% (L) and 6% (RV)
- is classified as 'frail aged' (85 and over) - 4.6%, compared to 3.4% (L) and 2.7% (RV)
- comprise of one-parent families - 10.8%, compared to 7% (L) and 10.1% (RV)
- live alone - 37.1%, compared to 30.6% (L) and 27% (RV)
- attends pre-school or primary school - 12.5%, compared to 8% (L) and 9.5% (RV)
- are renting accommodation - 26.6%, compared to 14.8% (L) and 23.9% (RV)

This highlights the need for facilities and services that optimise health and wellbeing outcomes particularly relating to:

- people who are, or have the potential to be socially, economically and culturally isolated.
- of particular note is the anecdotal information that suggests trust in services by the Filipino community is best achieved by building local relationships and by providing services locally.
- frail elderly people who cannot or find it too challenging to access services further afield which means treatable conditions unnecessarily develop into more chronic conditions
- single parent families and people who live alone and do not have the support of wider family.

¹ COTA Victoria Working Paper No. 1: Social Isolation: Its impact on the mental health and wellbeing of older Victorians

2.2. Pyramid Hill Community Centre (PHCC)

The Pyramid Hill Community Centre is a council owned and managed building constructed in the 1970s. The local community is passionate about the hall despite the need for significant modernisation and compliance works, particularly in relation to the toilets, kitchen, and storage areas.

The centre is now used more by the broader community than in the past, and use by older adults has diminished as the population has aged. In recognition of this changing use, in 2018² the PHSCC gave approval for the centre to be known as the Pyramid Hill Community Centre, but this title has not yet been formally adopted. Council is responsible for managing centre bookings, cleaning, and building and grounds maintenance.

The PHCC has a building condition rating of 2/10 which means the building itself is structurally sound and in relatively good condition. However, from a service perspective the building is not fit for purpose for contemporary and future use. The current building has access limitations and does not comply with universal access guidelines³. As a result the building is difficult for people with limited mobility, and who use mobility aids to navigate doorways, kitchen facilities, storerooms and outdoor areas. Poor access means that mobility scooters cannot access the building, and because there is no undercover area at the front of the building, mobility scooters are often left out in inclement weather.

The lack of double glazing on windows, poor insulation and a dated heating and cooling system results in unnecessary operational costs which are an impost on user groups.

The dark internal brickwork impacts on the amenity/atmosphere of the hall and multi-purpose room and the poor kitchen design and aged fixtures and fittings undermines its capacity to cater for community needs and minimises access for people with limited mobility. As a result, alternative cooking facilities are setup in the main hall for some events.

The room used for Maternal Child Health programs require modification to comply with Child Safety⁴ and building codes/guidelines, particularly in terms of requirements for dual/alternative exit points and availability of duress systems. In addition, the operating environment and building design makes it difficult to implement 'sole practitioner' workplace guidelines.

It is critical that the existing hall facilities be upgraded and well-integrated with any new development on the site, and operational efficiencies optimised. This will extend the life and use of existing facilities.

Tables and chairs in the centre are difficult for the senior citizens club members in particular, and other hall users to handle.

2.1. Health and Medical Services

2.1.1. Northern District Community Health (NDCH)

Northern District Community Health (NDCH) has been providing services to the Loddon Shire since 1990 from premises in Victoria Street, Pyramid Hill. These premises were not compliant with building and OHS regulations and requirements relating to accreditation standards. As a result the service needs to relocate from the site.

NDCH will be temporarily relocating to the former aged care centre (Respect) in Pyramid Hill and will be making minor modifications to a section of the premises to accommodate the needs of the service. The site far exceeds the operational requirements of the service resulting in NDCH paying for facilities it does not need. This is having a significant and unnecessary financial impact on operations and is deflecting resources away from direct service delivery.

There are currently no suitable premises in Pyramid Hill where the service can relocate to. Depending on the outcome of the feasibility study, NDCH will locate to the proposed PHCC.

² 2018 meeting with representatives of the Pyramid Hill Senior Citizens Club

³ Universal Design is a design philosophy that ensures that products, buildings, environments and experiences are innately accessible to as many people as possible, regardless of their age, level of ability, cultural background, or any other differentiating factors that contribute to the diversity of our communities.

⁴ <https://www.dhhs.vic.gov.au/publications/child-safe-standards>

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Visitation to the service has increased over the last 3 years. In 2017/18 there was a decline in visitations, primarily as a result of the relocation of Maternal Child Health and immunisation programs to the PHCC because premises at the NDCH facility were not compliant with Maternal and Child Health Service Guidelines (2019)

There was approximately a 6.7% (251 visitations) increase in visitations between 2017/18 and 2018/19. The increase from 3,987 in 2016/17 to 4,012 in 2018/19 is significant because it was a result of additional visitations and not as a result of the return of MCH services to the facility.

NDCH is one of 100 Community Health Services (CHSs) operating from approximately 250 sites across Victoria. NDCH operates in the shires of Gannawarra, Loddon, and Buloke and offers a range of integrated medical, social and community services. These include diabetes and nutrition education, occupational therapy, podiatry, speech pathology, community nursing, counseling, mental health services, and health promotion programs.

CHSs are publicly funded organisations that provide an integrated model of local, primary health care to their communities. The CHS sector consists of not-for-profit registered services and community health services operating within larger public health services and small rural health services.⁵

Visitations to Northern District Community Health – Pyramid Hill

- 2016/17 – 3,987 visitations
- 2017/18 – 3,761 visitations (decline as a result of relocation of MCH from the site)
- 2018/19 – 4,012 visits (increase as a result of additional visitations)

Information source: NDCH (2019)

2.1.2. Medical Services in Pyramid Hill

There are no General Practitioner (GP) services available in Pyramid Hill. Anecdotal information indicates that private GP clinics have not been viable in the past. It is understood that the lack of compliant facilities were a contributing factor.

The nearest GP services are located in Boort, Kerang and Cohuna. In the past, a Nurse Practitioner was provided one day a fortnight through the NDCH. This service has now ceased due to staff 'sole worker' safety regulations as per the Royal Australian College of Medical Practitioners (RACGP)⁶ regulations.

2.2. Pyramid Hill Senior Citizens Club (PHSCC)

The Pyramid Hill Senior Citizens Club provides social programs and activities for members on a regular basis. Membership has declined over recent years, however members are close knit and the committee and members are passionate about their organisation and the PHCC from which they operate.

The club operates and actively engages with other community groups, and in particular has been very supportive of the growing Filipino community and the organisation of inter-cultural activities and events based at the PHCC.

2.3. Pyramid Hill Neighbourhood House

The Pyramid Hill Neighbourhood House is open for 25 hours a week and was established in 1991. It relocated to its current location in 2016. The current site is a repurposed Department of Health and Human Services (DHHS) residential unit and is leased to the PHNH. The house is open Monday 3.00-6.00pm, Tuesday and Wednesday 10.00am-6.00pm and Thursday 10.00am-4.00pm.

The current neighbourhood house is small comprising of the following spaces/facilities:

- Reception and small administration area
- Kitchen
- Coordinators office which provides the only secure storage space
- Shared small children's activity/library space (a thoroughfare to other rooms)
- Multi-purpose space/adult library

⁵ <https://www.ndch.org.au/what-is-community-health.html>

⁶ <https://www.racgp.org.au/the-racgp/governance/organisational-policies/faculty-regulations>

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- Small computer lab with 10 computers
- Indoor administration store
- Outdoor shed
- Reynolds Room – Self-contained multi-purpose/early years program space also used for meetings.

The PHNH occasionally uses the PHCC for programs. The PHNH primary source of income is from government grants which include a grant from the Department of Health and Human Services for co-ordination of the house.

The PHNH is acknowledged by Neighbourhood Houses Victoria⁷ as being a very well run organisation and very effective and innovative, particularly given the financial and geographic constraints it faces.

The PHNH runs a variety of programs aimed at reducing social, geographic and economic isolation; improving work related skills and personal competencies; and providing information and strengthening community networks. Programs and services include:

- Learn Local programs
- Computer and internet lessons/digital literacy
- Self-employment/business start-up programs
- Structured work experience opportunities
- Job search and skills development assistance
- Playgroup, Storytime and Rhymetime for carers, children and babies
- L2P learner Driver mentor program
- Volunteer Driver
- Centrelink Access
- Photocopying and printing services
- Drop-in facilities
- Public computer access
- Room hire
- Neighbourhood Shed (formally Men's Shed).

Visitations to the PHNH have significantly increased over the last 2 years from 2,239 in 2016 to 2,911 in 2019.

The increase in use is attributed to the change in opening hours on Mondays and Tuesdays which allows people/adults to access facilities after work and from further afield. The increase in use is also attributed to the removal of fees to use the internet, and a reduction in the cost of printing.

Of particular note is that a significant number of people visit the house multiple times in a day. Anecdotal information indicates many of these people are looking for company and conversation.

The demographics of users have changed over time from use primarily by women over 50 and of anglo-Australian background, to use by significantly more Filipino men⁸, young people and people who work. Use of the centre now closely mirrors the local population profile.

The PHNH has a close relationship with the NDCH resulting in cross promotion of activities, services and programs, and joint initiatives. The PHNH also has strong connections with the North Central LLEN (Local Learning and Employment Network), Pyramid Hill Progress Association, the Pyramid Hill P-10 College, and the Filipino community. The PHNH is also a significant participant in the organisation of community initiatives such as the annual Filipino Fiesta and co-ordination of networking activities (e.g. First Responders Forum, Early Years Forum).

⁷ Policy Development Officer, Neighbourhood Houses Victoria

⁸ 2 years ago Filipino people accounted for 5% of visitations, now they represent approximately 20% of visitations

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Service	No of services accessed		% services accessed		
	2017	2019	Diff (%)	2017	2019
Library	527	468	-11.2	23.5	16.1
Computer/Internet	415	597	48.9	18.5	20.5
Printing/Copying	193	368	90.7	8.6	12.6
Centrelink/Medicare	98	88	-10.2	4.4	3.0
Drop In/Social	289	278	-3.8	12.9	9.6
Counselling/Assistance	55	48	-12.7	2.5	1.7
Recycling	14	33	135.7	0.6	1.1
Children's Programs	351	491	33.9	15.7	16.9
Digital Tech	71	140	97.8	3.2	4.8
Other/Press	217	231	6.5	9.7	7.9
TOTAL	2,239	2,911	30.01%		

2.1. Pyramid Hill Library

The Goldfields Library Corporation (GLC) has operated a library agency service out of the Pyramid Hill Neighbourhood House for a number of years. In 2017 it moved to replicate this model at other locations within Loddon Shire and the City of Greater Bendigo, replacing the mobile library service.

GLC reports that the current residential style unit in which PHNH is located is not ideal as a library/community asset, and as a result many parents with young children do not visit. The scope of the library and associated programs at the PHNH is restricted due to a lack of space/dedicated quiet space, conflict between activity spaces (e.g. noise), and other demands for the space.

GLC also reports that the most successful of the eight library services they manage are those that are co-located with other services. Typical of the successful operations in Loddon are those located at the Inglewood, Wedderburn and Boort community centres/hubs that also offer services and programs associated with maternal and child health, playgroups, community kitchens, VicRoads and Centrelink agencies, gymnasiums and meeting rooms.

Despite the accommodation challenges and although modest, overall visitations to the PHNH library have grown in the last two financial years. This is attributed to a threefold increase in the number of programs offered, and an elevenfold increase in associated program attendances.

A number of library programs have been held offsite, due to lack of adequate space and availability of space at the PHNH. These outreach sessions have been instigated in an effort to strengthen library/community links, increase awareness of library services and programs, and encourage attendance.

In the 6 months July to December 2019 the library had 320 visitations which indicates the library is on target to achieve 640 visitations for 2019/20. This is an increase of 156 visitations or 32% on the 2018/19 financial year.

The Boort library which operates from the Boort Resource and Information

"Libraries of today are places to read, relax, socialise, work, meet, learn, play and create – opportunities which are quite restricted in the current arrangement at the PHNH."
Ref: Goldfield Libraries

	2018/2019 financial year	July-Dec 2019 (6 months)
Visits	484	320
Programs	6 programs w 13 attendees	18 programs w 148 attendees (1) [?]
Total loans	666	385

[?] Some of these held offsite as outreach playgroup visits

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Centre (BRIC) has experienced a significant increase in use since the expansion/renovation of facilities. Attendances at this library since the new facilities were opened in August 2018 demonstrates the benefit and importance of appropriate and welcoming program spaces. In the 2018/2019 financial year:

- physical visits increased by 53% to 4,931 from 3,233 in 2017/18
- loans increased by 31% to 4,711 from 3,587 in 2017/18
- memberships increased by 85% to 141 from 76 in 2017/18
- the number of programs were increased by 55% to 42 from 27 in 2017/18
- program attendance increased by 44% to 674 from 466 in 2017/18.

2.2. Community Healthcare Service Delivery – Critical Success Factors

The community health care delivery model is well documented¹⁰ as an effective model for delivering health care services to people who are considered to be 'vulnerable', have limited capacity to navigate the primary health care system, and who generally have poor health or chronic health conditions.

The Victorian Auditor General's Report into the Community Health Program (CHP)¹¹ identifies the strong evidence that supports the effectiveness of the community health model of care. However, the report is critical of the funding model which does not align to the programs target clientele. Funding is meant to be based on population growth, social disadvantage, the population of children and developmentally vulnerable children.

DHHS has not reviewed its funding of CHPs since 2007 and consequently funding since this time has not responded to increases in disadvantage as has occurred in the Loddon region. As a result, NDCH has not received any increase in funding for the past 13 years.

According to Monash Health¹² "integrated care coordinates the actions of multiple factors that affect a person's health needs. It includes care managers, GPs and allied health services, acute care services, local community groups, research institutions and even businesses lying outside the health system."

The paper goes on to state that "the international and Australian experiences with integrated care indicates that, if properly implemented, it leads to gains in health outcomes for patients, improvements in the patient experience of care, reductions in costs, and improved job satisfaction for clinicians¹³.

The proposed redevelopment of the Pyramid Hill Community Centre (PHCC) is ideally placed to respond to key success factors needed for a fully integrated, and therefore successful community health program.

This is because the proposed model brings together the operations of NDCH and associated primary care providers and lifestyle/wellbeing counselors (e.g. financial, mental health and relationship counsellors, the Pyramid Hill Neighbourhood House, the community gym, and the Neighbourhood Shed (incorporating the Men's Shed).

¹⁰ As referenced in Re-imagining Community Healthcare Services, Monash Health, 2019
 Future of Health: Shifting Australia's Focus from Illness Treatment to Health and Wellbeing Management, 2018, www.csiro.au/en/Do-business/Futures/Reports/Future-of-Health
 Practical Innovation: Closing the Social Infrastructure Gap in Health and Aging, CSIRO, Aust
 Price Waterhouse Cooper, 2018, www.pwc.com.au/publications/pdf/practical-innovation-sep18.pdf:
 PWC, Australia.
 Shifting the Dial: 5 Year Productivity Review⁹, Report No. 84., 2017, Productivity Commission,
www.pc.gov.au/inquiries/completed/productivity-review/report/productivity-review.pdf: Canberra.
 Reimagining Community Services: Making the Most of Our Assets, 2018, Charles, A., et al
www.kingsfund.org.uk/sites/default/files/2018-01/Reimagining_community_services_report.pdf:
 Transforming Health: Toward Decentralized and Connected Care, 2014 MacIntosh E, et al,
www.marsdd.com/news-and-insights/transforming-health-decentralized-connected-care/

¹¹ VAGO Report, 2018 into the Victorian Department of Health and Human Services 'Community Health Program'

¹² Re-imagining Community Healthcare Services, Scoping Review, Monash Health, 2019

¹³ Productivity Commission, Shifting the Dial: 5 Year Productivity Review, in Report No. 84., 2017,
www.pc.gov.au/inquiries/completed/productivity-review/report/productivity-review.pdf: Canberra.

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In particular the model proposed for the PHCC responds to the enablers and barriers/challenges identified by Monash Health in that the model¹⁴:

- empowers consumers by providing access to information about services and programs via different channels. This means that consumers have a greater chance of obtaining information formally (e.g. via NDCH programs, council's MCH programs) and informally (e.g. via the PHNH programs and public internet access, or the community gym) depending on the different community organisations and programs residents engage with.

This increases the pathways through which information about primary healthcare as well as other services that are key to an individual's overall health and wellbeing (e.g. financial/budget management, employment, social engagement) is obtained

- addresses health inequity associated with a lack of health literacy and access to digital health care information
- offers integrated health solutions by:
 - fully integrating all agencies and community groups that can contribute to resident's overall health and wellbeing
 - supporting 'bridging roles' offered by professionals such as health trainers, community navigators, health champions, and social support organisations such as the United Filipino Organisation
- increases partnership opportunities for devising innovative and locally responsive health care solutions and referral pathways.

For the residents of Pyramid Hill and the wider district this means that the barriers that typically undermine the success of a CHP will be minimised. These barriers relate to a lack of timely and relevant health information, a lack of local capacity to respond early to health needs and therefore minimise the incidence of chronic health conditions, resident inability to easily or conveniently access health services (e.g. location, lack of transport), and barriers caused by a lack of familiarity/relationship with care providers and an often resulting lack of trust.

3. How We Went About the Project

The project was overseen by a Project Control Group (PCG) with representation from Northern District Community Health, the United Filipino Organisation, the Pyramid Hill Senior Citizens Club, the Pyramid Hill Neighbourhood House, the Neighbourhood (Men's) Shed, Council and Regional Development Victoria (RDV).

The Project Control Group (PCG) provided comment and feedback throughout the project.

3.1. Consultation

Information that informed the project was drawn from a number of sources including:

- Research undertaken for council service planning documents such as the Council Plan, the Recreation Strategy, the Asset Management Strategy, and the Municipal Public Health Plan
- Community workshops 2018 - 2020
- Interviews with community stakeholders
- Interviews with council department stakeholders including officers and managers from the following departments:
 - Community Support
 - Community Wellbeing

Innovative models for community healthcare have shown early signs of success in:

- Improved workforce satisfaction resulting in better recruitment and retention of staff
- Increased capacity within primary and community care as evidenced by more consumer interactions within similar resources
- Reducing urgent care, polypharmacy, acute hospitalisations, hospital bed-days, entry into aged-related residential care.⁵

Ref: CSIRO 'Future of Health' report

¹⁴ Re-imagining Community Healthcare Services, Scoping Review, Monash Health, 2019, p 7

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- Assets and Infrastructure
- Works
- Development and Compliance.

3.2. Council Planning

The objectives articulated in the Council Plan have guided the development of the feasibility assessment and priorities in the development plan.

In particular, the proposed project will help council achieve its strategic objectives to:

- Grow and invigorate the population by providing quality services; and recreation, open space and health and wellbeing facilities that attract and retain families¹⁵
- Develop attractive, vibrant and well-serviced communities by improving the character and appearance of townships; rationalising unnecessary assets and developing multi-purpose facilities; and providing quality infrastructure which supports the desired lifestyles of residents¹⁶
- Optimise the sustainability of the region by developing multi-purpose facilities, ensuring appropriate levels of support for small communities, working with North Central LLEN to address learning, training and employment opportunities.¹⁷

The Vision for Loddon - A prosperous, vibrant and engaged community

Mission - To enhance the sustainability and liveability of Loddon Shire
Ref: Council Plan 2017-21

Council documents relevant to the project:

- Recreation Strategy 2015-2020
- Living Well in Loddon (MPHWP) 2017-2021
- Community Access & Inclusion Plan 2017-2021
- Economic Development Strategy 2015-2020
- Tourism Strategy 2016-2019
- Asset Management Strategy 2011

The project also addresses key objectives in the Asset Management Plan relating to minimising asset maintenance costs and costs associated with renewal of outdated and under utilised buildings (e.g. former MCH building, community centre), buildings that will not serve the future needs of the community (e.g. Pyramid Hill Neighbourhood House) and buildings that are poorly located or restrict the use of the site on which they are located (e.g. Neighbourhood Shed/former MCH building)¹⁸.

Importantly, the project addresses the key findings from the 2015 report to council¹⁹ that recommended that the Pyramid Hill Senior Citizens Centre (PHSCC) be redeveloped to create a fully integrated community hub that accommodates a range of community organisations and services providers. The report notes that the building is in good condition, but it is dated, and is not compliant with current day OHS, accessibility and safety codes of practice and guidelines.

¹⁵ Council Plan 2017-2021, p36
¹⁶ Council Plan 2017-2021, p38
¹⁷ Council Plan 2017-2021 page 39
¹⁸ Loddon Asset Management Plan
¹⁹ Review of Senior Citizen Centres; Report to Council 2015

4. Key Findings from Consultation

This section provides a summary of key findings from the project. These have been summarised in terms of the issues and constraints associated with facilities each of the key stakeholders are operating from, and the impact these have on service quality and delivery. Detailed notes from consultation are contained in Technical Paper 3.

Facility - Pyramid Hill Community Centre

(Key stakeholders – Loddon Shire Council, Pyramid Hill Senior Citizens Club)

- Use of the PHCC/Use by the PHSCC
 - Since the decline of the population and a move to more mainstream activities by older age groups, the use of the centre by older people as a proportion of overall use has declined
 - There is still a strong and active group of over 55 year olds who use the centre and who are actively engaged in intergenerational programs, particularly those associated with the Filipino community/new migrant arrivals. Ideally, programs and services for older adults that operate from the PHNH and the senior citizens centre would be co-located to optimise cross promotion and referral
 - There is a perception in the community that the centre is for senior citizens only
- Loddon Shire Council (LSC) planning and service delivery
 - Council uses the centre for Maternal Child Health (MCH) and immunisation programs which had to be relocated from the NDCH facilities because of non-compliant buildings/facilities at that site. The current facility at the PHCC is not ideal as the MCH nurse is often a sole worker and cannot control who accesses the building whilst attending to duties. Ideally these programs would be co-located with community health services and with other programs for families (i.e. neighbourhood house programs) to optimise cross promotion and referral to services
 - The project scope does not extend beyond the boundary of the PHCC; however consideration must be given to the orientation of infrastructure in order to optimise the physical and visual connectivity between the centre and other public infrastructure e.g. public hall, Kelly Park, museum
- Functionality, design and amenity considerations
 - External – Approach and Amenity
 - Dated building style and amenity
 - Opportunity for landscaping to better connect the building to Kelly Park/streetscape precinct and enhance the presentation of the building
 - Memorial plaque can be relocated to another place in order to optimise space to the side of the building
 - Entry/toilets
 - Dated entry
 - Dated/non-compliant toilets
 - Small meeting room (current use for MCH and small group activities)
 - Meeting room is used by MCH and immunisation programs
 - Need to retain a meeting room (with storage facilities) that can be used by the PHSCC
 - Reception/link to new facilities if they are located to the north of the existing building
 - Former first aid room
 - No longer required
 - Stage
 - Under used space. Not necessarily required as a stage space. Currently used for storage of chairs
 - Consider creating a separate meeting/activity room. Structural considerations/cost may limit opportunities
 - Main Hall
 - Dated amenity
 - Floor – durable, easy care
 - Access to outdoor area. Outdoor area does not have significant use
 - Kitchen

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- Poor layout/design
- OHS/compliance issues need to be addressed
- Inadequate storage and refrigeration facilities
- Opportunities for kitchen to service outdoor spaces as well as indoor areas if design permits
- Storeroom/storage
 - Poorly designed storage
 - No secure storage for user groups and for hall equipment
 - OHS issues need to be addressed e.g. moving of chairs
 - Opportunities to extend to the east
- Outdoor space (south of building)
 - There is the option/opportunity for:
 - communal outdoor space
 - 'Neighbourhood Shed'
 - car parking and/or
 - location of PHNH building
 - There is no need to retain garden/seating area. Plaque to be relocated
- Open space to the north of the building
 - Not needed for fiesta or Filipino community needs
 - Option/Opportunity for:
 - Small/medium 'breakout' space off the hall - desirable
 - Small communal outdoor space and/or
 - car parking and/or
 - location of NDCH building
 - Excluded as an option for location of 'Neighbourhood Shed' because of noise implications for abutting residential properties
- Vacant block to the east of site/east of easement (vacant)
 - Option/Opportunity for:
 - disposal
 - siting of 'Neighbourhood Shed'
- Neighbourhood/Shed
 - Currently located in Kelly Park
 - Need to determine the best location (PHNH or PHCC) in terms of service synergy, referral opportunities, key client group
 - Size 7.6 m x 14.2 m
- Indoor Gym
 - Based on the BRIC (Boort Resource and Information Centre) model
 - Gym floor area is approximately 12.2m by 8.8m
 - Preferable to include (feedback from BRIC) - mirrors on all/most walls; Rubberised flooring; Sound proofing; Electronic keying system; Video surveillance.

Northern District Community Health (NDCH)

(Key stakeholders – Northern District Community Health)

- NDCH has been operating in a non-compliant privately owned premises because of a lack of accommodation options in Pyramid Hill. The organisation is about to relocate to temporary premises at the aged care facility (Respect) because it cannot continue to operate in non-compliant facilities
- The organisation has determined that service outcomes are best achieved by co-locating with other community services within a community hub because of the benefits associated with:
 - cross referral and passive marketing/promotion of services/programs
 - destigmatising of services by integrating with community-based programs and service providers
 - opportunities for joint promotion and service delivery initiatives
 - energising service delivery environments
 - optimising use of community facilities

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- ease of access for clients to a centrally located facility
- OHS considerations particularly in relation to staff and volunteer safety would be optimised by having multiple people working at/from the facility.

Pyramid Hill Neighbourhood House (PHNH)

(Key stakeholders – Pyramid Hill Neighbourhood House, Department of Health and Human Services)

- The PHNH committee is open to relocation of the house to an integrated community hub and agrees that there are significant management, promotional and community benefits if services are co-located in a community hub
- Concerns relate to any additional costs that may be imposed on the house (e.g. for rent, utility costs) and expectations as to the management/opening hours of the new facility given the PHNH operates for 25 hours a week Monday to Thursday (closed Friday through Sunday)
- Facilities at the current location are limited which is having an impact on the quality of services, the quality of spaces, the ability to provide privacy for discrete service needs (e.g. crisis/personal and financial counselling), the ability to accommodate numbers in programs, and opportunities to expand programs and services.

The small main activity space is a thoroughfare which means programs are disrupted when visitors or staff need to access the kitchen or the adult library/multi-purpose room.

The current facility is not fully compliant with Victorian Child Safe Standards²⁰.

Pyramid Hill Library

(Key stakeholders – Loddon Shire Council, Department of Health and Human Services, Goldfield Library Corporation)

- The scope of the library and programs at the PHNH where the library is located, is restricted due to a lack of space/dedicated quiet space, conflict between activity spaces (e.g. noise), and other demands for spaces
- Access to the library space is limited to hours that the PHNH is open which restricts service and program delivery opportunities
- Goldfields Library Corporation highlights the significant increase in the use of the Boort library and attendances at programs since purpose built facilities have been added.

Pyramid Hill Neighbourhood Shed

(Key stakeholders – Pyramid Hill Neighbourhood Shed, Pyramid Hill Neighbourhood House, Loddon Shire Council)

- The Pyramid Hill Neighbourhood Shed is in recess. The Pyramid Hill Neighbourhood House proposes to investigate opportunities with the community to reinstate operations and optimise use by a wider demographic.

Other Matters Raised

- Facility Governance
 - Questions asked as to who would be responsible for the day-to-day operations of the centre and how access to the facility would be managed. Management options for the centre are to be evaluated
- Operational resourcing
 - Concern raised as to the potential additional costs for users and the limited capacity of community/community groups to pay anything additional to existing fee arrangements
 - The PHSCC currently has open/free and daily access to the facility. Members wanted assurance that their access would not be restricted and that they would not be subject to the management of the PHNH if the PHNH was to manage the centre.

²⁰ <https://providers.dhhs.vic.gov.au/child-safe-standards>

5. Master Plan

A design brief was prepared in response to findings from community consultation, and consultation with Council and agency stakeholders. Key design requirements relate to:

- planning for the medium and longer-term consolidation of community infrastructure in Pyramid Hill to:
 - ensure the effective co-location of services
 - minimise building maintenance and renewal costs and operational overheads
- optimising use of the site through effective design and modernisation
- securing of appropriate accommodation so that the NDCH can continue to provide a range of community and specialist health and well-being services in the north east of the shire.

During earlier discussions (2018-early 2020) held with the PHNH Committee, the committee rejected the option of being a part of the PHCC redevelopment. Part way through the project the original design brief was expanded following notification from the committee that consideration would be given to a possible relocation on the basis that a number of operational issues could be satisfactorily addressed.

5.1. Key Design Considerations

The following is a summary of key design considerations based on outcomes from consultation and an assessment of the functionality of the PHCC.

- Ensure the design:
 - optimises operational efficiencies
 - optimises the integration of the building with the wider precinct
 - is compliant with universal design guidelines and relevant state and federal legislation (e.g. OHS and DDA, Child Safe, building codes) for the internal spaces and external spaces such as 'breakout'/social spaces, carparks and pathways
 - optimises opportunities for the future relocation of the Pyramid Hill Neighborhood House to the site by consolidating the design of the facilities to accommodate NDCH
 - optimises key environmentally sustainable design principles
 - optimises intergenerational integration and connections
- Investigate design options that allow for sectioned access to the building i.e. access to multipurpose room and toilet/kitchenette without necessitating access to the entire building
- Existing Community Centre
 - Retain/incorporate access to at least one multi-purpose/meeting room and amenities that can be accessed separately to the main hall. Alternatively, the design to accommodate these provisions in another location. The multi-purpose room to include secure storage provision for the PHSCC and other potential users
 - Enhance the entry/the amenity of the entry/future reception area. Reception/entry area to include small waiting room and to service both the health services and the community centre facilities
 - Redesign and possible relocation of:
 - the toilets (depending on overall building design requirements) to address OHS, DDA and 'sectioned' access requirements
 - the kitchen and storage areas, and if necessary increase the area to address spatial and OHS requirements and optimise functionality for current and projected future activities
 - Investigate opportunities to optimise use of the space currently occupied by the stage e.g. conversion into meeting room/ activity space
 - Provision of additional/more effective storage for community groups, hall equipment, kitchen storage etc.
 - Consider:
 - cost-effective ways to modernise/improve the presentation of the building (internal and external)
 - options for relocating and integrating the 'Neighbourhood Shed' to the site

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- options for incorporating an indoor gym
- options for staged development
- opportunities to incorporate access to outdoor areas off indoor spaces.

5.2. Summary of Spatial Requirements (Design Brief)

The design brief considered the needs of existing community centre users including the Pyramid Hill Senior Citizens Club and the United Filipino Organisation, as well as Northern District Community Health, the Pyramid Hill Neighbourhood House, and the Goldfields Library Corporation.

	NAME OF SPACE	PRIORITY	Use	Minimum requirements
NORTHERN DISTRICT COMMUNITY HEALTH SPATIAL REQUIREMENTS				
1	Administration/ storage space	Must have	Single purpose/ Non share	2 wk stations
2	Waiting/reception space	Must have	Shared use	Refer item 20 NDCH Max 6
3	Kitchenette/staff room	Must have	Shared use	Refer item NDCH Max 4
4	Toilets	Must have	Shared use	Refer item 18 Separation of male and female would be preferable
5	Pathology Room / Nurses Room	Must have	Single purpose/Non share	3 x 3 mts ⁴ Clinical ⁴ space with handwashing facilities, lino floor. Under bench and overhead storage
6	Doctors Room/Nurse Practitioner/ Women's Health		Single purpose/Non share	
7	Podiatry Room		Single purpose/Non share	
8	Multi-purpose Consulting Room 1	Must have	Shared use/share hire or lease	3 x 3 mts 1 wk station Clinical ⁴ space with handwashing facilities, lino floor. Under bench and overhead storage
9	Multi-purpose Consulting Room 2	Desirable/not critical	Permanent hire/lease if relevant/demand otherwise Shared use/ share hire or lease	3 x 3 mts 1 wk station
10	Multi-purpose Consulting Room 3	Desirable/not critical	Shared use/share hire or lease	Handwashing facilities and under bench and overhead storage. Larger space to accommodate children's play equipment (MCH program)
11	Meeting/program room/ multi-purpose room	Access to joint use room in centre will be adequate	Shared use	Refer multi-purpose room in Community Centre
LODDON COUNCIL/SENIOR CITIZENS CLUB				
12	LODDON SC MCH/ Immunisation	Must have	Shared use e.g. with NDCH Consulting Room	
13	Multi-purpose Hall (existing)	To retain	Shared use	Modernise – Paint, air circulation, window fittings. Equip with AV technology.

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	NAME OF SPACE	PRIORITY	Use	Minimum requirements
14	Senior Citizens Room/ Multi-purpose Room	Must have	Shared use	Secure storage for senior citizens club
15	Kitchen and kitchen storage	Must have	Shared use	Update existing kitchen and storage area; Extend storage if possible; Needs to have capacity to cater for community events and social cooking/food activities. Does not have to be a fully commercial kitchen, as this is available in the Memorial Hall
16	General and user group storage	Must have	Shared use	Consider opportunities to separate from existing kitchen storage area
17	Stage Area	Existing	Shared use	Difficult to repurpose because of design (concrete), lack of windows, accessibility issues etc.
18	Toilets	Must have	Shared use	Consider relocation in order to optimise design/functionality outcomes
19	Outdoor Space	Desirable	Shared use	Grassed/multi-purpose surface area to include BBQ pad, seating, shade trees
PYRAMID HILL COMMUNITY CENTRE/ NEIGHBOURHOOD HOUSE SPATIAL REQUIREMENTS				
This includes activities/programs currently accommodated at the PHNH				
20	Waiting/reception space	Must have	Shared use	
21	Toilets	Must have	Shared use	Refer item 18
22	Coordinator's Office/space	Must have	Single purpose/Non share	Close/ready access to reception area (backup/security), learning/library space (supervision) and tech lab and Centrelink room/space (assistance). Two way glass windows with Learning Area, computer room & multi-purpose room
23	Kitchenette	Must have	Shared use	Full kitchen facilities available in the Memorial Hall. Refer item 15
24	Printing/photocopy room with secure storage space	Must have	Single purpose/Non share	
25	Lounge/gathering/social area	Must have	Shared use	
26	Computer /Tech Lab – 10 x PCs	Must have	Single purpose/Non share	Closely located to PHNH Coordinator office. Equip with AV technology
27	Centrelink Room/private area	Must have	Shared use	Located in multi-purpose room and/or access to NDCH consulting/multi-purpose room'

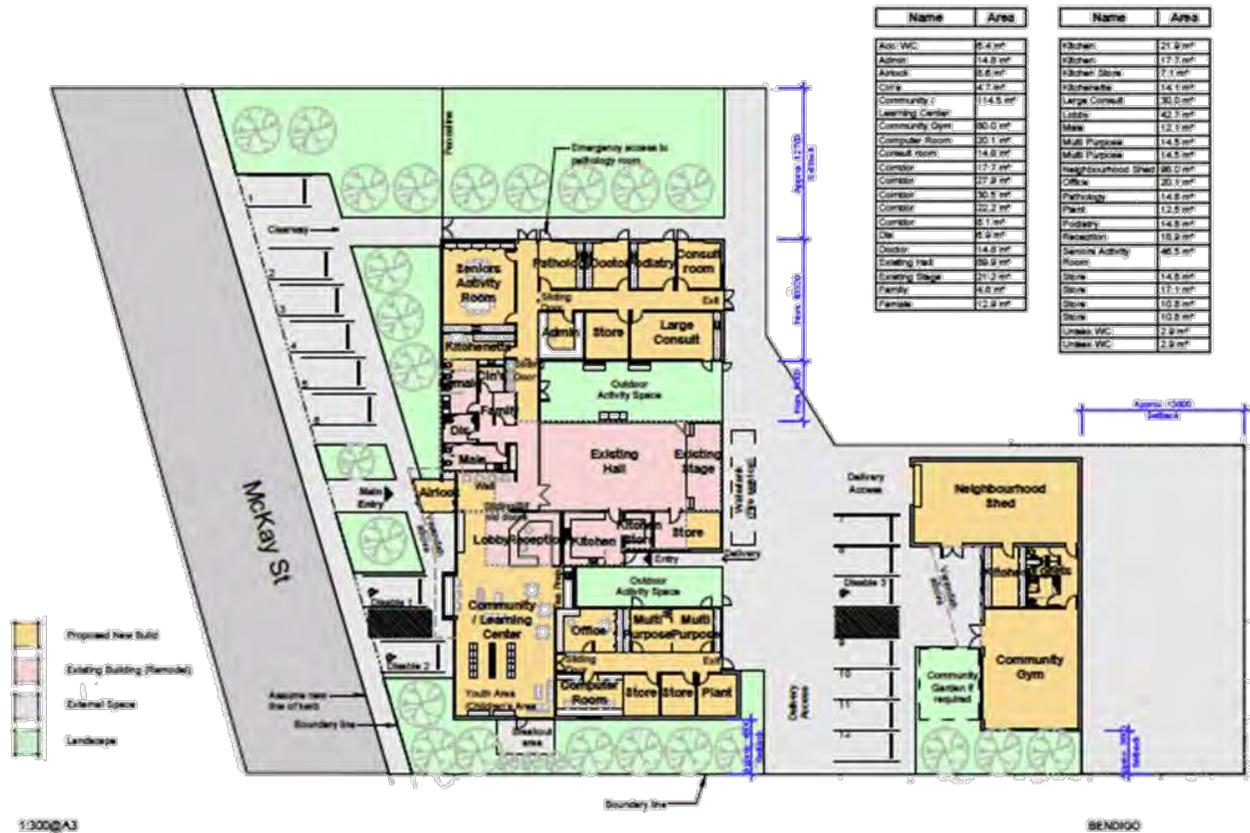
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	NAME OF SPACE	PRIORITY	Use	Minimum requirements
28	Training/Multi-purpose Room	Must have	Shared use	To cater for 15-20 seated. Equip with AV technology
29	Library space (Adult & children)	Must have	Single purpose/Non share	Locate so can be viewed from coordinator's office. Child safe. Equip with AV technology
30	Breakout outdoor space off Community/Learning Centre area	Desirable	Shared (supervised/restricted) use	For supervised outdoor library activities
31	Outdoor space accessible from multi-purpose room	Desirable	Shared use	
OTHER CONSIDERATIONS				
29	Community Gym	Desirable/not critical	Community use	Based loosely on the area of BRIC (Boort) facility (12,200 mt x 8,870 mts). Equip with electronic key system and surveillance technology to reception
30	Neighbourhood Shed (incorporating Men's Shed program)	Relocation of existing shed from Kelly Park	Community use	Stand-alone (noise separation). Relocation from Kelly Park in line with LSC objectives to open up Kelly Park
31	Amenities for Neighbourhood Shed/ Gym	Desirable	Community use	Would need to include toilets with small change area
32	Community Garden	Not a priority for community. Optimise low maintenance amenity plantings around the precinct	Shared use	Does not appear to be the demand or the capacity in the community to operate/maintain. Identified in Council Plan as an item for investigation.

5.3. Concept Design Plan

The final draft master plan was prepared in line with the spatial design brief. Refer Plate 1 on the following page.

PLATE 1 - DRAFT CONCEPT PLAN



Proposed Site Plan (26/02/2020)

BENDIGO
 111 Mollison Street
 Bendigo, Victoria 3550
 T 03 5443 0055
 ep@epiuserarchitecture.com.au
 www.epiuserarchitecture.com.au
architecture
 Schematic Design

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5.4. Estimate of Probable Costs

Table 4 provides an overview of the estimated cost to construct/extend the Pyramid Hill Community Centre to accommodate the requirements of the design brief. It also includes an estimate of costs associated with fittings and fixtures (allowances).

A detailed breakdown of costs and allowances is contained in Technical Paper 6.

ITEM	CAPITAL COST	ALLOWANCES
COMMUNITY HALL (existing)		
<ul style="list-style-type: none"> ▪ Refurbishment of hall including reglazing, window coverings, air conditioning ▪ Remodelling/upgrading of kitchen and storeroom ▪ Remodelling/extension of hall store ▪ New/relocated toilets ▪ Window coverings, new seats/tables, whitegoods, joinery ▪ Grassed outdoor area 	\$433,140	\$145,000
COMMUNITY AREAS/NDCH (new)		
<ul style="list-style-type: none"> ▪ Airlock/lobby/reception/passageways ▪ Office/computer room/multipurpose room/stores ▪ Senior's Activity Room ▪ NDCH rooms – admin, pathology, podiatry, consulting rooms ▪ Joinery, air-conditioning, shelving (library), seats/tables, window coverings, whitegoods/cabinetry ▪ Specialist equipment 	\$975,000	\$419,000
EXTERNAL WORKS (new)		
<ul style="list-style-type: none"> ▪ Street parking (kerb and channel) ▪ Concrete paving to building ▪ Outdoor areas/furniture/water tanks ▪ General landscaping 	66,000	\$39,000
NEIGHBOURHOOD SHED/COMMUNITY GYM (new)		
<ul style="list-style-type: none"> ▪ New 'highbay' sheds, basic lighting, ▪ New toilets/change (gym) ▪ New kitchen ▪ Joinery, fixtures/fittings ▪ Bitumen access/car parking ▪ General landscaping and community garden ▪ Gym equipment (not costed) 	\$292,500	\$156,000
Subtotal (ex GST)	\$1,766,640	\$759,000
TOTAL (ex GST)	\$2,525,640	

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6. Centre Management

5.1 Estimate of Operational Costs

Table 5 provides a summary of the anticipated operational costs for the proposed PHCC. It also provides a comparison with costs currently borne by the PHNH and NDCH.

It is assumed that all NDCH and PHNH operational overheads will be borne by those organisations. Costs associated with shared facilities will be addressed separately through tenancy/user agreements.

Item	PHCC		NDCH		Community Centre		Notes
	Current	Projected	Current	Projected	Current	Projected Refer (1) below	
Estimated INCOME							
Annual operational grant-DHHS (PHNH)	59,768	59,768	0	0	0	59,768	DHHS annual operational funding to PHNH; Opportunity to consider additional hours if 'supervised access' is desired for longer hours than PHNH currently operates. Assumes PHNH relocation to the centre
HACC funding (Senior Citizens Club)	0	0	0	0	7,250	7,250	HACC annual grant to LSC to support senior citizens club operations. Funding conditions may be subject to review in line with state government policy over the next 2 years
Library Agency grant - DHHS	0	0	0	0	4,091	4,091	
Room Hire - Casual	0	0	0	0	1,450	8,500	
Room Hire - Regular	0	0	0	0	1,265	4,265	
Lease/other - NDCH	0	0	7,280	\$15,000	0	15,000	\$7,280 as provided by NDCH email 7/8/19 for rent at Victoria St. premises
PHNH Rent	3120	3120	0	0	0	3,120	Assumes that PHNH will continue to pay rent
Total Operating Income	\$62,888	\$62,888	\$7,280	\$15,000	\$14,056	\$101,994	
Estimated EXPENSES							
Operational/administration costs - (PHNH)	80,957	0	0	0	0	80,957	Assumes 25 hours of 'supervised' opening hours associated with the operation of the PHNH
Cleaning/cleaning	Under taken by PHNH	0	0	to be paid by NDCH	1,720	4,000	PHNH will continue to undertake cleaning of own

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Item	PHCC		NDCH		Community Centre		Notes
	Current	Projected	Current	Projected	Current	Projected Refer (1) below	
consumables/ labour							areas, apart from the library, hall, main kitchen, toilets and foyer areas
Building maintenance/ materials/labour	0	0	0	0	1,250	2,000	
Open space maintenance	0	0	0	0	0	2,000	
Council over heads allocation	0	0	0	0	0	TBD	
Council Infrastructure Renewal Fund Contribution	0	0	0	0	0	TBD	
Utilities-Electricity & Water	2,000	0	7,200	to be paid by NDCH	1,925	5,000	2018/19 council budget of \$1,925 for utilities; \$555 water; NDCH (\$7200) email 7/8/19 (power only no separate water charge) Assumes that NDCH and PHNH will continue to pay own utility costs
Telephone/ Internet	1,453	0	0		0	2,500	
Insurances	456	0	895	0	995	3,500	
Total Operating Expenses	\$84,866	\$0	\$8,095	\$0	\$5,890	\$100,457	
Net Surplus						\$1,537	

(1) Includes grants to the PHNH and relevant income and expenditure items for PHNH and the PHCC

(2) Some expenses relating to NDCH have not been allocated, assuming NDCH responsible for own expenses

(3) Budget does not allow for additional PHNH hours of operation.

6.1. Management Options

This section provides an overview of the management options that could be considered for the management of the proposed new community centre. The governance and management model will require significantly more work as the project progresses.

Management/ Governance Option	Possible Application	Considerations
Lease Agreement	NDCH	<ul style="list-style-type: none"> ▪ This arrangement would need to consider: <ul style="list-style-type: none"> ▪ council access to a consulting room for MCH & immunisation programs ▪ how access by visiting services will be accommodated ▪ arrangements for NDCH use of facilities outside of their primary zone e.g. fee for use or access included as part of annual lease fee negotiation ▪ Opportunity to define and allocate all costs associated with the area primarily occupied by NDCH to that organisation

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Management/ Governance Option	Possible Application	Considerations
		<ul style="list-style-type: none"> A lease essentially prevents other significant use of the NDCH zone. However, given the specialist nature of these facilities this is not a critical issue. Requirement for access by appropriate/relevant groups/agencies can be incorporated in lease agreements.
Management Agreement	PHNH	<ul style="list-style-type: none"> This arrangement: <ul style="list-style-type: none"> would define clear lines of responsibility/accountability would relieve council from the day-to-day obligations of running the centre would require negotiation as to the access for organisations outside the hours that the PHNH operates might require additional funding if council requires additional 'supervised hours' of operation The actual operational costs for the new centre will not be substantiated until the centre is operational. Therefore, consideration will need to be given as to the increased overheads the PHNH might incur if it is to manage the centre. It is noted that the PHNH is unlikely to relocate/take on any management responsibilities if overheads are significantly higher than incurred at the current location The PHNH has experience in running similar type facilities and has an established relationship with groups that are likely to be the key users of the new centre.
Occupancy Agreement	PHNH PHSCC	<ul style="list-style-type: none"> This arrangement would: <ul style="list-style-type: none"> provide relevant organisations with access to a defined area for defined periods of time not provide onsite management/security oversighting of operations require council to manage bookings directly, troubleshoot day-to-day issues that will arise, and co-ordinate service delivery initiatives Because there would not be an on-site management organisation, the arrangement: <ul style="list-style-type: none"> may result in a lack of co-ordination and integration of programs may impact on the effectiveness of collaboration/ special initiatives An occupancy agreement may be relevant for the PHCC so members feel assured of the same or similar access to facilities as they have currently.
User Agreement - Permanent	Ongoing hirers e.g. PHSCC, UFO	<ul style="list-style-type: none"> This arrangement would apply to organisations that use the centre on a regular basis such as the PHSCC (if an occupancy agreement is not applicable), UFO.
User Agreement - Casual	Casual/one-off hirers	<ul style="list-style-type: none"> This arrangement would apply to organisations or individuals who hire the facility on an ad hoc or on-off basis such as for private/family celebrations or community events.
Council Management (short or longer term)	Full council management option, or Council/partner organisation management option	<ul style="list-style-type: none"> Council management or a partnership with a management organisation may be applicable for the short to medium term while operational matters and overheads are monitored Council could choose to manage the facility long term. This would enable council to: <ul style="list-style-type: none"> closely monitor and manage issues manage/control access If council manages the centre in the short or longer term,

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Table 6 – Overview of Management Options

Management/ Governance Option	Possible Application	Considerations
		<p>additional resources will be required to co-ordinate operations.</p> <p>** Council will need to ensure that the following is established regardless of the day-to-day management arrangement agreed:</p> <ul style="list-style-type: none"> ▪ operational procedures ▪ accountability/reporting requirements ▪ risk management plan ▪ asset management plan.
Committee of Management	Key tenants/ lessees and key user groups, general community representative/ independent representative	<ul style="list-style-type: none"> ▪ Minimises the need for council to be involved in the day to day management of the centre ▪ Enables council to establish operational/management guidelines/conditions relating to access, fees and charges, responsibilities etc. ▪ Provides tenants/the community with the opportunity to determine the direction of the centre ▪ Could result in council being less aware of issues associated with the day-to-day operations

7. Funding Opportunities

This section provides an overview of funding programs that may be relevant to the project.

Regional Health Infrastructure Fund: Health Victoria

The Regional Health Infrastructure Fund was established in 2016 to provide vital upgrades for rural and regional health and aged care services. To date there have been three rounds of funding.

- Eligibility
 - Norther District Health Service is one of thirteen Registered Community Health Services that is eligible to apply for funding
 - The funding program is not open to local government.
- Timing
 - There has been no formal announcement at the time of the writing of the report as to whether there will be another funding round. Information provided by a department representative indicates that any further rounds of funding will be announced mid-September or thereabouts.

The Local Sports Infrastructure Fund (Community Facilities Stream)²¹

Provides grants for planning, building new, and improving existing facilities where communities conduct, organise and participate in sport and recreation. Replaces the *Community Sports Infrastructure Fund*, *Female Friendly Facilities Fund* and *Better Indoor Stadiums Fund*

- Scope of funds
 - Up to \$250,000 are available to support the development of new, or redevelopment of existing community sport and active recreation infrastructure
- Eligibility
 - Local Government
- Timing
 - Applications generally close February

²¹ "Local Sports Infrastructure Fund 2020-21 Program Guidelines"

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Living Libraries Infrastructure Program

The Living Libraries Infrastructure Program (LLIP) enables Victorian councils and regional library corporations to deliver new or renewed library infrastructure for their communities.

- Scope of funds
 - Minor works \$10,000 and \$150,000
Projects eligible under the minor works category will generally be cosmetic in nature but may include small remodelling elements or smaller scale components of a mobile library service.
 - Major works \$150,000 and \$750,000
Projects eligible for the major works category are likely to include significant structural changes to existing facilities or the construction of new, multi-purpose library facilities or a library component within a multi-use facility.
- Eligibility/Co-Funding
Local Government
No co-funding required from 'small rural councils' of which Loddon is one
- Timing
Applications generally close late September.

Stronger Communities Program; Federal Department of Infrastructure, Regional Development and Cities

Provides grants to community organisations and local government for small capital works projects that deliver social benefits for local communities

- Scope of funds
Between \$2,500 to \$20,000 available
Funding will be up to 75% depending on location (remoteness)
A maximum of 20 projects will be funded in each electorate
- Eligibility
Local Government, incorporated not-for-profit group by invitation from local MP only
- Timing
Applications generally close October.

National Shed Development Program; Federal Department of Health²²

(Administered by The Australian Men's Shed Association (AMSA))

- Scope of funds.
 - Three categories of funding available:
 - Category 1: Health & Wellbeing Events (max \$8,000)
 - Category 2: Shed Improvements (max \$8,000)
 - Category 3: Equipment (max \$5,000)
- Eligibility
Men's Shed Associations/Inc groups
- Timing
Applications generally close in July.

²² "Men's Sheds Funding Program Guidelines 2019–20"

8. Feasibility Assessment

8.1. Northern District Community Health

NDCH is not funded to provide a centre-based service to the Pyramid Hill and wider district but do so because it is core to their operating philosophy, and in order to achieve its service objectives relating to isolated and vulnerable communities and early intervention. The latter is particularly important in order to minimise preventable and/or chronic health conditions occurring, particularly in susceptible populations.

NDCH has continued to provide a centre-based service in Pyramid Hill despite not having received any increase in funding for the last 13 years.

However, the lack of suitable facilities at a sustainable cost will, over the next 2 years, undermine the capacity of NDCH to provide services and programs from a base in Pyramid Hill.

Instead, and although contrary to the organisation's operational philosophy, NDCH may have to revert to an 'outreach service' as opposed to a centre-based service for Pyramid Hill. The organisation's operational overheads are likely to increase nearly threefold if it relocates to the former Respect aged care facility site.

NDCH has stated that if it has to resort to an outreach service in Pyramid Hill because of a lack of accommodation, it would return to a centre-based service delivery model as soon as appropriate accommodation became available.

The lack of appropriate facilities has resulted in/will result in:

- an unnecessary and unsustainable financial drain on the service due to having to lease the only available facility in Pyramid Hill, which is far in excess of the organisation's spatial requirements and comes with equally disproportionate lease and operational costs.
- a decline in the number of client contact hours due to increased accommodation overheads
- the cessation of services for safety reasons (e.g. the withdrawal of the visiting Nurse practitioner service)
- a low physical presence/profile as a result of the relocation from a high profile main street location and an associated decline in client casual attendances/'drop-ins'.

Residents are less likely to visit medical and health services when they are not available in their local community.

8.2. Facilities in Pyramid Hill

There are a number of stand-alone facilities in Pyramid Hill many of which are no longer fit-for-purpose given their age, non-compliance with modern day building codes of practice and dated amenity.

The new community centre will provide the opportunity to commence discussions on strategic asset management to optimize efficiencies and community use while reducing costs,

Should the Neighbourhood Shed be relocated to the PHCC, this will provide an increase in useable space for Kelly Park. This will:

- enhance Kelly Park as a more functional, open and attractive green space and
- create a strong physical and visual link between Kelly Street and the proposed new community centre

The refurbishment of the existing hall and kitchen facilities, the addition of the Library and Learning Centre and Neighbourhood House facilities will establish the community centre as a 'community hub' and dispel perceptions that the facility is primarily for the use of older adults. Upgraded and compliant (non-commercial) kitchen facilities and hall refurbishment will address community dissatisfaction with the condition of kitchen facilities and dated amenity of the hall. The upgraded storage facilities make access safer and allow user groups to have access to their own secure storage facilities.

Facilities in the proposed new centre have been designed to cater for community social and recreation activities that benefit from a more intimate space than is available at the Pyramid Hill Memorial Hall. The new centre will target small to medium size community and private events

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which will compliment, and not compete with, events that need a larger space and commercial kitchen such as events at the Memorial Hall.

The extension of library facilities at the Boort BRIC is evidence of the significant increase in library attendances and borrowings that is likely to occur in Pyramid Hill. The purpose designed library spaces proposed in the new centre together with access to a range of multi-purpose spaces will provide Goldfields Library Corporation with program opportunities that cannot be accommodated at the current PHNH site. This will optimise council's investment in library services and programs.

The relocation of the Pyramid Hill Neighbourhood House to the new centre will give the organisation access to purpose designed IT facilities and multi-purpose rooms for an expanded range of learning and employment programs that cannot be accommodated at the current location.

The proposed community centre brings together a number of key organisations that individually offer a defined service, but together optimise service benefits associated with co-location. These benefits include:

- Minimising the number of single use/standalone facilities that duplicate core facilities such as toilets, kitchens, lobby/reception areas, parking and increased operational cost/inefficiencies
- Optimising the use/sharing of facilities and spaces as in the case of:
 - the clinical rooms that will be used by NDCH, council's MCH service and visiting GPs
 - multi-purpose rooms that will be used for healthy lifestyle programs offered by either or both NDCH and PHNH, and by Goldfields Library Corporation
 - reception facilities that will be used by and for the training of volunteers, workplace training programs, and as a formal reception area for public events
 - centralised community kitchen
 - green spaces that will be accessed from consultation rooms, the main hall and multi-purpose rooms
- Opportunities for collaboration through:
 - the Neighbourhood Shed that will attract attendance for social, recreation, learning and/or mental health programs
 - the community gym that will attract use by residents who are self-referred or referred by doctors/health practitioners; and by services providers delivering healthy lifestyle initiatives
- Ease of cross referral to co-located programs and services reducing barriers associated with travel, time and inconvenience
- Optimising the length of 'the stay' at the centre and therefore opportunities for greater service and community engagement
- The energy and vitality associated with a community centre because of the increased patronage and activity options
- Comfort and lowered anxiety that comes from accessing a familiar environment with familiar and local service providers.

8.3. Potential Development Funding Scenario

Table 7 provides a comparison of potential external funding scenarios and the respective funding shortfall based on the OPC for the development (\$2,525,140).

FUNDING PROGRAM	GOOD CASE SCENARIO	CONSERVATIVE CASE SCENARIO	NOTES
Regional Health Infrastructure Fund	\$1,000,000	\$500,000	Av grant in 2018/19-\$426,000; Max \$2,356,000 Only available to NDCH/not local govt. Not yet confirmed whether the funding will be available 2020/21
Living Libraries Infrastructure program	\$750,000	\$350,000	No co-funding requirement
The Local Sports	\$100,000	\$50,000	{Max \$250,000 to eligible projects}

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FUNDING PROGRAM	GOOD CASE SCENARIO	CONSERVATIVE CASE SCENARIO	NOTES
Infrastructure Fund			Assumes that the gym, multi-purpose rooms and hall refurbishment may be eligible areas Funding ratio 2 SRV:1 local
Stronger Communities Program	\$20,000	\$10,000	Funding up to 75% of project costs
National Men's Shed Development Program			
▪ Shed improvement	\$8,000	\$8,000	
▪ Equipment	\$5,000	\$5,000	
TOTAL	\$1,883,000	\$923,000	
EST. COST	\$2,525,640	\$2,525,640	
EST. SHORTFALL	\$642,640	\$1,602,640	

If additional funding cannot be sourced, and limited local funding is available then consideration can be given to staging the project or reducing the scope of the proposed construction. Table 8 presents a possible development staging scenario if funds to complete the project in one stage are not available.

STAGING OPPORTUNITIES	STAGING OPTIONS	COST (Est.)
Construct the health services facilities to accommodate NDCH and MCH, new/relocated toilets, kitchenette, seniors' room, circulation areas, lobby/reception and associated fixtures and fittings, car parking and landscaping	1	\$1,011,840
Construct the Library and Learning Centre and facilities to accommodate the PHNH	2	\$741,000
Upgrade the kitchen and store facilities	3	\$129,900
Refurbish/upgrade the Hall	4	\$194,400
Construct the Neighbourhood Shed and Community gym	5	\$448,000
TOTAL		\$2,525,640

8.4. Estimated Operational Budget

The project identifies that there will be an estimated operational surplus of \$1,537.

This budget assumes that the Pyramid Hill Neighbourhood House manages the centre for the 25 hours that it is currently funded to manage their existing facility (supervised hours). It does not take into account any additional hours that supervised access may be required or preferred. The alternative to 'supervised access' is a 'self-managed' keycard access system for users, or similar that may operate outside of 'supervised/core' opening hours.

It should be noted that the Pyramid Hill Senior Citizens Club currently have free and unrestricted access to the community centre. Further to this point, the Goldfield Library Corporation has indicated a desire to access facilities outside of the times that the Pyramid Hill Neighbourhood House currently operates. Similarly, it is assumed that people wanting to access the proposed community gym outside of core operating hours via a key card system as operates at the Boort Community Gym.

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It is important that centre management protocols and a risk management plan be developed, particularly if access is to be permitted outside of supervised hours.

The design incorporates zones that can be secured to prevent access. This will allow sections of the facility to be accessed while other sections remain secured.

If only stages 1 (provision for NDCH) and 3 (existing kitchen and store upgrade) are undertaken then there is unlikely to be any significant increase in operational costs, particularly if:

- NDCH are required to cover all operational costs associated with the section of the building the organisation occupies
- no additional council overheads are applied to the centre.

The proposed budget assumes a slight increase in tenancy fees for NDCH over that paid at the organisation's previous Victoria Street location, but significantly less than the organisation will pay at its proposed temporary Respect aged care facility location .

The proposed budget does not include any allowance for council operational overheads or a contribution to the asset renewal program. The allocation for utilities is an estimate only and the allocation for building and open space maintenance is minimal based on existing allocations.

9. Recommendations

Following the receipt of this report it is recommended that:

1. Council undertake discussions with relevant government department/agencies to determine, as best as possible, the level of funding the project is likely to attract. Following these discussions that Council determine its capacity to contribute to the project.
2. If council determines to proceed with the project that detailed design plans and costings be prepared in consultation with key stakeholders (Northern District Community Health, Goldfields Library Corporation and the Pyramid Hill Neighbourhood House)
3. Council prepares a development staging plan in consideration of the funding available and funding conditions.
4. The preferred management model be determined, and tenancy agreements prepared.
5. Construction proceeds once funding is secured and tenancy agreements agreed.
6. Council assist NDCH to advocate for a review of CHP funding to the shire.

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10. Technical Papers

Technical Paper 1- Explanatory Images

PYRAMID HILL COMMUNITY CENTRE – EXTERNAL



Above: Pyramid Hill Community Centre entry



Above: South side of the building



Above: North side of the building



Above: Green space to the north of the building



Above: Vacant land to the east/rear of the building



Above: Celebratory plaque to be relocated

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PYRAMID HILL COMMUNITY CENTRE – INTERNAL



Above: Entry to existing facility



Above: Multi-purpose hall



Above: Kitchen



Above: Stage off multi-purpose hall



Above: Female toilets



Above: Storage room

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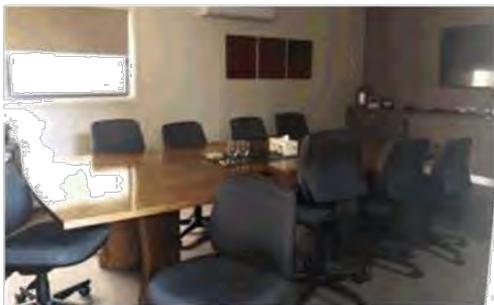
NORTHERN DISTRICT COMMUNITY HEALTH – NEW KERANG FACILITY



Above: Entry



Above: Storage room



Above: Multi-purpose meeting room



Above: Consulting room



Above: Work station (3) room



Above: Multi-purpose activity room



Above: Clinical room

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NORTHERN DISTRICT COMMUNITY HEALTH – PYRAMID HILL (existing premises)



Above: Victoria Street shop-front entry



Above: Example of OHS caution signs in



Above: Kitchen/staff room (uneven floors)



Above: Congested clinical room



Above: Storage room (poor access/OHS)



Above: Multi-purpose room

Technical Paper 2 - Document Review**Document 1 - Council Plan 2017-2021**

Strategies and actions relevant to the project:

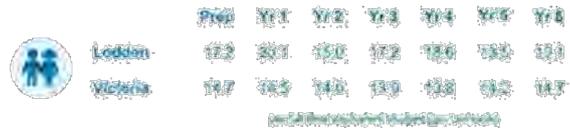
- Theme (Population) - Develop a more balanced and sustainable demographic profile
 - Strategy (Growth & Diversity) - Develop a more balanced and sustainable demographic profile
 - Action - Advocate for the provision of quality facilities and services which attract and retain families
 - Strategy (Infrastructure, amenities and services) – Support community needs with high standard infrastructure, facilities, services and programs
 - Action - Maintain high quality roads, buildings, parks and gardens, and provide quality amenities and recreation facilities
- Theme (Liveability) - Develop attractive, vibrant and well-serviced communities
 - Strategy (Community Engagement) - Build relationships and foster community engagement, pride and resilience
 - Action - Support and promote initiatives which encourage community inclusion and engagement
 - Strategy (Lifestyle infrastructure) - Provide quality infrastructure which supports the desired lifestyles of our residents
 - Action - Identify appropriate levels of service across all infrastructure categories within relevant Asset Management Plans
- Theme (Sustainability) - Provide leadership which contributes to the sustainability of our region
 - Strategy (Economic sustainability) - Ensure the ongoing economic viability of Loddon Shire Council operations
 - Action - Undertake comprehensive service delivery reviews across Council
 - Strategy (Social sustainability) - Actively promote policies and activities which facilitate community health, harmony and engagement
 - Actions
 - Promote multi-purpose facility sharing opportunities which meet community needs
 - Extend the community planning focus to develop a holistic and realistic longer term vision for Loddon Shire communities
 - Ensure appropriate levels of support for smaller communities
 - Community Input – Investigate creation of Community Gardens.

Document 2 – Municipal Public Health and Well-being Plan; Living Well in Loddon

- Loddon residents have a higher predisposition (than across Victoria) to the following of chronic health illnesses including:
 - Heart attack – highest rate of heart attack in Victoria
 - Cardiac arrest – Second highest rate of cardiac arrest in Victoria
 - Preventable diseases from COPD - Loddon 15.6%, Victoria 7.4%
 - Diabetes – Loddon 6.2%, Victoria 5.1%
 - Avoidable deaths from diabetes Loddon 15.4% Victoria 6.3%
 - Avoidable deaths from cancers - Loddon 47, Victoria 24 (per 100 persons)
- Loddon residents have a higher predisposition (than across Victoria) to the following behavioral risk factors:
 - Smoking – Loddon 23%, Victoria 13%
 - Being overweight or obesity - Loddon 25%, Victoria 19%
 - At lifetime risk of alcohol related harm - Loddon 61%, Victoria 59%
 - Not enough physical activity - Loddon 55%, Victoria 50% (per 100 persons)
 - Nil water consumed daily - Loddon 6.8%, Victoria 53.1%(per 100 persons)
 - Consumption of sugar sweetened soft drink daily - Loddon 22%, Victoria 11%
- Loddon has more students leaving education at:

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- Year 8 - Loddon 13% (females 14%, males 12%), Victoria 6.5%
- Year 9 - Loddon 12.5% (females 14%, males 11%), Victoria 6%
- Year 12 - Loddon 27% (females 22%, males 32%), Victoria 51.5%
- The number of families on low incomes
 - In 2011, 9.1% of one parent families in Loddon earned less than \$299 per week, a higher proportion than both regional Victoria (6.4%) and Victoria (7%). 3.6% of families with children in Loddon earned less than \$399 per week compared to 1.7% in regional Victoria and 1.9% in Victoria
 - Loddon has a lower level of children attending latter MCH checks
- In 2015 Loddon had higher proportions of children classified as developmentally vulnerable in three of the five evaluation domains, and developmentally at risk in all five domains compared to Victorian averages. Between the 2012 and 2015 AEDC there was a significant increase in the proportion of children classified as vulnerable in the physical health and wellbeing domain.
- Loddon children have a significantly higher rate of absenteeism than Victoria.



Document 3 – Review of Senior Citizen Centres; Report to Council 2015

- Recommends that council implement the following for the Pyramid Hill Senior Citizens Centre:
 - Creation of a community hub/centre environment in the existing facility. A shared/co-location arrangement with other community groups, with a focus on meeting the senior citizens activity requirements (Status - subject of the current project)
 - Establishment of a Section 86 committee, transitioning the operating and maintenance costs to become the responsibility of the building users (Status – not implemented)
 - Review of council funded program activities to be undertaken to determine if these costs can be reduced or redirected to the Senior Citizens Club. (Status – not implemented)
- The report notes:
 - that the Wedderburn, Boort, Pyramid Hill and Inglewood facilities are reaching half of their expected life, whilst the East Loddon facility is the younger of the buildings. Kitchens in each of the facilities have been refurbished, and the building maintenance program has seen periodical replacement of floor coverings and curtains/blinds, updated heating/cooling and painting as required
 - five of the six clubs report declining and ageing membership and a lack of new younger members to support club activities. Club activities tend to revolve around the delivery of a meal, although some clubs operate additional activities on other days. These additional activities have reduced in recent years in all but one club. This report also considers the importance the clubs have to the senior citizen participants and the value to the social health and wellbeing of the members through their attendance
- Risk analysis
 - The current budget relies heavily on income from the HACC program and building hire. Both of these income sources are subject to decisions outside of council control and may vary into the future
 - Operating expenses continue to increase disproportionate to income
 - Individual clubs experiencing decreasing and ageing membership have little capacity to raise operating funds and will continue to require assistance from paid staff to support club activities
 - That any consideration of changes to facilities must include the propensity to cause unreasonable anxiety and distress to current Senior Citizen Club members.

Document 4 – Australia's Health 2018, Australian Institute of Health and Welfare, Australian Government

Information relevant to the project:

- The total national spend on health goods and services was \$180.7 billion in 2016-17 – approximately \$8.1 billion more in real terms than in 2015-16.⁴⁵ Health expenditure is currently growing faster than GDP growth. Within this total spend, government expenditure on health grew by 6.8% in real terms to \$124 billion in 2016-17, notably higher than the average growth rate for the previous five years of 2.6%. p400
- The Australian Treasury's 2015 Intergenerational Report noted that, without intervention, Australian governments will need to double spending on health care per person by 2054-55 in order to maintain current service levels. p400
- Hospitals (39%) and primary health care (35%) accounted for around three quarters of all government health spending in 2015. The type of health infrastructure that governments invest in is expected to change over the next 15 years, as expenditure is increasingly focused on health IT and community health services.⁶⁵ Telehealth services that provide mobile health, teleconsultation and medical and health education over a distance can also drive efficiency and lower expenditure for other health services. p400 ⁶⁶
- Despite the high cost to governments, clinical care only accounts for 20% of the factors influencing an individual's length and quality of life.⁶⁷ Focusing on the remaining 80% – healthy behaviours, social and economic support, and a physical environment which promotes health outcomes – is critical.⁶⁸ Two key approaches provide opportunities to reduce the demand on hospital infrastructure – preventive health policies and investment, and out-of-hospital care
- The CSIRO proposes that future investments in the health system will likely shift from illness treatment towards health and wellbeing management, which could provide a more cost-effective, non-infrastructure solution to addressing increased demand for healthcare services.⁷⁰ Australia is already making this shift in some areas, for example by adopting the Otago program from New Zealand, which reduces hospitalisations for older people resulting from falls, by encouraging program participants to do exercises to increase muscle strength and balance to prevent falls from happening.⁷¹ It is estimated this approach reduces fall rates (and therefore demand on hospital and ambulance infrastructure) for participants by one third. p402
- Preventive health care and initiatives to keep people healthy and out of hospital can also be considered alongside investment in infrastructure that supports physical activity, including active transport and green infrastructure.⁷³ Providing supportive infrastructure for healthy lifestyles can help to reduce the number of people who are overweight or obese, and the incidence of other lifestyle diseases. Currently almost two thirds of Australian adults are considered overweight or obese.⁷⁴ The influence of the built environment in promoting healthy behaviour is increasingly being understood. Factors in the built environment, such as walkability and street safety, access to high-quality and useful green space, and proximity to fresh, healthy food, can help to reduce incidence of obesity. p402
- Enabling out-of-hospital care not only relies on ensuring alternative healthcare services are accessible, affordable and high quality, but also on communities knowing they exist and how to access them. One method for raising awareness is by promoting education programs that explain what alternative healthcare services and facilities are available, and the importance of seeking care early. This can allow people to avoid exacerbated health issues, and reduce undue stress on hospital infrastructure by reducing unnecessary Emergency Department visits. p402
- In rural communities and remote areas, easily accessible and fit-for-purpose aged care infrastructure and services areas can enable older Australians to stay in the communities they love, and avoid unnecessary hospitalisations or moving away from home. However, providing these services to support a wide range of communities is a challenge. The Royal Flying Doctor Service has found that the absence of aged care services in remote areas correlates with an increase in transfers by air of older remote residents for preventable hospital stays.⁸² p403
- Providing high-quality health care to rural communities and remote areas is a challenge
 - Around 29% of Australians, or 7 million people, live in rural communities and remote areas. Populations in many of these areas are stabilising or declining, making it difficult for governments to provide a large range of services. p404

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- In particular, there is a strong correlation between geographical isolation and reduced access to mental health services. People living in remote and very remote areas accessed Medicare-subsidised mental health services at a rate of three to six times less than people living in fast-growing cities in 2016-17. This reduced access to mental health services is one of many drivers reflected in the higher rate of suicide in these areas. In 2016, 47% of suicides occurred outside capital cities, despite these areas accounting for only 32% of Australia's population. p405
- New technologies are providing opportunities to improve health and aged care
 - Advances in technology have already transformed the delivery of health care and the patient experience. p406

Document 5 - Australian Infrastructure Audit (Social Infrastructure Plan), Infrastructure Australia, 2019

- A precinct approach to health infrastructure can improve the efficiency and quality of care while supporting other health services such as allied health and private practice, and other infrastructure sectors, for example by partnering with universities, research centres and transport operators. Health precincts can also operate as anchors for local economies, particularly in smaller cities and regional centres where health services may be the largest employer
 - These locational arrangements can also share resources, such as physical spaces and buildings, advanced technologies and equipment, hospitality, retail and other facilities and services such as waste management or high-speed internet. Integrated health precincts are more likely to attract global expertise and talent and will also benefit from locating in areas where affordable accommodation is available for staff. Co-location within precincts can also encourage greater levels of innovation within and across sectors. p407
- Green, blue and recreation infrastructure are key to creating liveable and productive places
 - Green, blue and recreation infrastructure contribute significantly to the liveability and resilience of places and the wellbeing of people – whether it be a local park or walking track along a river, a public swimming pool in an inland town, or the local basketball or netball courts
 - These spaces and facilities are essential services that, alongside transport, energy, telecommunications and water, can help to create economically-productive, socially-cohesive and sustainable places. Improving access to and the quality of this infrastructure can therefore deliver significant benefits to the community, government and industry. These include reducing demand on other infrastructure sectors, such as transport through active transport corridors, acute health and mental services through preventive exercise or emergency care from surf lifesaving, and the electricity network through increased tree cover cooling our streets and buildings. p428
- The World Health Organisation points to a growing body of evidence showing the relationship between positive health and wellbeing outcomes and levels of green space in neighbourhoods, for example:
 - Lower access to green space has been linked to increased incidence of chronic diseases such as obesity, Type II diabetes, osteoporosis and stress-related illnesses such as depression, heart diseases and mental fatigue
 - Higher access to green space can promote physiological effects such as lower concentrations of cortisol, lower pulse rate and blood pressure, greater parasympathetic nerve activity and lower sympathetic nerve activity compared to other urban environments
 - Proximity to parks has been associated with greater frequency of physical activity, reduced weight, lower coronary heart disease, and higher levels of social cohesion. p198
 - Regularly using or seeing green and blue spaces can have positive effects on mental health outcomes
- There are real and significant economic benefits delivered by green, blue and recreation infrastructure in communities. Regular physical exercise improves health outcomes, resulting in less sick days at work (and therefore improving the productivity of the workforce) and less demand on the health system. People place premiums on land which incorporates or provides access to these assets, and it can add value to other types of infrastructure and development. For example, the average effect on house prices from moving from the median distance to the

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first percentile of distance from a park are considerable, ranging from around \$8,000 to \$86,000. p429

- Recreation infrastructure can help deliver broad community benefits
 - Recreational facilities such as sporting facilities, community centres, libraries, local swimming pools and children's playgrounds are critical to promoting social cohesion, building community resilience and creating vibrant places. They create spaces for communities to come together and interact, which can increase civic engagement and community empowerment. p430
- The social benefits that Australia's arts and culture infrastructure sector delivers for communities are well understood. These benefits include contributing to quality of life, social cohesion, to our own individual and collective identities of Australia and what it means to be Australian, particularly in providing connections to our Aboriginal and Torres Strait Islander heritage. This sector also contributes to our national identity, on both a global and local scale, and attracts international visitors. p441

Document - Australia's Health 2018, Australian Institute of Health and Welfare, Australian Government

- Evidence supports the close relationship between people's health and the living and working conditions which form their social environment. Factors such as socioeconomic position, conditions of employment, power and social support—known collectively as the social determinants of health act together to strengthen or undermine the health of individuals and communities
- Chapter 4 – Social determinants of health
 - In 2015, the all-cause mortality rate for people in the lowest socioeconomic group was 1.5 times as high as for people in the highest socioeconomic group (see Chapter 5.1 'Socioeconomic groups'). This is reflected in life expectancy gaps. In 2011, Australian males and females in the lowest socioeconomic group lived, on average, 5.7 and 3.3 years less than males and females in the highest socioeconomic group
 - Social exclusion
 - Social exclusion is a term that describes social disadvantage and lack of resources, opportunity, participation and skills (McLachlan et al. 2013) (see Glossary). Social exclusion through discrimination or stigmatisation can cause psychological damage and harm health through long-term stress and anxiety. Poor health can also lead to social exclusion
 - More than one-fifth (22%, or 4.3 million people) of Australians aged 15 and over experienced some degree of social exclusion in 2015, with 5.3% (1.0 million) experiencing deep social exclusion and 1.1% (210,000) very deep social exclusion (Brotherhood of St Laurence & Melbourne Institute 2017)
 - People in certain groups are more likely to experience social exclusion, including women, people aged over 65, immigrants from non-English speaking countries, Aboriginal and Torres Strait Islander people, people with disability or a long-term health condition, early school leavers, single-person and lone-parent households, and public housing tenants (Brotherhood of St Laurence & Melbourne Institute 2017)
 - The psychosocial stress caused by unemployment has a strong impact on physical and mental health and wellbeing. Once employed, participating in quality work helps to protect health, instilling self-esteem and a positive sense of identity, while providing the opportunity for social interaction and personal development
 - The built environment is the setting for human activity. It affects health equity through its influence on local resources, behaviour and safety. The built environment also affects other social determinants, including housing conditions, access to work and educational opportunities
 - One study estimates that if action were taken on social determinants and the health gaps between the most and least disadvantaged closed - 0.5 million Australians could be spared chronic illness, \$2.3 billion in annual hospital costs could be saved, and Pharmaceutical Benefit Scheme prescription numbers cut by 5.3 million (Brown et al. 2012).
 - Similarly, Australians living in rural and remote areas tend to have shorter lives and higher rates of disease and injury than their *Major cities* counterparts. They are also more likely to engage

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in health behaviours that can lead to adverse health outcomes, such as smoking, risky drinking and being insufficiently active.

Document/Reference 6 - Grattan Institute <https://grattan.edu.au/poor-management-of-chronic-disease-costs-more-than-320-million-a-year/>

- Poor management of chronic disease costs more than \$320 million a year
- 'Our primary care system is not working anywhere near as well as it should because the way we pay for and organise services goes against what we know works,' says Professor Swerissen.
- 'The role of GPs is vital, but the focus must move away from fee-for-service payments for one-off visits'
- About a third of chronic disease is preventable, yet we only spend 1.3 per cent of our health budget on preventing disease
- A broader payment for integrated team care would help to focus care on patients and long-term outcomes. Primary Health Networks should be given more responsibility for coordinating local primary care services, and in regional areas, clear targets and well-designed incentives for disease prevention are vital
- The evidence shows that a consistent approach to specific diseases also helps primary care more effectively prevent and manage chronic conditions. Simple reforms can reduce the burden on Australian hospitals, and make patients healthier for longer.

Document 6 - Community Gyms: A Step by Step Guide for the Establishment of Not-For-Profit Community Gyms in Rural and Regional South Australia, South Australian Government

- A guide that outlines the planning and management requirements for community gyms.

Technical Paper 3 - Consultation Summary

The following is a summary of notes from meetings with a number of community stakeholders in 2016, 2018, and 2019.

Meeting/Interview 1 – Ward Councillor (Updated May 2019)

- GP Services
 - No GP services available in Pyramid Hill
- Community Hub considerations:
 - Consider the Wedderburn Community Centre model
 - If a demand for gym/indoor gym equipment consider a model similar to the facility at BRIC (Boort)
- Library Services
 - Mobile library service to Loddon is to cease and will be replaced with static locations/agencies on a 'self-service' basis in Dingee (former railway station building), Wedderburn (possibly the WCC), Tarnagulla, Boort (BRIC), Inglewood
 - There will be regular visits by library staff to provide toddler and seniors programs
- Filipino Community
 - Representatives reported that the Filipino community is not as cohesive as might appear to outsiders
 - Can we embrace/support them more?
- Childcare
 - None available in Pyramid Hill, including no in-home day care
 - If the pet food production business (as part of shire's agribusiness initiatives) is re-established then there will likely be an increased need for childcare
- Young people
 - Young people put in application for grant funding to establish a hangout/music making program. Funding not successful. Opportunities for young people, especially after school is needed
- Other
 - Notes the publication 'Around the Table – Local Women Solving Local Problems'. 'Chat Queens' were identified, who then went and held discussions with women in their communities about common issues and how they could be addressed within communities.

Meeting/Interview 2 – Pyramid Hill Neighbourhood House (Updated May 2019)

- Staff and volunteers to remain at their current location for the foreseeable future but would like the option of conducting programs at the site
- Plans to establish a community garden at their current site and undertake landscape works that incorporate sitting/reflection and playable landscape features. An opportunity to link back to the centre of the town with landscaping/vegetation plantings in line with proposed streetscape plantings
- Notes that PHNH owns the annex on the former site occupied by the PHNH. There are no plans at this time to relocate the building to the new site
- Is open to the Men's Shed being located to the site PHNH. Currently the PHNH oversees the governance of the Men's Shed Program
- Is happy to talk further about any role the PHNH might play in relation to:
 - the governance/management of the community centre
 - production and distribution of promotional information, newsletters etc.

The following information was provided by the coordinator of the PHNH following discussions between the committee and council staff relating to the possible future relocation of PHNH operations to the consolidated community hub

- Current spaces and uses:
 - Computer Lab – 5 x PCs which are on a daily basis often being used simultaneously with people waiting to use. There space and tables for a further 5 PCs and we run digital tech

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classes from the room. 10Pcs would be sufficient with room for expansion for up to 15 would give us room for expansion over time to run courses

- Meeting/Training Room – seats up to 10 people with separate kitchenette and toilet. This can be accessed separately from the main house and as such we can hire out amenities or run courses outside of business hours. This is sufficient as if we need more space or a commercial kitchen on occasion we currently hire out the Seniors'
- Administration Space – we require an office with a door for the coordinator, leading to a storage room for records and papers, a reception space (separate from a community hub reception) with the printer and lounge space, recycling centre for visitors and place for the pyramid press to be produced
- Children's space that includes games, toys etc. and children's/youth library collection and space for the adult library collection. This needs to be big enough for children's workshops such as Rhyme Time and Storytime. We currently have up to 15 children at a time for these events
- Centrelink Room with door – for 2 chairs, desk and their equipment
- Due to the Child Safe Standards, all of these spaces need to be in close proximity and within earshot. Coordinator's office needs to come off from the reception space. The children's space and tech lab needs to have a line of sight from the reception area and the coordinator's office. Children often come and use the tech lab for gaming
- The tech lab and Centrelink room needs to come off from the reception space so that we can provide technical assistance without abandoning the area to adhere to child safe standards or to serve other people. The reception area needs to be big enough for community members to come and simply have a chat and connect with people at the reception desk
- We are just being registered with ACFE as a Learn Local provider. We will be running courses for up to 15-20 people at a time and a training space to accommodate this will be required. This may be part of a shared space rather than required all the time.
- The Men's Shed will need to be relocated also
- Future events may be:
 - Community lunch/dinner – but could use the shared facilities with commercial kitchen for this
 - Gym – classes, free weights, cable machines, as big as the Men's Shed would be sufficient and to grow into with health care services running from there also e.g. Nutritionists, exercise physiologists, physiotherapists etc.
 - Education and employment events, mini-forums/events – which would all require a larger space that could be the shared space on an as need basis
 - Workshops e.g. Art/craft, cooking classes etc. that could make use of a shared space.
 - Small private meeting room for job network providers, etc.
- Potential benefits and opportunities co-locating with the Senior citizens, NDCH, Filipino community etc. may bring?
 - Opportunity to engage with community members who are senior citizens, clients of NDCH of the Filipino community who are not already coming through our doors

Meeting/Interview 3 – Northern District Community Health (NDCH) (Updated May 2019)

- NDCH
 - has been operating in a non-compliant privately owned premises because of a lack of other accommodation options in Pyramid Hill. The organisation has recently relocated to temporary premises because it cannot continue to operate in non-compliant facilities
 - The organisation has determined that the service that service outcomes are best achieved by relocating with other community services all within a community hub, such as at the PHCC. This is in line with good industry practice that recognises the benefits associated with:
 - cross referral and passive marketing/promotion
 - destigmatising of services by integrating with mainstream health/allied health services and other community services/programs
 - joint promotion and service delivery initiatives

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- revitalising existing community facilities
- spatial requirements
- Spatial requirements
 - Provided in spreadsheet May 2019
 - Rural Financial Counselling Services hire (fulltime/exclusive use) the former meeting room of current NDCH premises
- Programs
 - Youth Worker located in Kerang – Freeza funding/event based service. Not sure if the funding covers Loddon
- Community Bus
 - To be transferred to the Progress Association
- NDCH investment in services and infrastructure
 - Not able to contribute financially to any infrastructure development but will work with council to identify and optimise funding from government, business, community, and philanthropic sectors
 - Note funding opportunities associated with state government (Infrastructure for Rural Health Services – 4-year program)
- GP Services
 - No GP service/available in Pyramid Hill
 - An appropriate/compliant site may encourage local provision in the future
- Other
 - Bendigo PCP is in the process of mapping services for Gannawarra and Loddon Shires
 - Health Service at Wedderburn Community Centre a good design model.

Meeting/Interview 4 – Pyramid Hill Senior Citizens Club (including Men's Shed representative and Garden Club representative) - (Updated May 2019)

- Agreed that use of the community centre should be increased/optimised and initiatives that inform the community that the centre is available for general community use considered. Felt that attitudes of the past still prevail, and the wider community believe the centre is not available for other than senior citizens programs
- Agreed that the centre should be referred to as the 'Pyramid Hill Community Centre' and that the name on the front of the building should be changed to reflect this
- The club is happy for the wider community to have access to the small room and kitchenette (to be installed) they have primary access to
- Noted that the centre can hold over 100 people at seated functions
- Perception that people do not relocate to Pyramid Hill because there is no doctor
- Men's Shed
 - Men's Shed not currently operating
 - Opportunities to relocate the Men's Shed to be considered as part of the project
- The Garden Club:
 - Also meet in the former Maternal Child Health Centre (MCHC) building
 - This is a small group that has no objections to being relocated from the building.

Meeting/Interview 5 – Community Emergency Response Team (CERT) - (Updated May 2019)

- CERT is happy to remain in the old scout hall which allows them to leave mannequins (training) out
- The hall is not ideal in terms of acoustics for training sessions. The team has undertaken remedial works in an attempt to deal with the poor acoustics, but this has not helped greatly. Would like assistance with this
- No requirement for vehicle storage. Car stays with/is housed by volunteers
- Currently pays \$400 pa for use of the scout building. This is covered by an annual grant from council
- CERT currently undertakes all maintenance for the scout building.

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Meeting/Interview 6 - Pyramid Hill Development Committee representative - (September 2016)

- Supportive of initiatives to open up the park and recognises benefits associated with removing or relocating buildings from the site. Have concerns about removing buildings from a small community that might never be able to replace them if the need arose
- Young people need a place to congregate for activities such as after school programs, music programs / making etc.
- Town and street beautification works need to be achievable / practical and include initiatives working bees can achieve as opposed to a focus on major infrastructure works that need major funding and equipment.

Meeting/Interview 7 – Council Asset Management / Parks Maintenance staff representatives (Updated May 2019)

- Asset Management
 - Council about to commence a condition audit of a number of council assets. Due to funding constraints, this will only include assets owned by council / on council owned land. It will not include assets on council managed land such as sporting infrastructure on crown land reserves for which council or community groups are the committee of management.
 - Council consolidation of assets rather than new assets
 - Universal design should be a key to infrastructure and environmental design
- Parks Maintenance
 - Need to consider a more uniform / universal approach to type and style of assets based on achieving desired visual amenity. Still provide communities choice but define style
 - Should be a key to infrastructure and environmental design
 - Asset planning needs to include a consideration of whole-of-life costs associated with the construction, renewal, and maintenance of assets. Staff responsible for all relevant asset classes must be involved in the planning and design of the project, including outdoor spaces. This will avoid unintended or unknown costs associated with the development
 - Internal processes need to be formalised so that all relevant departments are involved in projects.

Meeting/Interview 8 - Pyramid Hill Historical Society (2018 Meeting)

Attendees – President, Vice President, Allan Stobaus

- Background information
 - Historical Society was formed in 1965, and the original building was opened in 1970
 - Two buildings managed/occupied by the Historical Society
 - The former RSL building that was relocated to the park precinct in the 1990s
 - The former Gordon Shire Hall (Besser block), to which a fully enclosed colourbond lean-to/shed was added
- Condition of structures/buildings
 - The lean-to/shed is not weatherproof and leaks (roof/gutters) in mild to severe rainstorms. Run-off from the wall also seeps into the building at ground level
 - The committee has made enquiries about the replacement of the roof and have been told that the wall between the RSL building and the lean-to/shed will need to be 'fireproofed' if the roof is replaced
- Fundraising
 - The Historical Committee has \$15,000 in reserved funds, which it is planning to put towards either the replacement of the roof or the extension of the hall building to incorporate a 'reception/display' area.
 - The Pioneer Machinery Society has \$13,000 in reserved funds
- Discussions regarding the possible relocation of the Historical Society premises or part of the premises

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- The meeting considered opportunities to create additional space for Kelly Park by removing or relocating the former RSL building to provide a stronger physical and visual connection from Kelly Street through to the Community Centre in McKay Street
- The HS representatives are open to these considerations on the basis that the area they currently have to store and display the collection are not diminished
- It was understood that:
 - These discussions are preliminary and only for the purpose of investigating with the HS whether there is a willingness to discuss opportunities/options further
 - Discussions will need to be held with other relevant community groups such as the Hall Committee of Management, Pyramid Hill Progress Association, the Senior Citizens Club etc. and the wider community to determine the level of interest and/or support for any proposals relating to the precinct
 - The type and extent of changes to the precinct and HS premises would depend on available funding and the level of support from the community
- Options for consideration in terms of relocating some of the Historical Society operations in order to free up parkland (Kelly Park)/enhance street/precinct connectivity
 - The relocation or the removal of the former RSL building and/or the shed/lean-to
 - The relocation of some of the HS collection to:
 - facilities that might be incorporated into any extension of the Community Centre (former Senior Citizens Centre) building
 - the rear of the town hall and/or an extension of the town hall
- Other opportunities to free up parkland (Kelly Park)/enhance street/precinct connectivity:
 - Removal or relocation of the former Maternal Child Health Centre and Men's Shed infrastructure.

Meeting/Interview 9 - Community Meeting - (6 adults/3 teenagers/Ward Councillor) - (May 2019)

- Filipino Community
 - Approximately 100 Filipino people/20 families living in Pyramid Hill
 - The United Filipino Organisation (UFO) was established in order to provide a support group for Filipinos and a channel through which to liaise with/represent the Filipino community. The formation of the group recognised that there were many Filipino people who were very isolated/felt disconnected from the wider community because of language and cultural differences
 - The downside to the establishment of the UFO is the feeling that it has created a sense of 'them and us' when this was not the intention
 - The Filipino community is:
 - grateful of the support shown by the Senior Citizens Club via the establishment of social groups including the sewing group (based on dress/costume)
 - trying to get a community choir and 'scribe club' established, with the help of the PHSCC and PHNH
 - The monthly 'Food Culture Exchange' is a popular event
 - People who do the cooking supply all the food (no compensation)
 - Purpose is to showcase Australian and Filipino food and bring people together
 - No cost to attend
- Future community centre
 - No specific requirements
 - Better kitchen layout
 - Kitchen that can accommodate larger refrigerator
 - Kitchen that can be accessed from outdoors/serve to outdoors would be good
 - All-purpose/easy to clean floor
 - Small outdoor area
- Filipino Festival
 - Growing each year

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- Attracts people from outside the region
- Estimated that 70% from local/regional, 30% from further afield e.g. Melbourne
- Support/Health Services/Community involvement
 - Many Filipino people are shy and will prefer to talk to friends rather than access health services support
 - Female Filipinos are more likely to be involved in community affairs, men tend to take a back seat.

Meeting/Interview 10 - Community Presentation/Workshop (10-2-2020)

- The purpose of the meeting to discuss the draft concept plans for the proposed Community Centre
- A detailed overview of the concept plans together with an explanation of the configuration and association of spaces was provided including information relating to:
 - The key findings from consultation with key stakeholders
 - The principles that were guiding the project
 - The spatial brief that guided the type and size of spaces incorporated in the draft design
 - A design that would minimise construction and operational costs
- Pyramid Hill Senior Citizens' Club
 - The club sought clarification as to the type and times of access that it would have to the existing hall and the proposed Senior Citizens Club room. Confirmation was provided that the club would have the same access to facilities as they do now. The club asked as to the arrangements for opening and closing and cleaning of the centre, and were concerned there might be expectations that the club would undertake cleaning requirements
- Pyramid Hill Neighborhood House
 - Generally agreed with the layout and the configuration of the spaces and requested a follow up meeting to discuss some refinements that might assist with the management of the center. Concern was expressed about community and council expectations regarding the opening hours of the center if the pyramid Hill neighborhood house was to oversee daily use. The house is currently open for 25 hours a week. Outside of these hours there is no community access to the current neighborhood house facilities
 - Reiterated that the house did not have the capacity to open for any longer hours unless there was additional funding for this purpose. Representatives emphasised that the kitchen required upgrading to ensure compliance and optimise use for community activities and events
- Governance of the proposed Community Centre
 - The project will consider governance options which might include lease arrangement that might be the case with service providers such as Northern District Health Service, management agreements as might be the case with the Pyramid Hill Neighbourhood House, or direct management by council for some
- Other matters
 - Noted that timelines are particularly tight in getting the report to council and then to the state government for approval
 - Noted that a follow up meeting may not be required if feedback was consistent and did not result in any significant changes
 - Tasks from here
 - Follow up with key stakeholders to identify design modifications required
 - Estimation of draft operating budget
 - Analysis of governance options
 - Finalising of architectural drawings and estimation of construction costs
 - Presentation of the report to council for approval to submit to state government.

Meetings post Community Workshop/Presentation 10-2-20**Meeting/Interview 11 – Follow up meeting with Pyramid Hill Neighbourhood House**

- Opportunities to improve visibility of the entry from the coordinator's office by relocating it was explored. It was agreed that relocating the office to near the entry would impact on the amenity of the entry/foyer by closing the area in, reduce flexibility associated with the reception desk e.g. as a reception for events being held at the hall
- As a result of the meeting it is recommended that:
 - The coordinators office be relocated approximately a metre beyond its current location (without increasing the size of the room) to provide open viewing across the community/learning space
 - the computer room include glass 'window' inserts to improve monitoring of the space from adjoining spaces
 - provision for a library 'self-service' desk and computer be made for near the reception.

Meeting/Interview 12 – Follow up meeting with Northern District Community Health

- Reinforce that pathology room needs to be to 'clinical' specifications
- Kitchenette is fine and there is no need to provide table/chairs in this space given other seating options available
- Noted that:
 - the integrated hub will provide backup security for NDCH staff at the centre, particularly those that attend outside of core service hours. This has the potential to allow for greater flexibility of service delivery
 - NDCH is not funded to operate place-based services in Pyramid Hill, but does this in consideration of local health and wellbeing outcomes that are achieved by have a local health service and in view of the otherwise limited or nil access that people in the district have to health services. (that
 - There is no permanent or visiting GP service in Pyramid Hill.

Meeting/Interview 13 – Follow up meeting with United Filipino Organisation Representative

- Sought confirmation that the kitchen would be upgraded/made safe and that the group would still have access to the hall. Noted that the UFO has access to the hall via the senior citizen's club and generally do not pay fees/pay minimal hire fees. Otherwise happy with the proposed direction for the development.

Meeting/Interview 14 – Follow up meeting with Goldfields Library Corporation

- Sought reassurance that the library would have access to a storage facility for books, program materials, bean bags etc.
- Commented that it would be ideal for the Learning/library centre to have direct access to an outdoor area
- Noted that there needs to be provision for a library 'self-service' desk and computer near the reception area and ideally a library 'return chute'.

Meeting/Interview 14 – Follow up meeting with Pyramid Hill Senior Citizens Club (PHSCC)

- Following the Community Presentation/Workshop a 'walk through' was conducted with the two PHSCC representatives at the meeting.
- As a result the following changes are recommended:
 - That a kitchenette be provided in the Seniors Activity Room
 - That a verandah be added to the front of the building so that scooters could be parked out of the rain. Currently scooters get wet in inclement weather
 - That outdoor access be provided from the hallway into the outdoor space between the hall and the NDCH wing and that a permanent BBQ be installed. Noted that the seniors currently have a portable BBQ that is stored in the shed

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- That the grassed area be extended to the end of the building and a fence with a gated access (including maintenance gate) be added.

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Technical Paper 4 – Demographics

As of the 2016 census the population of Loddon was 7,516 and the ABS estimates that the current population is 7,513²³. The population of Pyramid Hill is 560 with females making up a significantly larger proportion (53%) of the population than is found in the general population.

People born overseas represent a larger proportion of the population (18%) than in Loddon as a whole (8.1%) and regional areas (11%). This is largely as a result of a significant increase in the Filipino population, initially a result of a local workforce initiative because of a lack of skilled and semi-skilled workers.

Table 9- Pyramid Hill summary demographic profile, 2016

	PYRAMID HILL		Regional VIC %	Loddon Shire %	Victoria %
	Number	%			
Population Summary					
Total population	560	100.0	100.0	100.0	100.0
Males	263	47.0	49.1	51.2	49.1
Females	297	53.0	50.9	48.8	50.9
Total dwellings	308	100.0	100.0	100.0	100.0
Indigenous population	14	2.5	1.6	1.6	0.8
Australian citizens	484	86.4	88.2	86.2	81.6
Eligible voters (citizens 18+)	367	65.5	68.1	69.1	62.6
Australian-born	413	73.8	80.7	79.5	64.9
Speaks language other than English at home	73	13.0	6.0	3.0	25.9
Overseas born	101	18.0	11.0	8.1	28.3
Needs assistance due to age or disability	45	8.0	6.0	7.4	5.1
Age Structure					
Babies and pre-schoolers (0 to 4)	32	5.7	5.8	4.5	6.3
Primary schoolers (5 to 11)	55	9.8	8.7	7.5	8.6
Secondary schoolers (12 to 17)	43	7.7	7.4	7.5	6.9
Tertiary education/independence (18 to 24)	28	5.0	7.9	4.9	9.5
Young workforce (25 to 34)	48	8.6	10.9	6.9	15.0
Parents and homebuilders (35 to 49)	100	17.9	18.1	16.2	20.4
Older workers & pre-retirees (50 to 59)	77	13.8	13.9	17.1	12.4
Empty nesters and retirees (60 to 69)	79	14.1	13.4	17.4	10.3
Seniors (70 to 84)	74	13.2	11.1	14.5	8.5
Frail aged (85 and over)	26	4.6	2.7	3.4	2.2
Household Types					
Couples with children	48	20.0	25.3	19.0	31.4
Couples without children	68	28.3	27.1	29.5	24.0
One-parent families	26	10.8	10.1	7.0	10.1
Lone person households	89	37.1	27.0	30.6	23.3
Group households	7	2.9	2.9	2.7	4.3
Education					

²³ <https://profile.id.com.au/loddon/population?BMID=40&WebID=22118200>

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	PYRAMID HILL		Regional VIC %	Loddon Shire %	Victoria %
	Number	%			
Attending pre-school or primary school	70	12.5	9.5	8.0	9.5
Attending secondary school	41	7.3	6.3	5.9	6.1
Attending university or TAFE institution	18	3.2	4.2	1.6	7.2
Labour Force					
Employed	219	93.6	94.0	95.0	93.4
Unemployed	15	6.4	6.0	5.0	6.6
Total labour force	234	52.7	56.1	47.4	60.5
Not in the labour force	192	43.2	36.5	41.6	33.2
Dwelling Summary					
Separate houses	285	93.1	87.9	93.2	72.1
Medium and high density	18	5.9	10.2	2.0	26.8
Other dwellings (inc. Caravans, houseboats)	3	1.0	1.4	3.5	0.8
Occupied private dwellings	241	78.2	83.6	79.5	88.8
Unoccupied dwellings	67	21.8	16.1	20.2	11.0
Non private dwellings	0		0.3	0.2	0.2
Housing Tenure					
Owned	111	46.1	35.7	47.8	30.7
Purchasing	48	19.9	31.2	23.4	33.5
Renting	64	26.6	23.9	14.8	27.5
Household Income					
Less than \$650 (low)	78	32.2	22.9	31.9	18.3
\$650 to \$1,449 (lower middle)	89	36.8	34.0	36.0	29.0
\$1,449 to \$2,499 (upper middle)	31	12.8	19.8	13.9	22.2
\$2,500 or more (high)	11	4.5	12.5	5.8	20.2
Incomes not stated	33	13.6	10.7	12.4	10.3
Internet Connection					
Internet connection	159	66.3	73.5	62.1	79.6
No internet connection	64	26.7	18.1	25.4	13.0
Not stated	19	7.9	8.4	12.6	7.4

Source: <https://profile.id.com.au/loddon/locality-snapshots?BMID=40&WebID=22118200>

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Technical Paper 5 – Detailed Capital Cost Breakdown

PROPOSED PYRAMID HILL COMMUNITY CENTRE

Ref: 19043 Opinion of Probable Cost

Date: 26.Feb.2020

Opinion of Probable Costs

This cost plan is based on Schematic Plan dated 26.Feb.2020, as prepared by e+ architecture.
We have made the following assumptions:

Office Spaces/Meeting Rooms Single storey, standard finishes, no air-conditioning	New: \$1400-\$1500m ²
Consulting Rooms Single storey, standard finishes, no air-conditioning	New: \$1650-\$1850m ²
Community Hall/Library Single storey, standard finishes, no air-conditioning	New: \$2000-\$2100m ²
Toilets Areas Good finish, mechanical ventilation no fixtures	New: \$3300-\$3500m ² Major Refurb: 80% of new
Kitchen/Kitchenette Good finish, (not commercial), mechanical ventilation	New: \$2800-\$3000m ² Major Refurb: 80% of new
Community Hall Single storey, good standard finish, no air conditioned	New:\$1500-\$1650m ² Medium Refurb: 60% of new
Carparking Open parking area, bitumen paving, stormwater drainage, some lighting	\$3500 - \$4000 per car or \$100 - \$120/ m ²
Neighbourhood Shed Steel frame with metal decks, roof and metal clad walls Minimum insulation, concrete slab, roller door, minimum plumbing and electrical, no air conditioning, no internal linings.	\$500-\$650m ²
Gym As per Neighbourhood Shed with the addition of floor finish, internal partitions and additional plumbing.	\$650-\$800m ²

Rates / construction costs have been adopted in accordance with guidelines and \$ per m² as recommended in Rawlinsons: Australian Construction Handbook 2020 Edition 38. Any costs hereafter should only be used for initial feasibility studies and establishment of project budgets and scope of works.

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Pyramid Hill Community Centre – Master Plan Feasibility Study

Table 10 – Option of probable costs				
Opinion of Probable Costs Internal Areas				
Area /Scope of Work	M ² (approx.)	Rate \$/m ²	Allowance/Cost	Staging Option
1 - Existing Hall Remodeling and upgrade of existing Community Hall including stage Assume Medium Refurb.	120sqm	\$945/sqm	\$113,400.00	4
<ul style="list-style-type: none"> replacement of existing glazing to grassed play area with new double doors Upgrade Existing Airconditioning Window Coverings New seating/tables & loose furniture 	120sqm	Allowance only \$175/sqm Allowance only Allowance only	\$30,000.00 \$21,000.00 \$10,000.00 \$20,000.00	4
2 - Kitchen/Kitchen Store Areas Remodeling and upgrade of existing kitchen including store Assume Major Refurb including upgrade of Mechanical extraction system	30sqm	\$2330/sqm	\$69,900.00	2
<ul style="list-style-type: none"> New joinery New Whitegoods New fixtures and fitting 		Allowance only Allowance only Allowance only	\$20,000.00 \$6,000.00 \$4,000.00	2
3 – Remodeling & extension to Store Remodeling and extend existing storerooms	20sqm	\$1200/sqm	\$24,000.00	2
<ul style="list-style-type: none"> New joinery 		Allowance only	\$6,000.00	2
4 – New Toilets Remodeling of existing to accommodate new toilet and Kitchenette including Mechanical extraction system Associated circulation and Waiting Areas	72sqm 20sqm	\$2720/sqm \$1500/sqm	\$195,840.00.00 \$30,000.00	1
<ul style="list-style-type: none"> New joinery New Whitegoods New fixtures and fitting New seating and loose furniture 		Allowance only Allowance only Allowance only Allowance only	\$7,000.00 \$1,000.00 \$10,000.00 \$10,000.00	1
Building Cost -subtotal page 1			\$433,140.00	1=\$225,840 2=\$93,900 4=\$113,400
Allowances subtotal page 1			\$145,000.00	1=\$28,000 2=\$36,000 4=\$81,000

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Pyramid Hill Community Centre – Master Plan Feasibility Study

Opinion of Probable Costs PHCC Main Building Internal Areas				
Area /Scope of Work	M ² (approx.)	Rate \$/m ²	Allowance/Cost	Staging Option
5 – Community Areas Area 1 – Airlock / Lobby / Reception / Community Learning area New building	190sqm	\$2000/sqm	\$380,000.00	1 (30%)= \$126,000 3 (70%)= \$254,000
<ul style="list-style-type: none"> • Airconditioning (split system) • New Joinery • Window Coverings • New seating/tables, loose furniture • New free standing shelving • New signage display screen etc. • New fixtures and fitting • Allowance for Computers 		Allowance only Allowance only Allowance only Allowance only Allowance only Allowance only Allowance only	\$30,000.00 \$25,000.00 \$18,000.00 \$40,000.00 \$15,000.00 \$6,000.00 \$2,000.00 \$30,000.00	1= \$20,000 3=\$146,000
5 – Community Areas Area 2 – Office / Computer Room / Multi-Purpose / Storeroom New building	140sqm	\$1500/sqm	\$210,000.00	3
<ul style="list-style-type: none"> • New joinery • Airconditioning (split system) • New seating/tables, loose furniture • New fixtures and fitting • Window Coverings 		Allowance only Allowance only Allowance only Allowance only	\$18,000.00 \$20,000.00 \$25,000.00 \$60,000.00 \$8,000.00	3
5 – Community Areas Area 3 – Seniors Activity Areas New building including Passage/Circulation space	65sqm	\$1500/sqm	\$97,000.00	1
<ul style="list-style-type: none"> • New joinery • Airconditioning (split system) • New seating/tables, loose furniture • New fixtures and fitting • Window Coverings 		Allowance only Allowance only Allowance only Allowance only	\$9,000.00 \$10,000.00 \$6,000.00 \$2,000.00 \$4,000.00	1
6 – NDHS Area New build to accommodate Pathology, Podiatry, Doctor's, room, Consulting Rooms, Admin and Store including circulation spaces	160sqm	\$1800/sqm	\$288,000.00	1
<ul style="list-style-type: none"> • Airconditioning (split system) • New joinery • New Whitegoods • New fixtures and fitting • New seating and loose furniture • Specialist Equipment 		Allowance only Allowance only Allowance only Allowance only Allowance only Allowance only	\$30,000.00 \$25,000.00 \$1,000.00 \$10,000.00 \$10,000.00 \$15,000.00	1
Building Cost -subtotal page 2			\$975,000.00	1=\$511,000 3=\$464,000
Allowances -subtotal page2			\$419,000.00	1=\$142,000 3=\$277,000

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Pyramid Hill Community Centre – Master Plan Feasibility Study

Opinion of Probable Costs PHCC Main Building Internal Areas				
Area /Scope of Work	M ² (approx.)	Rate \$/m ²	Allowance/Cost	Staging Option
Building Cost -subtotal pages 1 &2			\$1,408,140.00	
Allowances -subtotal pages 1 &2			\$564,000.00	

Opinion of Probable Costs PHCC Main Building Associated External Work				
Area /Scope of Work	M ² (approx.)	Rate \$/m ²	Allowance/Cost	Staging Option
1 – New Street Parking including some civil work (kerb and channel + crossover) 8 car space including 2 Disabled.		Allowance only	\$40,000.00	1
2.New concrete paving to building Access path, breakout area.		Allowance only	\$10,000.00	1
3.New bitumen access road to rear of building.		Allowance only	\$16,000.00	1
<ul style="list-style-type: none"> Landscaping Generally Larger outdoor area-including Fencing Smaller outdoor area-including Fencing Outdoor Furniture, BBQ Water Tanks + Pump 		Allowance only	\$10,000.00	1
		Allowance only	\$3,000.00	
		Allowance only	\$6,000.00	
		Allowance only	\$3,000.00	
• External Cost -subtotal			\$66,000.00	1=\$66,000
• Allowances subtotal			\$39,000.00	1=\$39,000
• Totals PHCC – Main Building and associated external works			\$1,474,140.00	
			\$601,000.00	

Opinion of Probable Costs PHCC 'Other' Buildings and Associated Work				
1 – Neighbourhood Shed New High Bay shed . Tilt-up conc., metal deck roof, roller shutter. Basic lighting and power.	100sqm	\$750/sqm	\$75,000.00	5
<ul style="list-style-type: none"> Airconditioning (split system) Upgrade Power and lighting 		Allowance only	\$20,000.00	5
		Allowance only	\$10,000.00	
2 – Community Gym New High Bay shed . Tilt-up conc., metal deck roof, roller shutter. Basic lighting and power.	80sqm	\$750/sqm	\$60,000.00	5
<ul style="list-style-type: none"> Airconditioning (split system) Minor Fit out 	*80sqm	Allowance only	\$20,000.00	5
		\$100/sqm	\$80,000.00	
4 – New Toilets and Kitchen new toilet and Kitchenette including Mechanical extraction system	40sqm	\$3000/sqm	\$120,000.00.00	5
<ul style="list-style-type: none"> New joinery New Whitegoods New fixtures and fitting 		Allowance only	\$5,000.00	5
		Allowance only	\$1,000.00	
		Allowance only	\$7,000.00	

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Pyramid Hill Community Centre – Master Plan Feasibility Study

• New seating and loose furniture		Allowance only	\$5,000.00	
5 External Works				
5.1 Parking including some civil work 6 car space including 1 Disabled.		Allowance only	\$28,000.00	5
5.2. New bitumen access and paving around building.		Allowance only	\$5,000.00	5
5.3. New covered Entry area	30sqm	\$150/sqm	\$4,500.00	5
5.4. General Landscaping + Community Garden		Allowance only	\$8,000.00	5
Building and Associated Cost - subtotal			\$292,500.00	5=\$292,500
Allowances subtotal			\$158,000.00	5=\$156,000
Totals PHCC – Main Building, 'Other' Buildings and associated external works			\$1,766,640.00 \$759,000.00	
TOTAL (ex GST)			\$2,525,640	

Exclusions.

- Contingencies
 - Design
 - Construction
- GST
- Upgrade of existing services and infrastructure
- Professional fees, permits and authority charges
- Project management costs

9.15 ADVERTISEMENT OF THE 2020/21 DRAFT BUDGET

File Number: 07/01/001
Author: Deanne Caserta, Manager Financial Services
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: 1. Draft Budget For Year Ended 30 June 2021

RECOMMENDATION

That Council:

1. advertise the Draft Budget in accordance with Section 129 of the Local Government Act 1989
2. adopt the proportion of rates raised within various valuation categories as follows:
 - Rural Production to have a differential rate 12% lower than the General (Residential, Commercial and Other) differential rate
3. agree that the above distribution of rates raised demonstrates fairness and equity across the municipality
4. implement a differential rate to be struck between categories of Rural Production and General as follows:
 - General (Residential, Commercial and Other) - 0.003928 Cents in the Dollar of Capital Improved Value
 - Rural Production - 0.003457 Cents in the Dollar of Capital Improved Value
5. apply a Municipal Charge of \$221 to all properties, except where an exemption has been granted for a Single Farm Enterprise under the Local Government Act 1989
6. apply a Garbage Charge of \$322 per Residential Garbage Service (140 Litre Bin) and \$437 per Commercial Garbage Service (240 Litre Bin)
7. apply a Kerbside Recycling Service Charge of \$122 per service (240 Litre Bin)
8. update the Strategic Resource Plan for the Council Plan 2017-21 with the current information contained in the Budget, in line with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 requirements
9. advertise in conjunction with the Draft Budget, the 2020/21 the Fees and Charges Schedule as per the April 2020 Council Meeting resolution
10. acknowledge that the Draft Budget was prepared during the COVID-19 pandemic and as such may change during 2020/21 to respond to COVID-19 relief and recovery efforts.

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 16 April 2020.

BACKGROUND

The 2020/21 Draft Budget has been prepared in draft following discussions with Councillors and senior officers.

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

A number of financial reports have also been developed outlining expected income and expenditure for all areas of Council in 2020/21, and comparing these to the forecast actual results for 2019/20.

The Draft Budget includes:

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

Council's rating increase for 2020/21 is in line with the Victorian State Government's Rate Capping Policy which has been set at 2.0% on the 2019/20 forecast budget rate income. Council has discretion over increases relating to garbage and recycling charges, and has included in the draft budget an increase of 15.0% to assist in ensuring a cost neutral position for waste collection services.

The Draft Budget was developed during COVID-19. It is acknowledged that the Draft Budget may change to respond to COVID-19 relief and recovery efforts.

ISSUES/DISCUSSION

Under Section 223 of the Local Government Act, Council must allow a 28 day timeframe for submissions to be made regarding the 2020/21 Draft Budget.

Subject to Council approval, the Draft Budget will be advertised in the Bendigo Advertiser on Saturday 2 May 2020 and, subject to availability, the Loddon Times on Tuesday 4 May 2020. Council will receive submissions until close of business on Friday 29 May 2020.

It is proposed that Council consider submissions received at the Council Forum to be held on Tuesday 9 June 2020 and formally adopt the Draft Budget at the Ordinary Meeting of Council to be held on Tuesday 23 June 2020.

COST/BENEFITS

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

RISK ANALYSIS

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

There is also a risk that the Draft Budget may change as a result of Council's response to COVID-19 relief and recovery efforts. Submissions may be made by the public about suggested relief and recovery efforts. In addition, any significant changes to the Adopted Budget will be the subject of a report to Council in the future.

CONSULTATION AND ENGAGEMENT

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

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 \$27.99 million (2019/20 \$29.57 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



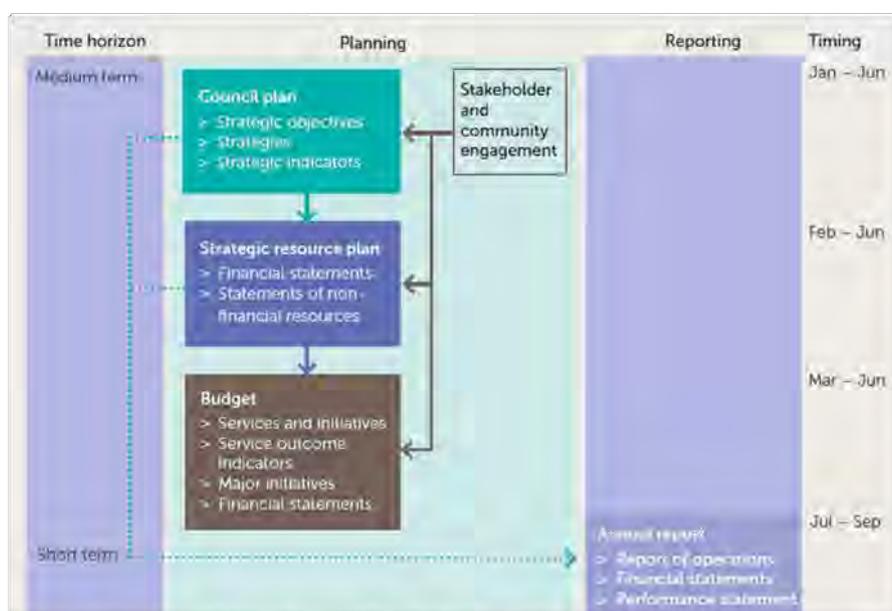
**LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2021**

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

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.

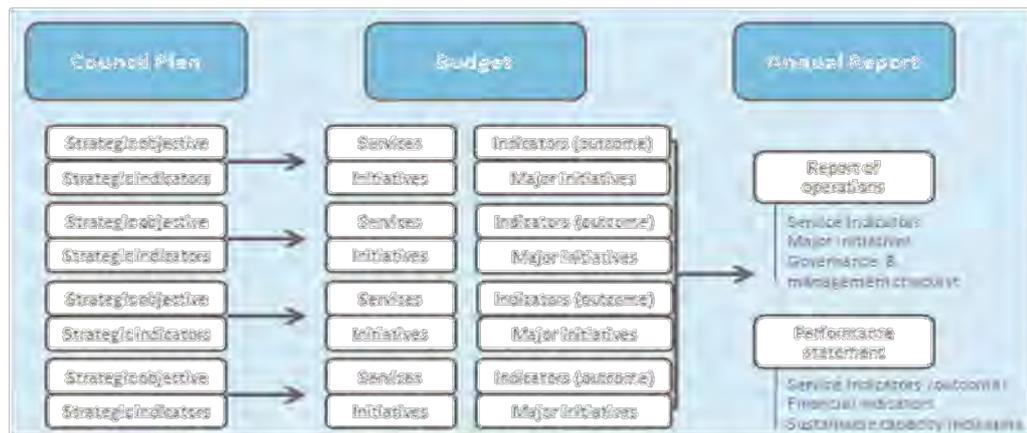
The Budget includes major initiatives that sit under the strategic themes that will be delivered in 2020/21. They are considered high priority projects towards achieving the strategic platform objectives.



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


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

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	(9,265,811)	(9,265,811)	-
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	1,124,057	(2,601)	1,126,658
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	705,440	(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	(13,904,031)	(19,553,201)	5,649,170
Environment	405,991	(1,863,158)	2,269,150
Community services and recreation	3,720,791	(2,889,855)	6,610,646
Total	(3,613,076)	(34,425,799)	30,812,723
Add transfers from reserves	1,786,219		
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)		
Net cash (surplus)/deficit for the year	(95,719)		



LODDON SHIRE COUNCIL BUDGET FOR THE YEAR ENDED 30 JUNE 2021

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		2021/22	2022/23	2023/24
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$	\$	\$	\$	\$
Income						
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	6,674,992	11,032,868	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
Total income		29,572,973	27,987,204	28,389,533	30,069,632	29,901,188
Expenses						
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
Total expenses		34,570,816	33,872,174	33,461,619	34,235,124	35,085,921
Surplus/(deficit) for the year		(4,997,843)	(5,884,970)	(5,072,086)	(4,165,492)	(5,184,733)
Other comprehensive income						
Other comprehensive income		-	-	-	-	-
Total comprehensive result		(4,997,843)	(5,884,970)	(5,072,086)	(4,165,492)	(5,184,733)


**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 Projections		
		Actual 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Assets						
Current assets						
Cash and cash equivalents		12,847,664	9,932,476	7,449,297	2,955,807	123,742
Trade and other receivables		568,847	537,682	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		38,264	36,351	34,533	32,807	31,166
Non-current assets classified as held for sale		556,092	556,092	556,092	556,092	556,092
Total current assets	4.2.1	16,157,320	13,209,054	10,729,605	6,267,640	3,430,223
Non-current assets						
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
Total non-current assets	4.2.1	375,623,806	384,107,582	393,214,369	405,527,620	415,577,731
Total assets		391,781,126	397,316,636	403,943,974	411,795,260	419,007,954
Liabilities						
Current liabilities						
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		-	-	-	-	-
Total current liabilities	4.2.2	3,294,550	3,159,175	3,038,615	2,951,460	2,864,397
Non-current liabilities						
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		-	-	-	-	-
Total non-current liabilities	4.2.2	2,081,957	2,377,224	2,682,068	2,997,661	3,324,412
Total liabilities		5,376,507	5,536,399	5,720,683	5,949,121	6,188,809
NET ASSETS		386,404,619	391,780,237	398,223,291	405,846,139	412,819,145
Equity						
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		6,653,556	7,209,109	7,088,502	6,245,382	6,589,631
TOTAL EQUITY	4.2.4	386,404,619	391,780,237	398,223,291	405,846,139	412,819,145


**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**

	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
2019 Forecast Actual				
Balance at beginning of the financial year	380,773,766	93,620,656	265,442,674	21,710,436
Surplus/ (deficit) for the year	(4,997,843)	(4,997,843)	-	-
Net asset revaluation increment / (decrement)	10,628,699	-	10,628,699	-
Transfer to other reserves	-	(2,731,062)	-	2,731,062
Transfer from other reserves	-	17,787,941	-	(17,787,941)
Balance at end of financial year	386,404,622	103,679,692	276,071,373	6,653,557

	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
2020 Budget				
Balance at beginning of the financial year	386,404,622	103,679,692	276,071,373	6,653,556
Surplus/ (deficit) for the year	(5,884,970)	(5,884,970)	-	-
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	-	1,786,219	-	(1,786,219)
Balance at end of financial year	391,780,240	97,239,169	287,331,961	7,209,109

	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
2021 SRP				
Balance at beginning of the financial year	391,780,240	97,239,169	287,331,961	7,209,109
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)
Balance at end of financial year	398,223,293	92,408,593	298,847,100	6,967,599

	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
2022 SRP				
Balance at beginning of the financial year	398,223,293	92,408,593	298,847,100	6,967,599
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)
Balance at end of financial year	405,846,141	87,916,101	310,635,440	7,294,600

	Total \$	Accumulated surplus \$	Revaluation reserve \$	Other reserves \$
2023 SRP				
Balance at beginning of the financial year	405,846,141	87,916,101	310,635,440	7,294,600
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)
Balance at end of financial year	412,819,147	82,582,045	322,793,179	7,443,924


**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	Strategic Resource Plan Projections		
		Actual 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Cash flows from operating activities						
Receipts						
Rates and charges		11,273,809	11,575,174	11,705,576	11,882,750	12,134,843
Statutory fees and fines		415,570	223,014	199,157	200,044	209,561
User fees		3,499,380	1,571,495	1,736,739	1,756,118	1,823,448
Grants - operating		6,808,492	11,253,525	11,438,472	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)
Operating receipts		32,473,458	28,300,673	28,640,769	30,296,508	30,169,775
Payments						
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)
Operating payments		(25,654,780)	(24,325,884)	(23,620,305)	(24,107,885)	(24,697,629)
Net cash provided by/(used in) operating activities	4.4.1	6,818,678	3,974,789	5,020,464	6,188,623	5,472,146
Cash flows from investing activities						
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	-	-	-
Net cash provided by/(used in) investing activities	4.4.2	(19,864,146)	(6,889,977)	(7,503,643)	(10,682,113)	(8,304,211)
Cash flows from financing activities						
Finance costs		-	-	-	-	-
Repayment of lease liabilities		-	-	-	-	-
Net cash provided by (used in) financing activities	4.4.3	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents		(13,045,468)	(2,915,188)	(2,483,179)	(4,493,490)	(2,832,065)
Cash and cash equivalents at the beginning of the year		25,893,132	12,847,664	9,932,476	7,449,297	2,955,807
Cash and cash equivalents at the end of the year		12,847,664	9,932,476	7,449,297	2,955,807	123,742


**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 \$
Capital works areas						
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		-	-	-	-	-
Total capital works	4.5.1	20,112,709	7,242,358	7,760,498	11,186,800	8,621,609
Represented by:						
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
Total capital works expenditure		20,112,709	7,242,358	7,760,498	11,186,800	8,621,609

	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
	Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
Expenditure type					
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
Total capital works expenditure	20,112,709	7,242,358	7,760,498	11,186,800	8,621,609

	Forecast	Budget 2020/21 \$	Strategic Resource Plan Projections		
	Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
Funding sourced represented by					
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
Total capital works expenditure	20,112,709	7,242,358	7,760,498	11,186,800	8,621,609



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	Budget 2020/21 \$	Strategic Resource Plan Projections		
	Actual 2019/20 \$		2021/22 \$	2022/23 \$	2023/24 \$
Staff expenditure					
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
Total staff expenditure*	12,003,590	12,579,010	12,956,380	13,345,072	13,745,424
Staff numbers EFT**	EFT	EFT	EFT	EFT	EFT
Employees	139.97	143.17	143.17	143.17	143.17
Total staff numbers EFT	139.97	143.17	143.17	143.17	143.17

* Excludes employee oncost

** Equivalent Full Time

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

Department	Budget 2020/21	Permanent Full Time	Permanent Part Time
Staff cost			
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
Total permanent staff expenditure	12,363,810	7,629,017	4,734,793
Casuals and other expenditure	-		
Capitalised labour costs	215,200		
Total expenditure	12,579,010		

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
Staff EFT			
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
Total permanent staff EFT	138.17	95.00	43.17
Casuals and other	0.00		
Capitalised labour	5.00		
Total EFT	143.17		


**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 Projections		
		Actual 2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$
Discretionary						
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		-	-	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
Total discretionary reserves	4.3.2	6,653,557	7,209,110	7,088,503	6,245,382	6,079,584



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%
Total rates and charges	11,049,483	11,461,007	411,524	3.7%
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/\$CV	2020/21 cents/\$CV	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%
Total amount to be raised by rates	8,389,143	8,564,421	2.1%

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%
Total number of assessments	7,814	7,833	0.2%

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%
Total value of land	2,258,890,400	2,390,287,700	5.8%

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%
Total	1,401,666	1,626,720	16.1%

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%
Total rates and charges	11,049,483	11,461,007	3.7%

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%
Total statutory fees and fines	364,316	215,586	(148,729)	-40.8%

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%
Total user fees	1,680,085	1,526,932	(153,154)	-9.1%

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 %
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,765,684	11,653,537	4,887,853	72.2%
State funded grants	8,101,219	1,867,057	(6,234,162)	-77.0%
Total grants received	14,866,903	13,520,594	(1,346,309)	-9.1%



**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)

(a) Operating grants	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
Recurrent - Commonwealth Government				
Victoria Grants Commission - local roads	1,840,425	3,799,510	1,959,085	106.4%
Victoria Grants Commission - general	2,535,175	5,466,301	2,931,126	115.6%
Recurrent - State Government				
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%
Total recurrent grants	6,243,182	10,987,269	4,744,088	76.0%
Non-recurrent State Government				
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%
Total non-recurrent grants	431,810	45,599	(386,211)	-89.4%
Total operating grants	6,674,992	11,032,868	4,357,876	65.3%



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2021

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.1 Comprehensive income statement (continued)

4.1.4 Grants (Continued)

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Change \$	Change %
(b) Capital grants				
Recurrent - Commonwealth Government				
Roads to Recovery	2,390,084	2,387,726	(2,358)	-0.1%
Recurrent - State Government				
Nil	-	-	-	0.0%
Total - recurrent capital grants	2,390,084	2,387,726	(2,358)	-0.1%
Non-recurrent - Commonwealth Government				
Nil	-	-	-	0.0%
Non-recurrent - State Government				
Caravan parks	611,809	-	(611,809)	100.0%
Community facilities	2,624,670	100,000	(2,524,670)	100.0%
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	-	-	-	#DIV/0!
Tips / landfills	44,191	-	(44,191)	-100.0%
Waterways	150,000	-	(150,000)	0.0%
Total - non-recurrent capital grants	5,801,827	100,000	(5,701,827)	-98.3%
Total - capital grants	8,191,911	2,487,726	(5,704,185)	-69.6%

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%
Total contributions	421,626	100,000	(321,626)	100.0%

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%
Total reimbursements	275,408	277,411	2,003	0.7%

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%
Total Vic Roads	515,027	510,474	(4,553)	-0.9%

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	-	-	-	#DIV/0!
Total other income	375,000	350,000	(25,000)	-6.7%

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%
Total employee costs	12,003,590	12,579,010	575,420	4.8%

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

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%
contracts	12,825,416	11,292,136	(1,533,280)	-12.0%

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%
amortisation	9,431,014	9,666,789	235,775	2.5%

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

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%
Total other expenses	310,797	334,239	23,442	7.5%

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 \$2.9 million during the year mainly due to the expectation to have most capital projects complete by 30 June.

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 \$0.6 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	-	-
Total amount proposed to be borrowed as at 30 June	-	-

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

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

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

For the 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 \$
Right-of-use assets	-	-
Property	-	-
Total right-of-use assets	-	-
Lease liabilities		
Current lease liabilities	-	-
Land and buildings	-	-
Total current lease liabilities	-	-
Non-current lease liabilities	-	-
Land and buildings	-	-
Total non-current lease liabilities	-	-
Total lease liabilities	-	-

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.

Skinners Flat water reserve

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

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

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	-	8,688,189	-
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
TOTAL	21,710,436	2,731,062	17,787,941	6,653,557



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	-	-	-	-
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
TOTAL	6,653,557	2,341,772	1,786,219	7,209,110

By including the above transfers from reserves it is expected that reserve levels increase by approximately \$0.6 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:

Land and buildings reserve			
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)

Professional development reserve			
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
Unspent grants reserve			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
Capital expenditure reserve			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
Information technology reserve			
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
Valuation reserve			
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)

Units reserve			
Opening balance			60,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			60,000
Economic development reserve			
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
Skinner's flat reserve			
Opening balance			7,535
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			7,535
Community planning reserve			
Opening balance			850,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			850,000
Plant replacement reserve			
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)

Fleet replacement reserve			
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
GSP restoration reserve			
Opening balance			400,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			400,000
Urban drainage reserve			
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
Waste management reserve			
Opening balance			300,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			300,000
Reserves improvement reserve			
Opening balance			100,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			100,000



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2021

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

Lake Boort water reserve			
Opening balance			17,069
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			17,069
Caravan park development reserve			
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
Superannuation liability reserve			
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
Unspent contributions reserve			
Opening balance			-
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			-
War memorial reserve			
Opening balance			3,000
ADD transfer to reserve			
Nil	N/A	-	-
LESS transfer from reserve			
Nil	N/A	-	-
Closing balance			3,000



LODDON SHIRE COUNCIL
BUDGET FOR THE YEAR ENDED 30 JUNE 2021

4 NOTES TO THE FINANCIAL STATEMENTS (Continued)

4.3 Statement of changes in equity (continued)

4.3.3 Details of reserves (continued)

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

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

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

Boundary and township entrance signage			
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 (\$2.81 million decrease)

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

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

	Forecast Actual 2019/20 \$	Budget 2020/21 \$	Variance \$
Current assets	16,157,320	13,209,054	2,948,266
Current liabilities	3,294,550	3,159,175	135,375
Working capital	12,862,770	10,049,879	2,812,891
Intended allocation assets			
- Discretionary reserves	(6,653,557)	(7,209,110)	555,553
- Long service leave	(1,893,538)	(1,993,538)	100,000
Restricted allocation assets			
- Trust funds and deposits	(323,711)	(307,525)	(16,186)
Unrestricted working capital	3,991,964	539,706	3,452,258

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 grants offset by a \$5.7 million decrease in capital 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 \$2.92 million to \$9.93 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 \$0.4 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 \$
Total cash and investments		12,847,664	9,932,476	(2,915,188)
Intended allocation assets				
Long service leave	4.4.5	(1,893,538)	(1,993,538)	(100,000)
Discretionary reserves	4.4.6	(6,653,557)	(7,209,110)	(555,553)
Restricted allocation assets				
Trust funds and deposits		(323,711)	(307,525)	16,186
Unrestricted cash adjusted for discretionary reserves	4.4.7	3,976,858	422,303	(3,554,555)

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 \$
Property					
Land	-	-	-	-	-
Land improvements	5,000	5,000	-	-	-
Total land	5,000	5,000	-	-	-
Buildings					
Building improvements	650,000	-	650,000	-	-
Total buildings	650,000	-	650,000	-	-
Total property	655,000	5,000	650,000	-	-
Plant and equipment					
Plant, machinery and equipment	1,452,900	1,452,900	-	-	-
Computers and telecommunications	185,000	185,000	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	1,637,900	1,637,900	-	-	-
Infrastructure					
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	-	-	-	-	-
Total infrastructure	4,819,458	-	3,761,958	1,057,500	-
Total new works	7,112,358	1,642,900	4,411,958	1,057,500	-


**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 \$
Property					
Land	-	-	-	-	-
Land improvements	5,000	-	-	5,000	-
Total land	5,000	-	-	5,000	-
Buildings	-	-	-	-	-
Building improvements	650,000	-	-	650,000	-
Total buildings	650,000	-	-	650,000	-
Total property	655,000	-	-	655,000	-
Plant and equipment					
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	-	-	-	-	-
Total plant and equipment	1,637,900	-	1,236,719	50,000	351,181
Infrastructure					
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	-	-	-	-	-
Total infrastructure	4,819,458	2,587,726	357,500	1,874,232	-
Total new works	7,112,358	2,587,726	1,594,219	2,579,232	351,181



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 \$
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	-	-	-	-	-
Building improvements	130,000	-	130,000	-	-
Total buildings	130,000	-	130,000	-	-
Total property	130,000	-	130,000	-	-
Plant and equipment					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	-	-	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	-	-	-	-	-
Infrastructure					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	-	-	-	-	-
Recreation leisure and community facilities	-	-	-	-	-
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
Total infrastructure	-	-	-	-	-
Total carried forward works	130,000	-	130,000	-	-



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 \$
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings					
Building improvements	130,000	-	-	130,000	-
Total buildings	130,000	-	-	130,000	-
Total property	130,000	-	-	130,000	-
Plant and equipment					
Plant, machinery and equipment	-	-	-	-	-
Computers and telecommunications	-	-	-	-	-
Fixtures fittings and furniture	-	-	-	-	-
Total plant and equipment	-	-	-	-	-
Infrastructure					
Roads	-	-	-	-	-
Bridges	-	-	-	-	-
Footpaths	-	-	-	-	-
Drainage	-	-	-	-	-
Recreation leisure and community facilities	-	-	-	-	-
Parks, open space and streetscapes	-	-	-	-	-
Other infrastructure	-	-	-	-	-
Total infrastructure	-	-	-	-	-
Total carried forward works	130,000	-	-	130,000	-


**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	+/-
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.87%	-48.06%	-21.90%	-
Liquidity						
Working capital	Current assets / Current liabilities	2	503.88%	490.43%	418.12%	-
Unrestricted cash	Unrestricted cash / Current liabilities		-156.79%	120.71%	13.37%	-
Obligations						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
Indebtedness	Non-current liabilities / Own source revenue		12.57%	15.43%	17.51%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	19.86%	79.11%	46.99%	-
Stability						
Rates concentration	Rates revenue / Adjusted underlying revenue	5	24.87%	47.32%	41.25%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.52%	0.49%	0.48%	O
Efficiency						
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	r/D
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-17.87%	-18.54%	-19.34%	O
Liquidity						
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%	+
Obligations						
Loan and borrowings	Loans and borrowings / Rate revenue	3	0.00%	0.00%	0.00%	O
Loan and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue		0.00%	0.00%	0.00%	O
indebtedness	Non-current liabilities / Own source revenue		19.24%	21.10%	22.93%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	48.48%	45.62%	55.41%	O
Stability						
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
Efficiency						
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**

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 \$
Land and buildings						
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
Total land and buildings	650,000	5,000	-	-	130,000	785,000
Furniture and equipment						
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
Total furniture and equipment	-	185,000	-	-	-	185,000
Plant and equipment						
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
Total plant and equipment	-	1,452,900	-	-	-	1,452,900
Footpaths						
Township street improvements	278,928					278,928
Total footpaths	278,928	-	-	-	-	278,928
Roadworks						
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
Total roadworks	3,383,030	-	-	-	-	3,383,030


**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 \$
Urban and road drainage						
Urban drainage program			350,000			350,000
Total urban and road drainage	-	-	350,000	-	-	350,000
Recreation, leisure and community facilities						
Caravan park trees			7,500			7,500
Total recreation, leisure and community facilities	-	-	7,500	-	-	7,500
Parks, open space and streetscapes						
Parks and gardens strategy	100,000					100,000
Boort Lake precinct			500,000			500,000
Community planning allocations			200,000			200,000
Total parks, open space and streetscapes	100,000	-	700,000	-	-	800,000
Total	4,411,958	1,642,900	1,057,500	-	130,000	7,242,358


**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 \$
Revenues from ordinary activities			
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	6,674,992	11,032,868	4,357,876
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)
Total revenues	29,572,973	27,987,204	(1,585,769)
Expenses from ordinary activities			
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
Total expenses	34,570,816	33,872,174	(698,642)
Net (gain) / loss on sale of assets	-	-	-
Surplus / (deficit) for the year	(4,997,843)	(5,884,970)	(887,127)


**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 \$
Revenues from ordinary activities			
Rates and charges	11,049,483	11,461,007	411,524
Operating grants	6,674,992	11,032,868	4,357,876
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)
Total revenues	29,572,973	27,987,204	(1,585,769)
Expenses from ordinary activities			
Economic development and tourism	1,679,456	1,413,390	(266,066)
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)
Total expenses	34,570,816	33,872,173	(698,643)
Net (gain) / loss on sale of assets	-	-	-
Surplus / (deficit) for the year	(4,997,843)	(5,884,969)	(887,126)


**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	(4,997,843)	(5,884,969)	(887,126)
Less non-cash income			
Reversal of impairment losses	-	-	-
Add non-cash expenditure			
Net gain on sale of assets	-	-	-
Loan interest accrued	-	-	-
Depreciation	9,431,014	9,666,789	235,775
Total funds available for capital expenditure	4,433,171	3,781,820	- 651,351
Capital expenditure, transfers and loans			
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)
Total capital works	20,112,709	7,242,358	(12,870,351)
Transfers to reserves	2,731,062	2,341,772	(389,290)
Loan repayments	-	-	-
Total capital, transfers and loans	22,843,771	9,584,130	(13,259,641)
Capital expenditure, transfers and loans will be financed by:			
Asset sales	402,467	471,181	68,714
Transfers from reserves	17,787,946	1,786,219	(16,001,727)
Accumulated cash surplus brought forward from previous year	3,860,817	3,640,629	(220,188)
Total financing of capital, transfers, and loans	22,051,230	5,898,029	(16,153,201)
Total accumulated cash surplus	3,640,629	95,719	(3,544,910)

10 INFORMATION REPORTS**10.1 UPDATE ON LOCAL GOVERNMENT POWER PURCHASE AGREEMENT**

File Number: FOL/19/432693
Author: David Southcombe, Manager Assets and Infrastructure
Authoriser: Steven Phillips, Director Operations
Attachments: Nil

RECOMMENDATION

That Council receive and note the Update on Local Government Power Purchase Agreement report.

CONFLICT OF INTEREST

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

PREVIOUS COUNCIL DISCUSSION

Participation in the long-term Renewable Energy Purchase Power Agreement (PPA) for Local Government was discussed at the July 2019 Council Meeting. At that meeting Council approved of the participation in the tendering process of the PPA.

BACKGROUND

Council currently purchases its electricity supplies from retailer ERM for large sites and street lighting via the MAV bulk procurement contract. Electricity for small sites is purchased from retailer Origin via the MAV contract. The ERM contract ends on 31st December 2020 and the Origin contract ends on the 30th June 2020.

Electricity bills costs Council approximately \$200,000 per year. Over the past 2 years, Victorian Local Governments experienced significant price increases of 30-50% on their energy tariffs from the previous 2 year contracts. This was a result of rising wholesale energy prices. Such significant increases in energy bills create some budget uncertainty for councils trying to plan year on year.

To hedge against the uncertainty (and volatility) relating to fluctuating wholesale energy prices and to secure better prices and price certainty, councils across Victoria have come together to explore alternative procurement options, namely a Victorian Local Government Power Purchase Agreement.

Over the past year the Central Victorian Greenhouse Alliance (CVGA) has been working with other Victorian alliances of councils to investigate a long-term renewable energy PPA contract for councils. A consortium of 39 councils facilitated by the alliance and led by City of Darebin committed in October 2018 to developing a business case, which has now been completed. The MAV has since come on board as the procurement/contracting agent for the tender stage. In the CVGA region participating councils include Ballarat, Bendigo, Buloke, Central Goldfields, Gannawarra, Hepburn, Macedon Ranges, Mildura, Mount Alexander and the Pyrenees.

ISSUES/DISCUSSION

By late last year it was becoming apparent that the PPA project would not meet the original timeline for the project to allow the supply of electricity to the consortium of councils beginning July 2020. This was confirmed in early February 2020 when Council received correspondence from the CEO of Darebin City Council regarding the project. It was communicated that Maddocks (consultant) has been engaged to review the project work currently undertaken and to conduct a

risk analysis of the planned process which will most likely lead to changes in the project governance and contractual arrangement and procedural steps. This will delay the project with supply of electricity from the PPA not expected to be available until July 2021.

Council officers have been in discussion with the CVGA and MAV regarding alternative power supply options and have committed to the MAV's Trans-Tasman Energy Group (TTEG) procurement process for a two year supply at all sites. Current market conditions have seen a significant drop in wholesale prices for electricity. The MAV procurement process is expected to deliver a cost saving of 25% at current market prices when compared to Council's current contract.

COST/BENEFITS

Current market rates suggest that Council will be able to save 25% of electricity costs with a new electricity supply contract.

RISK ANALYSIS

There is low risk engaging in the MAV's electricity procurement process. This is the same tender process that Council previously committed to for electricity supply and the contract has been delivered successfully. A further two year supply through this MAV process will mitigate risk associated with potential further delays to the PPA project. Council officers have confirmed that Council is able to switch to electricity supply through the PPA project once the MAV contract is finished. Prior to committing to the PPA project a review will be undertaken to ensure it provides the best value to Council.

CONSULTATION AND ENGAGEMENT

The CVGA and MAV have been consulted during the PPA process and to discuss the MAV tender.

11 COMPLIANCE REPORTS**11.1 SECTION 86 COMMITTEE OF MANAGEMENT MEMBERSHIP DETAILS-
WEDDERBURN COMMUNITY CENTRE**

File Number: 02/01/036
Author: Michelle Hargreaves, Administration Officer
Authoriser: Sharon Morrison, Director Corporate Services
Attachments: Nil

RECOMMENDATION

That Council appoints the persons named in this report as members of the Wedderburn Community Centre Section 86 committee of management, effective immediately.

CONFLICT OF INTEREST

There is no conflict of interest for any Council staff member involved in the preparation of this report. Some staff members are involved in the subject matter of the report but have not been involved in the preparation of the report.

PREVIOUS COUNCIL DISCUSSION

Council approved the current list of committee members for Wedderburn Community Centre Committee of Management on 28 May 2019.

BACKGROUND

Current Section 86 committee instruments of delegations include Clause 3.6 which outlines the requirement for nomination and appointment of committee members, which is as follows:

Members and Office Bearers of the Committee

At the Annual General Meeting each year nominations shall be called for proposed members of the committee. The committee must then elect from its proposed members the following office bearers:

- President, who shall be Chairperson of the Committee
- Secretary
- Treasurer.

The full list of proposed members must be forwarded to Council for formal appointment at an Ordinary Meeting of Council, in accordance with section 86(2). Until this formal appointment by Council occurs, the previous committee members will continue to hold office.

Clause 3.3 Membership of the committee outlines Council's preferred composition of the committee specific to each delegation, and states that Council seeks to provide broad representation to the committees.

For community based committees, at least 6 community representatives are preferred.

For organisation based committees, each delegation has a list of organisations that are required to provide representatives for the committee.

ISSUES/DISCUSSION

Wedderburn Community Centre is an organisation based committee with representatives from each of the stakeholder groups. The following is a list of nominated representatives for the committee which meets the minimum requirement:

Name	Organisation
Jacko Schanks	Community member
Pat Lee-Saunders (Vice President)	Community member
Richard Stephenson	Community member
Jess Pisevski (Treasurer)	Inglewood & Districts Health Service
Tracey Wilson	Inglewood & Districts Health Service
Amy Holmes	Loddon Shire Council Community Wellbeing
Brooke Arnold	Loddon Shire Council Community Wellbeing
Robyn Vella (Secretary)	Loddon Shire Council Tourism
Shelby Hutchinson	Loddon Shire Council Tourism
Jon Chandler	Wedderburn Community House
Marg Van Veen (President)	Wedderburn Community House

The Council representative for this committee is Cr Gavan Holt.

COST/BENEFITS

The benefit of this report is that Council has an up to date and accurate record of current committee members to ensure that contact can be made, particularly where Council is requesting committees to comply with reporting requirements under the legislation.

RISK ANALYSIS

Section 86 Committees act for and on behalf of Council which creates a risk for Council should they ever act outside their delegated authority.

Under Section 86(2) of the Act, "Council may appoint members to a special committee and may at any time remove a member from a special committee".

Council's appointment of committee members, not only satisfies the legislation, but also provides Council with the opportunity to sight the list of committee members before formally appointing them as they are the people that will be operating the committees, and in effect, acting for and on behalf of Council over the course of the year.

CONSULTATION AND ENGAGEMENT

Nil

12 GENERAL BUSINESS

13 CONFIDENTIAL ITEMS**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 89(2) of the Local Government Act 1989:

13.1 Review of confidential actions

This matter is considered to be confidential under Section 89(2) - (h) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with Any other matter which the Council or special committee considers would prejudice the Council or any person.

13.2 Appointment of Audit Committee member

This matter is considered to be confidential under Section 89(2) - (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 personnel matters.

13.3 Contract 435: Supply of Banking and Bill Payment Services

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

13.4 C476 - Kiniry Street, Boort - Drainage

This matter is considered to be confidential under Section 89(2) - (d) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with contractual matters.

Closing of Meeting to the Public

RECOMMENDATION

That the meeting be closed to the public.

NEXT MEETING

The next Ordinary Meeting of Council will be held on 26 May 2020 at Serpentine commencing at at 3pm.

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

Confirmed this.....day of..... 2020

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