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AGENDA

SCHEDULED MEETING OF COUNCIL
FOR
WEDNESDAY 23 OCTOBER 2024
TO BE HELD AT COBRAM CIVIC CENTRE, PUNT ROAD COBRAM VIC 3644
COMMENCING AT 4.30PM

RECORDING

Consistent with section 13.3 of our Governance Rules, Council officers have been authorised to record the public session of this meeting using an audio recording device.

LIVE STREAMING

Council meetings will now be lived streamed to allow those interested in viewing proceedings greater access to Council decisions and debate, without attending the meeting in person.

1. WELCOME CALLING TO ORDER – CEO

2. PRAYER

Almighty God we humbly ask you to guide our deliberations for the welfare and benefit of the Moira Shire and its people whom we serve.

Amen

3. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We, the Moira Shire Council, acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

4. APOLOGIES / LEAVE OF ABSENCE

5. DISCLOSURE OF CONFLICTS OF INTEREST

Nil

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Recommendation: That the minutes of the Scheduled Council Meeting held on Wednesday, 25 September 2024 and the minutes of the Unscheduled Meeting of Council held on Thursday, 10 October 2024, as presented, be adopted.

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FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY

Recommendation

That Council adopt the draft Volunteering Policy as shown in Attachment 1.

1. Executive Summary

The Draft Volunteering Policy was endorsed by Council for community consultation on 24 July 2024. As per Council's Community Engagement Policy, this consultation period ran for 21 days from 5 August – 26 August 2024 (inclusive).

During this period, notification of the policy and opportunities to provide feedback (via the internet, telephone, or email) was posted in four newspapers – Cobram Courier, Yarrawonga Chronicle, Numurkah Leader, Red Gum Courier Nathalia (advert below).

Volunteering Policy

Council is committed to running safe, supported, and sustainable volunteering programs for the community and organisation.

To ensure we provide a fair working environment for volunteers, Council has developed the Volunteering Policy. Read the draft policy on the Moira Matters website and share your feedback by **Monday 26 August 2024**.

For assistance, contact the Moira Careers Team at careers@moira.vic.gov.au or call our Customer Service Centres on (03) 5871 9222.



A review and feedback page were also created on Council's Moira Matters webpage. This webpage recorded 65 views and received two feedback comments from the public:

Share your thoughts on the Draft Volunteering Policy

CLOSED: This discussion has concluded.

Opportunity to provide feedback has now closed. Council is committed to running safe, supported and sustainable volunteering programs that meets the needs of the community and organisation.

3 COMMENTS 3 PARTICIPANTS 65 VIEWS

Read and Contribute

An email was also sent to all four community houses within our shire (Cobram, Numurkah, Nathalia, Yarrawonga) to help encourage their networks to provide feedback. Further, the Talent Acquisition Officer attended the All Abilities Committee meeting in August to discuss the policy with the committee and how they could foresee it affecting the all abilities community. The only feedback provided during this meeting was to share the consultation details with the Community Houses, which was then done.

The Moira Matters feedback page was promoted on Social Media (Facebook and LinkedIn).

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW
MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

2. Conflict of interest declaration

Nil.

3. Background & Context

Currently, Moira Shire Council does not utilise volunteers directly, other than Community Asset Committees, established under Section 65 of the *Local Government Act 2020*. These committees are delegated authority through a C7 – Community Asset Committee Instrument of Delegation and have their own governance structure as set out in these C7 documents. Due to the internal governance of these committees, that have been explicitly left out of the scope of the Volunteering Policy.

A draft Volunteering Policy was submitted to Council and endorsed for community consultation on 24 Jul 2024.

4. Issues

Two comments/feedback were received during this period. This feedback is greatly appreciated, and engagement displays community interest in the policy.

The first comment focused on the benefits of volunteering generally and suggested actions outside the remit of the draft policy. The restrictive paperwork involved in the application process is necessary as the paperwork and checks are required to ensure community safety and decrease potential risks and liabilities.

The second comment displayed great engagement with the policy. Although the scope of the policy already stated that volunteers of other organisations are not intended to be covered, as well as Community Asset Committee members and other Committees of Council, this limitation has been extended to provide for more clarity.

5. Strategic Alignment

Council Plan

1. A welcoming and inclusive place

Incorporating volunteering into our organisation will allow us to facilitate a welcoming and inclusive environment to our residents and to the visitors to our area.

6. External Engagement

Outlined in Executive Summary.

7. Budget / Financial Considerations

Minor costs associated with volunteer police checks, uniform/name badge, advertising in newspapers etc. will be incurred but, overall, these costs are not considered significant.

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW
MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

8. Conclusion

Volunteering is the most practical way to ensure we are meeting service demands whilst maintaining financial sustainability. The Volunteering Policy and Procedure ensure that we provide a consistent and transparent approach to volunteer recruitment, recognition and retention.

Attachments

- 1 Draft Volunteering Policy

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

Moira Shire Council
DRAFT Volunteering Policy

Policy type	Council
Version Number	1
Responsible Director	Executive Manager People and Culture
Responsible Officer	Talent Acquisition Officer
Date adopted by Council	
Scheduled for review	This policy will be reviewed four years from the date of adoption, or sooner if required.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Administrative changes do not materially alter the document (such as spelling/typographical errors, change to the name of a Council department, a change to the name of a Federal or State Government department). Administrative updates can be made in accordance with the Policy Framework Guidelines.



FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

PURPOSE

Moira Shire Council is committed to providing high-quality services while working under the Council Plan strategic pillars. This Policy outlines the guidelines and expectations for identifiable volunteers serving within the Moira Shire Council and aims to ensure a positive, community driven experience while maintaining ethical and sustainable practices, staff and volunteer satisfaction, and legal compliance.

SCOPE

This policy applies to Moira Shire Council Volunteers throughout their service. It does not apply to non-council volunteers including volunteers of other agencies and organisations. This policy is not intended to encompass Community Asset Committee members, Friends Of groups or their affiliations, nor members of other committees of council which have their own governance structure and terms of reference.

DEFINITIONS

Term	Definition
Council	Moira Shire Council
Community Asset Committee	A committee with delegated power from the Chief Executive Officer for the purpose of managing a community asset in the municipal district.
Moira Shire Council Volunteers	Individuals who willingly provide support and enable the provision of various tasks on behalf of council without expectation of financial benefit.
National Standards of Volunteering	Set of standards created by Volunteering Australia to manage volunteers and volunteer programs
NECCI	North East Council Contractors (Volunteer) Induction – a collaboration of councils who have developed and implemented an online general OHS induction course

POLICY STATEMENT

Volunteering at Moira Shire Council is an opportunity for individuals to engage with Council-operated services and contribute to their community. Volunteering will not be exploitative, nor should it be used to replace paid work, rather, it should be a form of complementary service, celebrated for its substantial benefits to the organisation, the community and the individual themselves.

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

Volunteer Eligibility and Recruitment

All volunteers at Moira Shire Council must meet the following criteria:

- 1.1 Have a genuine interest in assisting our region and the required knowledge for the specific tasks they will be completing.
- 1.2 Successfully complete the volunteer application and screening process, including a police check, working with children check, and reference checks, as applicable and at the expense of Council.
 - 1.2.1.1 Information relevant to a volunteer's application (including but not limited to: gender, age, education level, medical history) will be securely stored by the Council and will only be used for the purposes of the volunteering application. No personal information will be used for other circumstances without express consent from the volunteer.
- 1.3 Attend and complete necessary training sessions and orientations as required.

Council has the right to offer or withhold an offer of a volunteer placement to any applicant at their discretion. The offer of a Council volunteer role is in no way a commitment to an offer of a future paid role at Council.

Role and Responsibilities

Council's Responsibilities

Council is committed to providing a safe and fair environment for its volunteers, in doing this, where possible and practicable, Council will:

- Provide volunteers with a healthy and safe workplace.
- Assist with the completion of Volunteer National Police Checks in collaboration with the individual volunteer.
- Provide NECCI induction to all volunteers before they are allocated tasks.
- Provide all relevant and supporting documents required including Code of Conduct, relevant policies and procedures.
- Define volunteer roles and develop unambiguous Role Statements.
- As required and available, offer additional training to volunteers to improve their skill set and assist them in the performance of their voluntary role.
- Not require a volunteer to perform any role or task that they are not appropriately qualified or skilled to undertake.
- Provide feedback on performance.
- Inform volunteers of their responsibilities and ensure that their contribution complements but does not undermine, the work of paid employees.
- Acknowledge and recognise the contributions of volunteers.
- Provide all volunteers with information on grievance and unsatisfactory performance policies and procedures.

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1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

Volunteer's Responsibilities

Volunteers play an important role for the services provided by Council and have a responsibility to comply with all the policies and procedures of Council. In addition, volunteers will be expected to:

- Undertake a Volunteer National Police Check.
- Undertake and maintain a Volunteer Working with Children Check and comply with Council's Child Safe Policy.
- Complete NECCI induction and any other required training.
- Comply with all health and safety requirements and reporting of any issues, thereby contributing to a safe work environment for other volunteers, employees, and members of the public.
- Be responsible in making a realistic commitment in terms of both time and areas of involvement and to honour those commitments.
- To treat Council, personal, and confidential information in accordance with Council's Privacy Policy, *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.
- Comply with all the requirements of their individual Role Statement and related procedures.
- Dress appropriately, inclusive of comfortable yet well-presented clothing.
- Maintain a professional and courteous demeanour while interacting with other volunteers, paid employees, and members of the public.
- Bring to the attention of management any issues that may have an adverse impact on their performance as a volunteer including conditions within Council venues where volunteer activities are conducted and any other concerns which may have an impact on their experience as a volunteer.
- Adhere to the Employee Code of Conduct and other Council policies and procedures while undertaking duties or tasks on behalf of Council.
- Volunteers are not authorised to speak to media on Council's behalf and must adhere to the Social Media Policy and Protocol at all times.

Insurance

Volunteers, whilst carrying out their duties as prescribed by the role specific procedure, and following all relevant council policies, procedures, and guidelines, shall be covered by Council's public liability and professional indemnity insurance during the period of their volunteer shift.

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

Training and Professional Development:

Volunteers will receive training where appropriate and available to enhance their knowledge and skills necessary for effective service, however, volunteers are expected to hold the required minimum level of knowledge for the role they will be completing.

All volunteers must complete the online NECCI training for OHS procedures before commencing volunteer work. If training cannot be completed online, Council will attempt to make arrangements to ensure all individuals are provided with support and equal access where appropriate.

If and when opportunities for professional development become available these will be offered to volunteers by their Manager, at the Manager's discretion.

Supervision and Support

Volunteers will be accompanied by staff members where possible who will provide guidance, support, and ongoing feedback.

Volunteers will receive regular communications from their relevant Team Leader or Manager and are encouraged to discuss any issues or concerns, or areas of perceived development they may have with them as soon as practicable.

Volunteers will have access to Council's Employee Assistance Program.

Recognition of volunteers

Council acknowledges the contribution that volunteers make to Council and the community and will recognise the contribution of Council volunteers each year during National Volunteers Week. Council's Volunteer Recruitment and Retention Procedure will set out the ways Council may do this.

Grievances

Council Volunteers have the right to raise and have resolved any grievances they may have without fear of retribution. Council will treat every concern or complaint seriously in a confidential and sensitive manner and where possible, is committed to resolving any issues quickly.

Any concerns of grievances raised by volunteers should be directed to the People and Culture Team.

Termination or Suspension

There is no notice period or other requirements to terminate a volunteer relationship – the voluntary nature of the relationship means that either party can end it at any time.

Council reserves the right to terminate or suspend a volunteer's involvement in the volunteering team if there is a violation of this policy, any applicable legislation, a negative result for a WWCC or Police check, if there is a breach of conduct that jeopardizes the positive visitor and resident experience, or the reputation of Council.

FILE NO:
1. A WELCOMING AND INCLUSIVE PLACE

ITEM NO: 9.1.1
(CHIEF EXECUTIVE OFFICER MATTHEW MORGAN)

DRAFT VOLUNTEERING POLICY (cont'd)

ATTACHMENT No [1] - Draft Volunteering Policy

MONITORING AND EVALUATION

This Policy will be reviewed every four years to ensure its relevance, effectiveness, and alignment with legal requirements and best practices. The policy will be monitored by the responsible officer and any major changes will need to be adopted by Council. Minor administrative changes may be made to the policy periodically to ensure it continues to meet legislative requirements. In this event, the document may be altered without consent of the executive leadership team.

Any deviation from this Policy is to be approved by the Director or CEO.

RELATED LEGISLATION

Local Government Act 2020
Charter of Human Rights & Responsibilities Act 2006
Gender Equality Act 2020
Occupational Health and Safety Act 2004
Privacy and Data Protection Act 2014
Worker Screening Act 2020
Wrongs Act 1956

RELATED POLICIES AND PROCEDURES

Complaint Handling Policy
Rights and Responsibilities of Volunteers – Volunteering Australia
Volunteer NECCI Induction Online Course Information
Social Media Policy and Protocol
Dealing With COVID-19 in the Workplace Policy
Draft Privacy Policy
Employee Code of Conduct
Child Safe Policy

DOCUMENT REVISIONS

Version	Summary of Changes	Approved by	Date
1	Original Policy adopted	Council	xxx
1.1	Administrative changes made to policy (details of administrative changes)	xxx	xxx
2	Changes made to original policy included xxxxxx	Council	xxxx
3	xxxxxx	Council	xxxx
3.1	Administrative changes made to policy (details of administrative changes)	xxx	xxx

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.1
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

CONTRACTS AWARDED UNDER CEO DELEGATION

Recommendation

That Council note the quarterly report for contracts awarded under CEO delegation for the period 1 July 2024 – 30 September 2024.

1. Executive Summary

Council's *Instrument of Delegation to the Chief Executive Officer* was adopted on 27 March 2024 which provides a delegation to the Chief Executive Officer (CEO) to award contracts up to the value of \$500,000.

This report lists all contracts awarded under the CEO delegation for the period 1 July 2024 – 30 September 2024.

2. Conflict of interest declaration

There is no officer conflict of interest considerations.

3. Background & Context

In accordance with Section 108 of the *Local Government Act 2020*, Council adopted a Procurement Policy ('Policy') on 27 October 2021. One of the Policy's objectives is to achieve an outcome of 'High standards of probity, transparency, accountability and risk management'.

Council's Instrument of Delegation to the Chief Executive Officer, adopted on 27 March 2024, confirms a delegation to the CEO to award contracts up to the value of \$500,000 (ex. GST). As purchases between \$150,001 - \$500,000 (ex. GST) must be approved by the CEO, this report highlights contracts awarded within this delegation threshold.

Under Appendix A of the Policy, purchases between \$150,001 - \$350,000 (ex. GST) must follow an advertised Request for Quote (RFQ) process unless an eligible procurement exemption applies.

The below table lists the contracts awarded under delegation between 1 July 2024 – 30 September 2024.

Contract Number	Contract Title	Contract Value Ex GST	Awarded To
C023/24	Maintenance and Servicing of Air Conditioning Units	\$160,178.37	Airmaster Corporation Pty Ltd

This contract had been advertised to the market through a Request for Tender (RFT) procurement process.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.1
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

CONTRACTS AWARDED UNDER CEO DELEGATION (cont'd)

4. Issues

No issues were raised within the contracts awarded under delegation.

5. Strategic Alignment

Council Plan

5. Transparent and accountable
governance

This report details the advertised RFT that has been awarded under delegated authority. Under the Strategic Objective Pillar 5, communicating decisions made under delegation allows for greater transparency.

6. External Engagement

External Consultation was not required.

7. Budget / Financial Considerations

The Instrument of Delegation to the Chief Executive Officer includes a delegation to award a contract for goods, services or works to \$500,000 (ex. GST), provided the costs are included in Council's approved budget.

8. Risk & Mitigation

The Procurement Policy provides guidance to the entire organisation on procurement practices that set a tone for a framework that upholds accountability and transparency. The policy is therefore a critical component of Council's overall risk management framework.

The Instrument of Delegation to the Chief Executive Officer supports Council's management of business risk and commitment to good governance.

9. Conclusion

This report details the contracts awarded under the CEO delegation for the period 1 July 2024 – 30 September 2024. Contracts were awarded through an advertised or invited procurement process.

Attachments

Nil

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024 AND 9 OCTOBER 2024

Recommendation

That Council note the minutes of the Audit & Risk Committee meetings held on 19 September 2024 and 9 October 2024 as shown in Attachment 1 & 2.

1. Executive Summary

The purpose of this report is for Council to receive the minutes of the Audit & Risk Committee (Committee) meetings held in September and October 2024.

Moira Shire Council established the Audit & Risk Committee in accordance with s53 of the *Local Government Act 2020* (the Act). The Committee supports Council by providing oversight on responsibilities related to:

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

The Committee met for the scheduled meeting on 19 September 2024 to consider reports as outlined in the [Audit & Risk Committee Charter's Annual Work Program](#). An unscheduled meeting was also held on 9 October to consider the Draft Financial and Performance Statements 2023/24.

2. Conflict of interest declaration

There are no officer conflicts of interest to consider.

3. Background & Context

The Audit & Risk Committee meet on a quarterly basis to consider a range of reports as detailed in the Annual Work Plan within the [Audit and Risk Committee Charter](#).

An unscheduled meeting of the Committee was held on 9 October 2024 to consider the final draft Financial Statement and Performance Statements 2023/24.

The Audit and Risk Committee endorsed the draft Financial Statement and Performance Statements 2023/24 and recommended that they be endorsed by Council.

4. Issues

There are no issues to consider.

5. Strategic Alignment

Council Plan

5. Transparent and accountable governance

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024 AND 9
OCTOBER 2024 (cont'd)**

6. External Engagement

External engagement is not applicable.

7. Budget / Financial Considerations

There are no additional budget considerations.

8. Risk & Mitigation

Risk	Mitigation
Financial	Managed within the adopted budget
Economic (regional context or broader economic impact)	Nil
Environmental	Nil
Reputational	Nil
Legislative Compliance	In accordance with the <i>Local Government Act 2020</i>

9. Conclusion

That Council notes and accepts the minutes of the Audit & Risk Committee meetings held on 19 September 2024 and 9 October 2024 as presented.

Attachments

- 1 Audit & Risk Committee Meeting Minutes 19 September 2024
- 2 Audit & Risk Committee Meeting Minutes 9 October 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**



MINUTES

**AUDIT & RISK COMMITTEE MEETING HELD AT
COUNCIL BRIEFING ROOM
COBRAM VIC 3644,
THURSDAY 19 SEPTEMBER 2024**

The meeting commenced at 9:00 AM.

PRESENT

David Gunn
Anthea Sloan
Steven Lambert
Administrator Graeme Emonson
Administrator Suzanna Sheed

IN ATTENDANCE:

Matthew Morgan	Chief Executive Officer
Eva Salib	Acting Corporate Director
Beau Mittner	Manager Finance
Amanda Chadwick	Manager Governance, Risk & Performance
Nancy Mustica	Governance and Risk Coordinator
Jason Gilbert	Crowe (VAGO Auditor)
Paul Harrison	RSD Audit (Internal Auditor)
Matthew Salter	SafeTnow
Anthony Hicks	Team Leader Workplace Health & Safety

ACKNOWLEDGEMENT OF COUNTRY

The Moira Shire Audit & Risk Committee, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

1. APOLOGIES

Nil

2. IN-CAMERA RESOLUTION

MOTION:

STEVEN LAMBERT / ADMINISTRATOR GRAEME EMONSON

That pursuant to Section 66(2) (h) of the Local Government Act 2020, this meeting be closed to members of the public in order for the Committee to discuss matters which the Committee considers would prejudice the Council.

(CARRIED)

3. DECLARATION OF ANY CONFLICT OF INTEREST

Nil

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

AUDIT AND RISK COMMITTEE MEETING
THURSDAY 19 SEPTEMBER 2024

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

MOTION:

STEVEN LAMBERT / DAVID GUNN

That the minutes of the Audit & Risk Committee Meeting held on Thursday, 18 July 2024, as presented, be adopted.

(CARRIED)

5. COMMITTEE DISCUSSION WITH EXTERNAL AUDITORS.

Management left the room.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.1
(SENIOR FINANCIAL ACCOUNTANT,
NATASHA CARSTENS)
(ACTING DIRECTOR CORPORATE
PERFORMANCE EVA SALIB)

VAGO DRAFT AUDIT INTERIM MANAGEMENT LETTER 30 JUNE 2024

The VAGO Draft Audit Final Management Letter and Draft Closing Report for the year ended 30 June 2024 provides a summary of audit findings from the final phase of the audit. The final signed versions of both these documents will be tabled with the Audit & Risk Committee at the October meeting once audit procedures have been finalised.

The Draft Audit Management Letter includes nine unresolved issues and one partially resolved issue. Seven of the nine unresolved issues relate to findings from 2023/24 financial year audit. The other two unresolved issues and the partially resolved issue relates to recommendations from VAGO's *Results of 2022/23 Audit: Local Government* report.

The Draft Closing Report summarises the results of the audit and communicates significant findings from the final audit phase. Appendix A details the outstanding audit matters, Appendix B details the adjusted audit differences and Appendix C highlights the unadjusted audit differences.

The report was presented by Jason Gilbert, Partner Crowe Albury VAGO Audit Service Provider.

MOTION

STEVEN LAMBERT / DAVID GUNN

That the Audit & Risk Committee note the VAGO Draft Audit Management Letter and Draft Closing Report for the year ending 30 June 2024.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.2
(SENIOR FINANCIAL ACCOUNTANT,
NATASHA CARSTENS)
(ACTING DIRECTOR CORPORATE
PERFORMANCE EVA SALIB)

2023/24 ACCOUNTING POSITION PAPER: ASSET VALUATIONS

Executive Summary

The value of Council's Property, Infrastructure, Plant and Equipment (PIPE) is a material balance within Council's Statement of Financial Position. This report addresses the 2024 financial year revaluation and impairment outcomes, which are reported in Council's 2023/24 Annual Report.

During the 2023/24 financial year, the following activities have been undertaken to ensure the accuracy and completeness of Council's PIPE:

- Independent condition assessment of Footpaths and Kerb & Channel.
- Internal unit rate review for Drainage, Footpaths and Kerb & Channel.
- Indexation assessment of remaining asset classes not subject to revaluation.

Upon review of the final depreciation charges, it was identified that there had been a significant increase in depreciation from the forecast depreciation run in October 2023. Further analysis was undertaken to understand the cause of the increase in depreciation, which appears to have been derived from an issue with expiry dates not being updated upon updating asset conditions. As of the date of drafting this report, Council is working with Conquest (the asset management system provider) to resolve the issue, which is predominately impacting the depreciation charges for Roads.

MOTION

STEVEN LAMBERT / DAVID GUNN

That the Audit and Risk Committee note the following actions taken to ensure Council's Property, Infrastructure, Plant and Equipment is measured at fair value and in accordance with accounting standards, as of 30 June 2024:

1. Final indexation assessment;
2. Internal unit rate review of Drainage, Footpath and Kerb & Channel assets; and
3. Management's ongoing investigation into depreciation charges.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.3
(SENIOR FINANCIAL ACCOUNTANT,
NATASHA CARSTENS)
(ACTING DIRECTOR CORPORATE
PERFORMANCE EVA SALIB)

2023/24 FINANCIAL REPORTING - POSITION PAPERS

Executive Summary

The purpose of this paper is to communicate to the Audit and Risk Committee the key assumptions and judgements applied in the preparation of the financial statements to ensure alignment with relevant accounting standards.

The Landfill Rehabilitation Position Paper has been prepared to summarise the background and key assumptions behind Council's landfill Rehabilitation Provision as well as Airspace Intangible Asset.

The revenue recognition position paper documents Council's treatment and timing of revenue to ensure Council is recognising its income in accordance with the relevant accounting standards, being:

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

MOTION

ADMINISTRATORS GRAEME EMONSON / SUZANNA SHEED

That the Audit & Risk Committee note the 2023/24 accounting position papers:

1. Landfill Rehabilitation Position Paper.
2. Revenue Recognition Position Paper.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.4
(FINANCE MANAGER, BEAU MITTNER)
(ACTING DIRECTOR CORPORATE
PERFORMANCE, EVA SALIB)

DRAFT FINANCIAL REPORT AND PERFORMANCE STATEMENT 2023-24

Executive Summary

The draft Financial Report and the Performance Statement are currently being audited by the Victorian Auditor General's Office. Furthermore, management is undertaking further analysis of depreciation charges, to ensure the accuracy of the depreciation posted in Council's asset management system.

These reports will be ready for signing in their final form after any changes recommended or agreed to by the Auditor-General have been made.

The Financial Report and the Performance Statements for the year ended 30 June 2024 have been prepared in accordance with the Australian Accounting Standards, the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

MOTION

STEVEN LAMBERT / DAVID GUNN

That the Audit and Risk Committee note:

1. the draft financial report and performance statements 2023-24 as presented and
2. the final review of the financial report and performance statements will be available at a forthcoming unscheduled Audit & Risk Committee meeting to be determined.

(CARRIED)

SUSPENSION OF STANDING ORDERS

ADMINISTRATORS STEVEN LAMBERT / GRAEME EMONSON

That standing orders be suspended for a 10 minute break

(CARRIED)

The meeting was suspended at 10.35am

RESUMPTION OF STANDING ORDERS

ADMINISTRATORS DAVID GUNN / STEVEN LAMBERT

That Standing Orders be resumed.

(CARRIED)

The meeting resumed at 10.45am.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.5
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA CHADWICK)
(ACTING DIRECTOR CORPORATE
PERFORMANCE, EVA SALIB)

OHS AUDIT AND MATURITY ASSESSMENT REPORTS

Executive Summary

The purpose of this report is to provide the Audit and Risk Committee with the outcomes of the OHS Audit and Maturity Assessment undertaken by SafeT Now Consulting.

MOTION

ADMINISTRATOR SUZANNA SHEED / STEVEN LAMBERT

That the Audit and Risk Committee note

1. the outcomes from the OHS Audit and Maturity Assessment conducted by SafeT Now Consulting; and
2. present the Committee with an action plan that addresses the recommendations of the OHS Audit and Maturity Assessment at the next meeting.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.6
(MANAGER FINANCE, BEAU MITTNER)
(ACTING DIRECTOR CORPORATE
PERFORMANCE, EVA SALIB)

TREASURY MANAGEMENT POLICY

Executive Summary

This paper is seeking the Audit & Risk Committee's endorsement of the newly drafted Treasury Management Policy ('the Policy'). The purpose of the Policy is to:

- Establish objectives and principles that outline when it is appropriate for Council to undertake borrowings within a sound financial management framework.
- Confirm Council's commitment to ensuring their cash is managed and investments are made in an appropriate, transparent, and ethical manner.
- Ensure particular emphasis is placed with the objective to optimise returns on investment earning within approved risk guidelines and ensure the security of funds.
- Ensure Council adheres to the provisions of the Local Government Act 2020; and
- Ensure Council operates within the relevant prudential requirements of the Victorian Government as monitored by the Victorian Auditor-General's Office.

MOTION

ADMINISTRATOR GRAEME EMONSON / STEVEN LAMBERT

That the Audit & Risk Committee:

1. Note the Draft Treasury Management Policy as presented in Attachment 1; and
2. The Draft Treasury Management Policy, amended to reflect grammatical and editorial changes recommended by the Audit and Risk Committee on 19 September 2024 be recommended to Council for adoption at the September Council meeting; and
3. Recommend the revocation of the Investment and Cash Management Policy and Loan Borrowings Policy by Council as these are superseded by the Draft Treasury Management Policy.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 6.1.7
(MANAGER GOVERNANCE, RISK AND
PERFORMANCE, AMANDA CHADWICK)
(ACTING DIRECTOR CORPORATE
PERFORMANCE, EVA SALIB)

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK (LGPRF)

Executive Summary

The purpose of this report is to provide an update on the implementation of the amendments made to the Local Government Performance Reporting Framework (LGPRF), as shown in Attachment 1, in accordance with clause 10.3.7 and 10.3.8 of the Audit and Risk Committee Charter.

Amendments were made to the LGPRF resulting from the *Local Government (Planning and Report) Amendment Regulation 2022* and are grouped into two sections and changes took effect from 1 January 2023 and 1 July 2023.

Section 1: 2023/24 Budget. For the 2023-24 financial year, Council was required to set targets for eight of the measures as part of the Council's budget.

Section 2: 2023/24 Performance Statement. The Performance Statement for 2023/24 has been updated with three reporting measures replaced.

There were also changes for Council when preparing the 2023/24 Annual Report including 11 changes across the service and financial indicators in the Governance and Management Checklist.

MOTION

ADMINISTRATOR GRAEME EMONSON / STEVEN LAMBERT

That the Audit and Risk Committee note the implementation of the amendments to the Local Government Performance Reporting Framework (LGPRF) including the Governance and Management Checklist.

(CARRIED)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

**ATTACHMENT No [1] - Audit & Risk Committee Meeting Minutes 19 September
2024**

URGENT BUSINESS

AUDIT AND RISK COMMITTEE MEETING
THURSDAY, 19 SEPTEMBER 2024

FILE NO: VARIOUS

ITEM NO:

URGENT BUSINESS

Nil

CLOSE OF MEETING: 11.54 AM.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

ATTACHMENT No [2] - Audit & Risk Committee Meeting Minutes 9 October 2024



MINUTES

**AUDIT & RISK COMMITTEE MEETING HELD AT
BRIEFING ROOM
44 STATION STREET COBRAM VIC 3644,
WEDNESDAY 9 OCTOBER 2024**

The meeting commenced at 8.46am.

<u>PRESENT</u>	David Gunn Steven Lambert Rita Ruyters Christine Nguyen Administrator Graeme Emonson Administrator Suzanna Sheed
<u>IN ATTENDANCE:</u>	Matthew Morgan Chief Executive Officer Eva Salib Acting Corporate Director Beau Mittner Manager Finance Amanda Chadwick Manager Governance, Risk & Performance Nancy Mustica Governance and Risk Coordinator Jason Gilbert Crowe (VAGO Auditor)

ACKNOWLEDGEMENT OF COUNTRY

The Moira Shire Audit & Risk Committee, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

1. APOLOGIES

Anthea Sloan

2. IN-CAMERA RESOLUTION

MOTION

STEVEN LAMBERT / DAVID GUNN

That pursuant to Section 66(2) (h) of the Local Government Act 2020, this meeting be closed to members of the public in order for the Committee to discuss matters which the Committee considers would prejudice the Council.

(CARRIED)

3. DECLARATION OF ANY CONFLICT OF INTEREST

Nil

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.2
(DIRECTOR CORPORATE
PERFORMANCE FIONA SHANKS)

**AUDIT AND RISK COMMITTEE MEETING MINUTES 19 SEPTEMBER 2024
AND 9 OCTOBER 2024 (cont'd)**

ATTACHMENT No [2] - Audit & Risk Committee Meeting Minutes 9 October 2024

CORPORATE PERFORMANCE
OFFICER REPORTS FOR DETERMINATION

AUDIT & RISK COMMITTEE MEETING
WEDNESDAY, 9 OCTOBER 2024

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 4.1.1
(COORDINATOR FINANCE, ANDREW
WILSON)
(ACTING DIRECTOR CORPORATE
PERFORMANCE EVA SALIB)

DRAFT FINANCIAL REPORT AND PERFORMANCE STATEMENT 2023-24

Executive Summary

The draft Financial Report and the Performance Statement are currently being audited by the Victorian Auditor General's Office.

These reports will be ready for signing in their final form after any changes recommended or agreed to by the Auditor-General have been made.

The Financial Report and the Performance Statements for the year ended 30 June 2024 have been prepared in accordance with the Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

MOTION

STEVEN LAMBERT / RITA RUYTERS

That the Audit and Risk Committee note and recommend to Council that:

1. Subject to final sign-off by the Victorian Auditor General's Office, the 2023/24 Financial Report and the 2023/24 Performance Statements be included in the 2023/24 Annual Report in accordance with Section 98 of the *Local Government Act 2020*; and
2. Two Administrators certify the statements, in conjunction with the Chief Executive Officer and the Principal Accounting Officer, in their final form, and after any changes recommended, or agreed to by the Auditor-General have been made, in accordance with Section 99(3) of the *Local Government Act 2020*.

(CARRIED)

MEETING CLOSE: 9.03AM

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024

RECOMMENDATION

That Council adopt the forecast for the 2024/25 financial year contained in the September 2024 Quarterly Budget Review.

1. Executive Summary

The proposed September 2024 budget reforecast has been developed within the context of Council refining organisational resourcing as well as Council's ongoing commitment to delivering the back log of capital projects.

Income Statement

There has been a decrease in the forecast budget surplus from \$17.93 million in the Adopted 2024/25 Budget to a surplus of \$14.62 million in the Proposed September 2024 Quarterly Forecast. The main cause of the decrease in expected surplus has been the reforecasting of the externally funded flood restorations works, which are expected to be delayed until 2025/26, due to project commencement being subject to funding body approval (\$9.66 million). This is partially offset by additional funding approved for projects under the Local Roads and Community Infrastructure Program (\$4.01 million) and additional funding expected to be recognised for the progression of the Numurkah - Flood Levee - Stage 1.

The reforecasting of Council's labour budget is also expected to derive budget savings of \$1.88 million.

Balance Sheet

The Balance Sheet of Council is forecast to remain in a strong position by 30 June 2025, with current assets expected to be 3.14 times current liabilities. Strong reserves are set aside to fund the revised forecast capital works program of \$37.7 million.

Cash Flow

The cash position of Council continues to remain strong. As of 30 September, Council held \$65.88 million in cash and investments.

Capital Expenditure

The proposed capital works forecast for September 2024 is \$37.7 million compared to the Adopted 2024/25 Budget of \$41.84 million. Year to date spend at the end of September 2024 is \$2.50 million with a further \$10.13 million in outstanding commitments.

2. Conflict of interest declaration

There are no officer conflicts of interest issues to consider within this report.

3. Background and Context

The quarterly budget review mandated under Section 97 of the *Local Government Act 2020* (the Act). The Act requires that at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with actual revenue and expenditure to date be presented to Council.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

4. Issues

Grant Income

Council relies heavily on government grants to support its operations and capital projects.

Operating grants for 2024/25 total \$16.43 million and capital grants \$17.21 million. In total, capital income is expected to decline by \$10.6 million due to either unsuccessful grant applications or delays in receiving funding body approval, which has either postponed or delayed delivery of capital projects. This is partially offset by \$5.2 million in additional capital funding approved or brought forward due to progression of capital projects.

It is forecast that capital grant receipts totalling \$3.4 million will be held in unearned income as of 30 June 2025. This amount represents capital grants which have been received but the performance obligations under the funding agreement have not been satisfied.

5. Strategic Alignment

Council Plan

5. Transparent and accountable
governance

Performance Reporting Policy
Public Transparency Policy

6. Internal & External Engagement

Internal Executive Leadership Team
 All Managers
External Not Applicable

7. Budget/ Financial Considerations

7.1 Summary of changes to projected operating result for the 2024/25 financial year

The surplus for the Proposed September 2024 Forecast expected to be \$14.6 million – a decrease of \$3.3 million compared to the Adopted Budget surplus of \$17.9 million.

Adopted Budget vs Proposed Forecast Sep 2024	Favourable / (Unfavourable) (\$000s)
Adopted Budget 2024/25 Surplus	17,935
Rates and Charges	86
Statutory fees and fines	230
User fees	12
Grants - Operating	(236)
Grants - Capital	(5,381)
Other Income	39
Employee Costs & Contractors	1,875
Materials, Services & Utilities	60
Proposed September 2024 Forecast Surplus	14,620

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

The key reasons for the decrease in the operating result are as follows:

- a) **Rates and charges** – Rates levied for the year were slightly greater than budget based on final property valuations within differential classes.
- b) **Statutory Fees and Fines** – expected to increase due to forecast subdivision activity and developer contributions over the remainder of the financial year.
- c) **Grants - operating** – There has been a decrease in operating grants due to an unsuccessful funding application.
- d) **Grants – capital** – reduced due to externally funded flood restorations works, expected to be delayed until 2025/26 (\$9.66 million) as well as unsuccessful funding applications for capital projects (\$0.94 million). This is partially offset by additional funding approved for projects under the Local Roads and Community Infrastructure Program (\$4.01 million) and additional funding expected to be recognised for the progression of the Numurkah - Flood Levee - Stage 1 (\$1.19 million).
- e) **Employee Costs & Contractors** Labour Budget has been reforecast, which has resulted in labour costs reducing due to staff vacancies.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.2 Income Statement

Income Statement	Adopted Budget 2024/25 (\$000s)	YTD Actuals Sept 2024/25 (\$000s)	Proposed Forecast Sept 2024 (\$000s)	Proposed Budget Movement (\$000s)
Income				
Rates and charges	46,950	46,765	47,036	86
Statutory fees and fines	1,629	456	1,859	230
User fees	2,148	403	2,160	12
Grants - operating	16,669	12,941	16,433	(236)
Grants - capital	22,588	-	17,207	(5,381)
Contributions - monetary	1,000	128	1,028	28
Contributions - non-monetary	1,000	-	1,000	-
Net gain on disposal of property, infrastructure, plant & equipment	-	48	47	47
Other income	2,974	372	2,938	(36)
Income Total	94,958	61,113	89,708	(5,250)
Expenditure				
Employee costs	(28,262)	(6,103)	(26,387)	1,875
Materials & services	(25,737)	(5,420)	(25,674)	63
Utilities	(1,076)	(236)	(1,080)	(4)
Depreciation and amortisation	(16,149)	(4,042)	(16,149)	-
Bad and doubtful debts	(15)	-	(15)	-
Finance costs - leases	(70)	(19)	(70)	-
Other Expenses	(5,714)	(587)	(5,714)	-
Expenditure Total	(77,023)	(16,407)	(75,089)	1,934
Operating Surplus/ (Deficit)	17,935	44,706	14,620	(3,316)

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.3 Balance Sheet

Balance Sheet	Adopted Budget 2024/25 (\$000s)	YTD Actuals Sept 2024/25 (\$000s)	Proposed Forecast Sept 2024 (\$000s)	Proposed Budget Movement (\$000s)
Assets				
Cash and cash equivalents	6,360	10,880	4,143	(2,217)
Financial Assets	37,346	55,000	39,357	2,011
Trade and other receivables	4,416	47,240	4,389	(27)
Inventories	669	739	743	73
Other assets	2,998	1,565	2,998	-
Total current assets	51,790	115,424	51,629	(161)
Investments in Associates & Joint Ventures	1,396	888	888	(508)
Property Plant Equipment & Infrastructure	818,201	798,788	828,176	9,976
Right-of- Use Assets	1,400	1,756	1,400	-
Intangible Assets	6,119	6,514	6,119	-
Total non-current assets	827,116	807,946	836,583	9,468
Total Assets	878,906	923,370	888,213	9,307
Liabilities				
Trade and other payables	2,767	1,110	2,766	(1)
Trust funds & deposits	3,398	10,180	3,398	-
Unearned income	1,741	6,860	3,398	1,657
Provisions	5,986	7,147	6,029	43
Interest-bearing liabilities	356	102	356	-
Lease liabilities	473	350	473	-
Total current liabilities	14,720	25,748	16,420	1,699
Provisions	7,189	8,411	8,378	1,189
Interest-bearing liabilities	3,579	1,349	3,579	-
Lease liabilities	1,090	1,482	1,090	-
Total non-current liabilities	11,858	11,242	13,047	1,189
Total liabilities	26,578	36,991	29,466	2,888
Net assets	852,328	886,379	858,746	6,418
Equity				
Accumulated surplus	284,040	302,371	276,128	(7,912)
Reserves	568,288	584,008	582,618	14,331
Net equity	852,328	886,379	858,746	6,418

a) **Current Assets** – As of 30 September 2024, \$45.35 million in Rates and Fire Services Levy debtors remain outstanding. As capital projects are delivered over the 2024/25 financial year, it's expected that cash held in Other Financial Assets will reduce.

b) **Non-Current Assets** – Property Plant Equipment and Infrastructure variance is expected to close out when 2024/25 capital works program is capitalised. The forecast balance is also significantly higher than the Adopted Budget due to the 2023/24 asset revaluation increasing by more than budget.

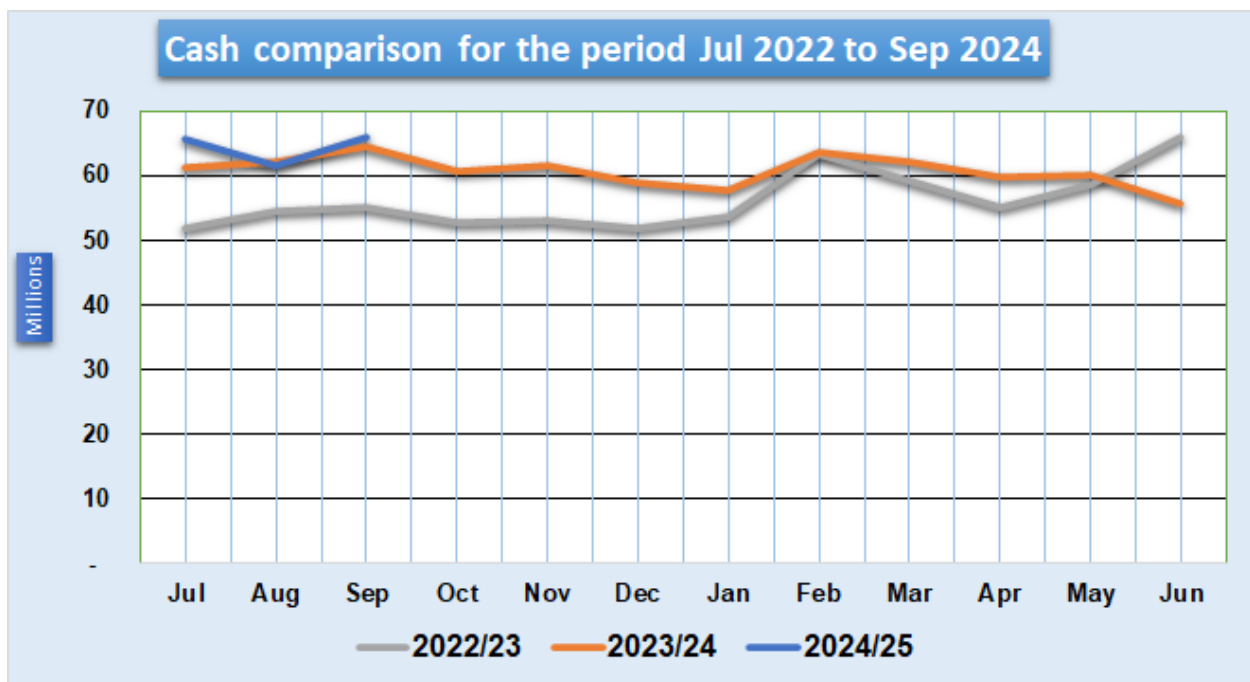
FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

- c) **Current Liabilities** – As of 30 September 2024 there is \$6.8 million in unrecognised grant income, which is \$3.5 million greater than the forecast amount expected on 30 June 2025. The forecast result is expected to be achieved as externally funded capital projects are delivered over the financial year.
- d) **Non-Current Liabilities** – Provisions have increased from budget due to the landfill provision model costings being updated as well as employee provision entitlements being revalued as of 30 June 2024.

7.4 Cash Flow



The balance of cash and cash equivalents on 30 June 2025 forecast to be \$43.5 million. Cash and cash equivalents are currently trending higher than prior years due to the delays in the delivery of the capital works program.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.5 Statement of Capital Works - Proposed September 2024 Forecast

Capital Works	Adopted Budget 2024/25 (\$000s)	YTD Actuals Sept 2024/25 (\$000s)	Proposed Forecast Sept 2024 (\$000s)	Proposed Budget Movement (\$000s)
Property				
Land	624	-	624	-
Land improvements (incl land development)	2,805	91	5,022	2,217
Buildings	7,675	828	8,851	1,176
Total property	11,104	919	14,497	3,393
Plant and equipment				
Plant, machinery and equipment	3,546	-	3,651	105
Fixtures, fittings and furniture	227	-	100	(127)
Computers and telecommunications	-	-	-	-
Total plant and equipment	3,773	-	3,751	(22)
Infrastructure				
Roads	16,792	781	10,238	(6,554)
Bridges	2,042	65	2,117	75
Footpaths and cycleways	470	6	1,191	721
Drainage	3,578	281	1,509	(2,069)
Kerb and channel	1,326	120	1,627	301
Recreational, leisure and community facilities	1,839	132	1,865	26
Waste management	150	87	150	-
Parks, open space and streetscapes	347	107	392	45
Aerodromes	245	1	226	(19)
Off street car parks	-	-	-	-
Other infrastructure	177	3	177	-
Total infrastructure	26,966	1,583	19,492	(7,474)
Total capital works expenditure	41,843	2,502	37,740	(4,103)

Outstanding commitments	10,130
Total YTD Actuals plus commitments	12,633

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.6 Proposed budget amendments to capital works for the 2024/25 financial year

Capital Works Project	Comment	Budget Impact (\$)
Capital Budget Increase		
Kerb & Channel Renewal Program	Endorsed in scheduled council meeting - 8 August 2024	\$236,965
Waaia Rec Res - Public Toilet Renewal	Endorsed in scheduled council meeting - 8 August 2024	\$179,470
Botts Rd & MVH Y'Wonga Intersection Works	Endorsed in scheduled council meeting - 8 August 2024	\$20,770
Cobram East Levee	Increase requested to update modelling and consider new options for levee.	\$80,000
Numurkah Flood Mitigation - Stage 1	Endorsed in scheduled council meeting - 8 August 2024	\$1,496,000
Building Key Register Update	Endorsed in scheduled council meeting - 8 August 2024	\$297,176
Karook Street Emergency Reline Drainage	Endorsed in scheduled council meeting - 8 August 2024	\$185,455
Upper Broken & Boosey Regional Flood Study	Increase requested for floor level survey in Tungamah and Katamatite to develop the flood intelligent tools and update the municipal flood plan and SES flood guides.	\$47,000
Municipal Building Fit out Renewal Program	Endorsed in scheduled council meeting - 8 August 2024	\$29,865
New Footpath investment program	Endorsed in scheduled council meeting - 8 August 2024	\$680,893
Woods Rd & Gilmore St Y'wonga Intersection	Bring forward 2024/25 capital to capture the projected expenditure	\$300,000
Heavy Plant New Plant Purchases	\$83K carry forward endorsed in Scheduled Council Meeting - 8 August 2024. \$22K relates to the purchase of the Flocon Road Maintenance Unit, which was slightly greater than what was allowed in the adopted budget.	\$105,240
Cobram Pedestrian Crossings	Endorsed in scheduled council meeting - 8 August 2024	\$40,000
Paterson Russell Sts Numurkah Drain Pipe	Endorsed in scheduled council meeting - 8 August 2024	\$175,000
Numurkah Town Hall - Power Supply & Mtr	Increase requested to meet compliance standards before installing new main switch board.	\$227,000
Woodlands Park Yarrawonga Road Upgrade	Endorsed in scheduled council meeting - 8 August 2024	\$71,453

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.3
(DIRECTOR CORPORATE PERFORMANCE
FIONA SHANKS)

QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

Capital Budget Increase		
Kennedy Park Thompsons Beach Upgrade	Endorsed in scheduled council meeting - 8 August 2024	\$45,329
Manifold & Harcourt, Nathalia Drainage	Endorsed in scheduled council meeting - 8 August 2024	\$237,609
Bridge Safety Railing Program	Endorsed in scheduled council meeting - 8 August 2024	\$75,000
Pyke Street Bundalong - Drainage Upgrade	Increase requested for consultation and design requirements for the Cultural Heritage Management Plan.	\$20,000
Victoria Park Retardation Basin	This project supports the drainage networks for the Multisport Stadium, which was budgeted for delivery in the 2023/24 financial year however had been delayed.	\$594,241
Nathalia Safer Pedestrians Project	\$20K had been endorsed in scheduled council meeting - 8 August 2024. \$20K reallocate from duplicate account and bring forward 2024/25 to capture the final design costs.	\$60,000
Wunghnu Road Upgrade	Endorsed in scheduled council meeting - 8 August 2024	\$440,000
Cobram & Nathalia Libraries Security	Increased budget required to enhance the quality of security system proposed for installation.	\$48,000
Cobram - Hay Street K&C Renewal	Increase requested due to identified damage of kerb and channel adjacent to project.	\$32,700
Naring - Loofs Road Upgrade	Endorsed in scheduled council meeting - 8 August 2024	\$607,951
Bundalong - Carmichaels Road Renewal	Endorsed in scheduled council meeting - 8 August 2024	\$470,000
Tungamah Playground Replacement	Endorsed in scheduled council meeting - 8 August 2024	\$200,000
Tungamah Water Tank Renewal	Tungamah recreation irrigation tank membrane ruptured and requires replacement.	\$35,330
Katunga Rec Building Refurbishment	Endorsed in scheduled council meeting - 25 September 2024	\$556,000
Yarrowonga Mulwala Pool Ramp	Feasibility for installing a pool access ramp at the Yarrowonga Mulwala Lake swimming pool.	\$15,000
Yarrowonga JC Lowe Pavement and Drainage	Civil works, pavement and channel works to improve drainage surrounding the JC Lowe pavilion	\$175,000
Cobram Hospital K&C	Replacement of heavily damaged kerb and channel in front of the Cobram Hospital	\$150,000

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GOVERNANCE

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QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

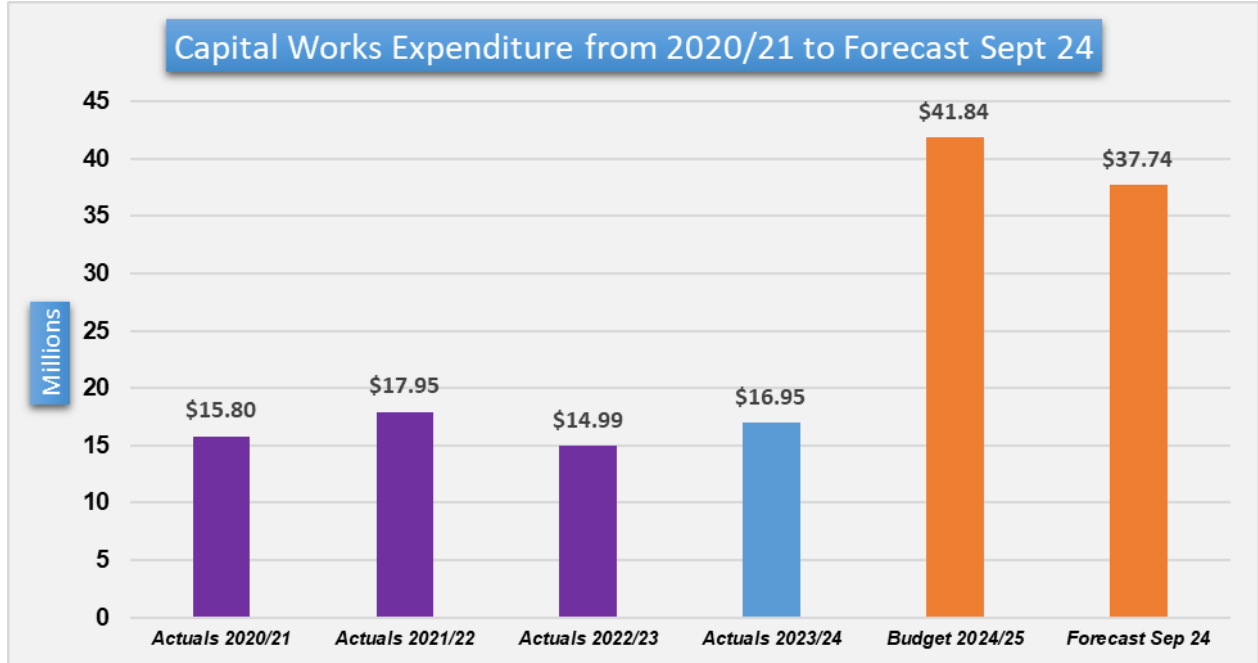
Capital Budget Reduction		
Gravel Shoulder Resheets	Endorsed in scheduled council meeting - 8 August 2024	(\$300,000)
Final Seals Sealed Road Network	Endorsed in scheduled council meeting - 8 August 2024	(\$270,000)
Drainage Pits Renewal Program	Budget Reallocation	(\$25,000)
Naring Road & Numurkah Road Intersection	Funding from external body unsuccessful downgrade of budget to allow for design development only	(\$950,000)
Y`wonga Aerodrome Taxiway Compliance	Endorsed in scheduled council meeting - 8 August 2024	(\$19,223)
Transfer Station Upgrade Recycling	Endorsed in scheduled council meeting - 8 August 2024	(\$175,000)
Flood Recovery Works - Other Roads	Project is expected to be delayed due the project scope being under review by the department prior to being approved for funding.	(\$4,663,000)
Flood Recovery Works-Stewarts Bridge Rd		(\$2,499,000)
Flood Recovery Works - Culverts		(\$2,500,000)
Resale Shop - Cobram & Numurkah	Endorsed in scheduled council meeting - 8 August 2024	(\$112,536)
Pearce St Nathalia Pedestrian Improvement	Budget Consolidated	(\$20,000)
Shannon Crt Y`wonga Drainage Upgrade	Downgrade - Only design works are expected to be conducted FY 2025.	(\$162,000)
Cobram - Apex Park Lighting	Project was conditional on external funding - Application unsuccessful and therefore project removed from delivery schedule.	(\$224,000)
Cobram - High Street K&C Renewal	Review of asset has identified that the Kerb and Channel project can be postponed to a later year.	(\$118,000)
TOTAL		(\$4,103,312)

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ITEM NO: 9.2.3
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QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.7 Capital Works Expenditure – From 2020/21 to 2024/25



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QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

7.8 Financial Performance Indicators

Financial Health and Performance Metrics		Results 2022	Results 2023	Results 2024	Budget 2024/25	Sep 2024 Review
E2	Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$3,280	\$3,498	\$4,055	\$4,076	\$3,946
	Revenue level Average rate per property assessment [General rates and Municipal charges / Number of property]	\$1,761	\$1,793	\$1,856	\$1,937	\$1,936
L1	Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	346.04%	330.43%	288.36%	351.83%	314.44%
	Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	285.73%	189.29%	131.85%	118.00%	146.23%
O2	Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	1.97%	1.20%	3.30%	8.40%	8.37%
	Indebtedness Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and	1.64%	0.73%	0.32%	0.50%	0.49%
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	28.94%	21.99%	20.28%	22.00%	24.14%
O5	Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and upgrade expense / Asset depreciation] x100	106.15%	97.89%	70.65%	194.82%	161.59%
OP1	Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying	11.48%	11.75%	-24.59%	-5%	-1.91%
S1	Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	60.55%	57.88%	72.82%	63.90%	63.48%
	Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in	0.53%	0.43%	0.38%	0.40%	0.36%

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QUARTERLY BUDGET REVIEW - SEPTEMBER 2024 (cont'd)

8. Risk Mitigation

There are no risks issues to consider with this report.

9. Conclusion

As of 30 June 2025, Council is projecting:

- A cash and term deposit position of \$43.5 million.
- An operating surplus of \$14.62 million; and
- A forecast capital works program of \$37.7 million.

Attachments

Nil

FILE NO:
4. CUSTOMER FOCUSED AND RESPONSIVE

ITEM NO: 9.2.4
(DIRECTOR CORPORATE PERFORMANCE,
FIONA SHANKS)

DRAFT BUSINESS CONTINUITY PLAN

Recommendation

That Council adopt the draft Business Continuity Plan as shown in Attachment 1.

1. Executive Summary

The Business Continuity Plan (BCP) will ensure that appropriate structures and protocols are in place to enable an effective response to a business disruptive incident that has the potential to impact on Moira Shire Council's (Council) objectives.

The draft BCP has been updated to contemporary practices and addresses the findings of the VAGO review of local government business continuity plans, in particular, the emphasis on risk assessments and associated business impact analyses, the need for regular reviews and updates and training for all staff with business continuity responsibilities.

2. Conflict of interest declaration

There are no conflicts of interest.

3. Background & Context

The draft BCP retains some of the previously developed templates, forms and strategies. The inclusion of the Business Impact Analysis and interdependencies sections and templates will enable risk assessments to be conducted at a business unit level, before being consolidated to provide an overview of Council's critical functions and services to enable a coordinated approach to business continuity in the event of a disruption incident.

4. Issues

Whether a Business Continuity Plan is effective or not, will be entirely dependent on how regularly it is updated, tested and reviewed, not only at the organisational level, but at the business unit (activity) level. Furthermore, it will require key staff to be engaged and trained in risk assessments and business continuity, including developing strategies. The BCP and sub-plans are dynamic documents and should be updated in response to:

- Personnel changes;
- Changes in roles and responsibilities;
- Changes in key stakeholder relationships including suppliers, government agencies etc.
- Significant system changes;
- Significant changes to Council's operations, legislation or relevant standards, codes or guidelines;
- Issues identified after testing or during an audit;
- Debriefs following partial or complete implementation of the BCP or sub-plans; or
- As required by the CEO.

VAGO's recommendations to Councils to strengthen continuous improvement included:

- To systematically review the effectiveness of the BCP and critical sub-plans;
- To regularly test the BCP and sub-plans to ensure that they are up-to-date and effective;
- To provide training for all staff with business continuity responsibilities to ensure that they can effectively discharge their responsibilities; and
- That Audit & Risk Committees have oversight.

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

Once the Draft Business Continuity Plan is adopted the following actions need to be addressed:

- A risk assessment of activities with each business unit to conduct a Business Impact Analysis (BIA) and dependency assessment to establish an overarching Council BIA to agree the organisational critical functions and services for which individual Business Continuity Critical Sub-Plans will be completed;
- Relevant training needs to be included in the Learning & Development Plan;
- Development of a comprehensive Communications Plan to ensure that there is a consistent and agreed communications strategy; and
- Creation and maintenance of the relevant contact lists.

5. Strategic Alignment

Council Plan

4. Customer focused and responsive The main purpose of an effective BCP is to return critical functions and services upon which the community relies back to business as usual as quickly as possible, in the most effective and efficient way.

6. External Engagement

External engagement is not required.

7. Budget / Financial Considerations

There are nil budget or financial considerations as a result of the implementation of the BCP, however an effective BCP and sub-plans should minimise costs, both financial and non-financial, in the event of a business disruption by returning critical functions and services to business-as-usual cost effectively and efficiently.

8. Risk & Mitigation

An effective BCP should mitigate the following risks:

Risk	Mitigation
Financial	Ensuring that critical services and functions are restored back to business as usual (BAU) as cost effectively and efficiently as possible.
Reputational	Regularly communicating with staff and key stakeholders to keep them informed of progress increases the trust in Council's ability to deal with business disruptions calmly and confidently.
Legislative Compliance	Restoring critical services and functions to BAU as quickly as possible minimises non-compliance with legislation.

9. Conclusion

It is recommended that Council adopt the draft Business Continuity Plan, as endorsed by the Audit & Risk Committee on 17 October 2024.

Attachments

- 1 Draft Business Continuity Plan

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4. CUSTOMER FOCUSED AND RESPONSIVE

ITEM NO: 9.2.4
(DIRECTOR CORPORATE
PERFORMANCE, FIONA SHANKS)

DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan



Moira Shire Council
Draft Business Continuity Plan

Version Number

Responsible Director

Director Corporate Performance

Responsible Officer

Manager Governance, Risk & Performance

Date endorsed

Scheduled for review

This plan will be reviewed annually, or sooner if required.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Administrative changes do not materially alter the document (such as spelling/typographical errors, change to the name of a Council department, a change to the name of a Federal or State Government department). Administrative updates can be made in accordance with the Policy Framework Guidelines.



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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

SECTION 1: OVERVIEW AND GENERAL INFORMATION

The Business Continuity Plan (BCP) will ensure that appropriate structures and protocols are in place to enable an effective response to a business disruptive incident that has the potential to impact on Moira Shire Council's (Council) objectives.

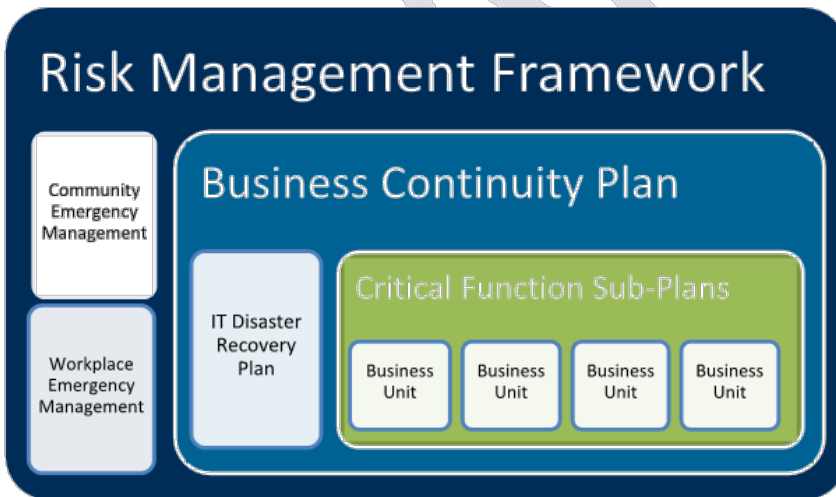
1.1 Executive Summary

Councils have wide-ranging responsibilities to provide community support and maintain services to their residents and ratepayers. This plan has been developed to promote an effective response to incidents that *significantly* disrupt critical Council operations and services.

It is important following a significant service interruption to get back to 'business as usual' (BAU) as soon as possible, effectively and efficiently, to ensure that Council can fulfil its key obligations.

Business Continuity Management (BCM) is an integral part of our Risk Management Framework and is adopted as a core obligation of good governance and utilises the methodology specified in the AS/NZS 5050:2020 'Managing Disruption Related Risk', AS/ISO22301:2020 'Security and resilience – Business Continuity Management Systems - Requirements' and AS/NZS 31000:2018 'Risk Management Guidelines'. In identifying business continuity risks, the focus is on building resilience and response capabilities within business functions that have been identified as critical by Council.

Whilst intrinsically linked to Municipal Emergency Management Plans, and Disaster Recovery & Backup – Data Protection Plan & Procedure, a BCP is separate in approach and purpose. The BCP does not cover requirements associated with a workplace emergency.



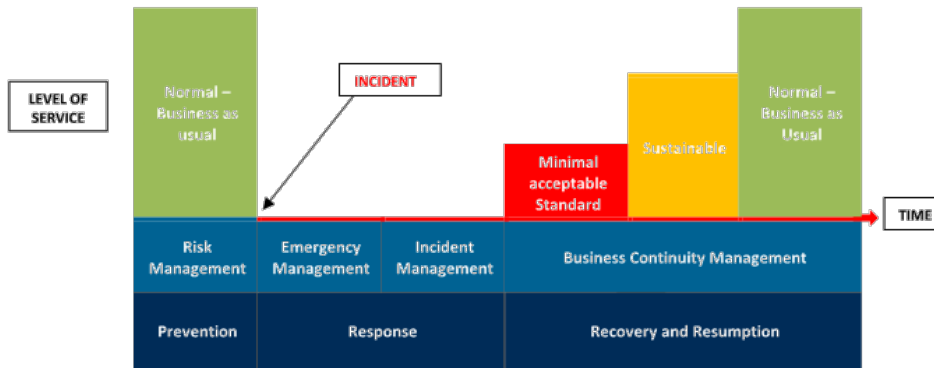
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The stages of a typical incident are depicted below, which also shows the linkage between Risk, Emergency, Incident and Business Continuity Management.



1.2 Objectives

The objectives of this plan are to:

- Identify business functions and services which are critical to Council meeting its objectives.
- Develop resumption plans based on critical functions / services.
- Ensure that maximum possible service levels are restored as quickly as possible, effectively and efficiently.
- Minimise the effect on the public, staff and Council.
- Build resilience within the Council's operational framework.
- Identify and document roles and responsibilities for key staff positions; and
- Provide a framework for Managers and staff to enable them to implement an agreed response.

The BCP should be used in the event of a disruptive incident that may impact the ability of Council to meet its business objectives. Managers and staff with responsibility for disrupted business functions should use the BCP and any relevant sub-plans to ensure a consistent and agreed course of action is implemented.

A key objective of the BCP is to increase awareness within Council of potential business disruptive incidents that could impact Council. The Plan outlines the response (business continuity strategy) and recovery protocols associated with such events, where training and communication will play a key role in achieving this objective.

Business continuity strategies may include, but are not limited to:

- Temporary suspension of an activity.
- Redirecting the activity to another location.
- Transferring resources to another location.
- Redirecting customers to an alternate provider (if available).
- Using alternate procedures or workarounds; or
- Stopping altogether until full recovery can be achieved.

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1.3 Glossary of Abbreviations

Acronym	Description
BAU	Business as Usual
BCC	Business Continuity Coordinator
BCM	Business Continuity Manager
BCP	Business Continuity Plan
BCT	Business Continuity Team
BIA	Business Impact Analysis
DRP	Disaster Recovery Plan
EMC	Emergency Management Coordinator
EMCG	Emergency Management Coordination Group
EPA	Environment Protection Authority
FTE	Fulltime Employee
CEO	Chief Executive Officer
CFA	Country Fire Authority
ICT	Information and Communication Technology
LA	Loss Assessor
MECC	Municipal Emergency Coordination Centre
MEMO	Municipal Emergency Manager Officer
MEMP	Municipal Emergency Management Plan
MRM	Municipal Recovery Manager
MSC	Móira Shire Council
MRM	Municipal Recovery Manager
MAO	Maximum Acceptable Outage
VIC SES	Victorian State Emergency Services
VOIP	Voice Over Internet Provider
SOP	Standard Operating Procedure

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SECTION 2: BUSINESS CONTINUITY AND EMERGENCY MANAGEMENT

2.1 Emergency Response Phase

The emergency response phase is the initial response to a disruption event. The main purpose of the emergency response is to preserve life and property.

For the purposes of this plan, the Emergency Response Phase is mentioned only briefly because a separate Municipal Emergency Management Plan (MEMP) has been developed to address emergency responses.

The MEMP describes:

- Actions and activities to assure the immediate safety and welfare of individuals affected by a disruption event.
- Provides clear roles and responsibilities, and
- Includes criteria for activating the Business Continuity Plan.

The emergency response phase takes place prior to the Business Continuity phase.

Councils play an important support role in the response to an emergency; however, they are not emergency control agencies.

In the event of a municipal emergency that impacts the community and the Council's ability to deliver its critical business functions, the minimal resources that are required to continue the critical business functions may also be affected.

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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SECTION 3: RISK MANAGEMENT PROCESS IN BUSINESS CONTINUITY PLANNING

3.1 Introduction

BC Management is risk management that focuses on the risks that could disrupt service provision which is integrated with Council's Risk Management Framework. BC Management focuses on containing or minimising the negative consequences arising from disruption-related risks.

The BCP is activated when an incident occurs that significantly disrupts business. These incidents may cause a significant disruption to, or loss of critical business functions over a prolonged period.

Disruptions to day-to-day operations such as system glitches, brief loss of communications and processing errors which arise from time-to-time should be handled as part of Council's standard operating procedures (SOPs) and are not addressed in the BCP.

3.2 Business Continuity and Risk Management

Business continuity is an element of the wider context of the risk management framework.

Council leadership will ensure that effective risk assessments on core activities are conducted to:

- Identify risks that may result in disruption to the achievement of business objectives;
- Analyse the level of risk in terms of likelihood and consequences;
- Prioritise disruption risks to determine Council's tolerance to the disruptions;
- Assess Council's vulnerabilities to these disruption risks; and
- Develop appropriate strategies, including business continuity plans, where relevant.

A range of potential disruption risks need to be considered, including those associated with physical and built factors, and socio-political and market environments. Key issues to be considered include:

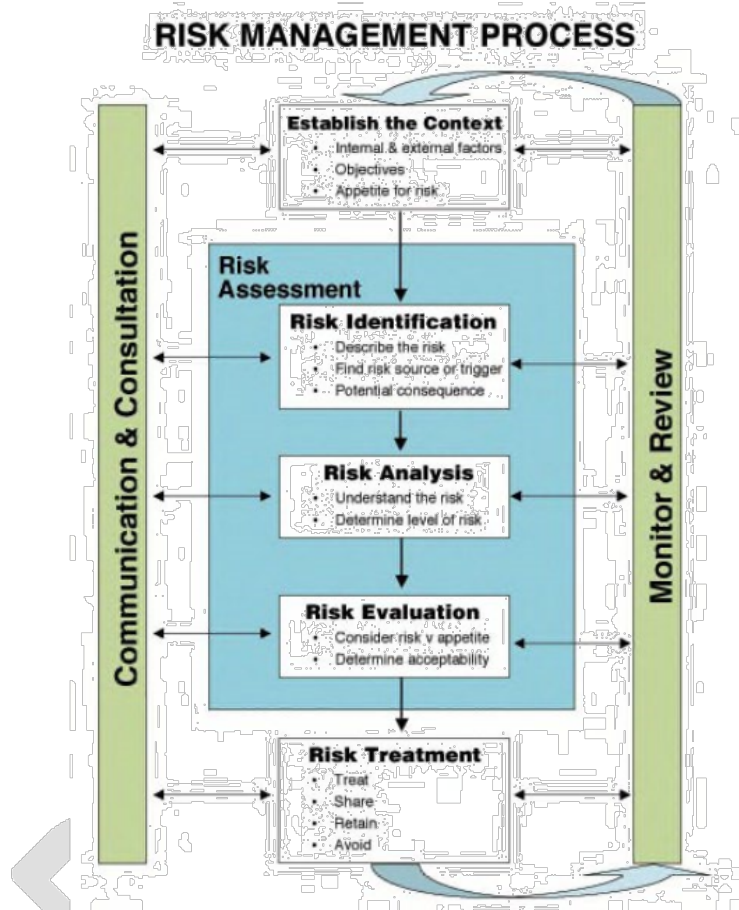
- Natural events and disasters (refer Emergency Management Plan);
- The loss of access to key infrastructure including power, communications and roads;
- Changes to the regulatory environment, statutory obligations and the socio-demographic profile of the community; and
- Changes in the economy, market structure and forces, including labour supply, technology capability and sustainability.

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The underlying approach adopted in this BCP is to start from the point that a significant business disruption has occurred. In this context, the cause or nature of the actual risk events are not considered to be the drivers for management action. It is the business interruption impact that mainly determines the process.

3.3 Business Impact Analysis (BIA)

The BIA is a structured and formal process for determining the priorities for the resumption and continuity of services / business activities following a disruption. Whilst all the daily activities carried out by Council are important, not all activities are "time critical". In the event of a major disruptive incident, some of these activities could temporarily be suspended with little or no negative consequences on the community or users of the services. On the other hand, some activities have very low tolerances for disruption because the consequences of disruption on the organisation are unacceptable, even for a short period. The BIA allows Council to prioritise the activities from a time perspective, separating those that are time critical from those that are not.

The BIA is an important process as it allows the organisation to determine the scope that will form the cornerstone for the development of business continuity strategies and response plans.

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

The BIA will:

- Consider all Council functions and services, as well as the supporting services and associated locations;
- Assess the potential financial and operational impacts of potential disruption scenarios;
- Identify the maximum allowable outage (MAO);
- Establish recovery times for the restoration of critical functions and services which should be within the MAO;
- Determine the minimum resources needed to restore critical functions and services, in particular people, IT, office and specialist equipment and accommodation;
- Generate a prioritised list of business activities without which Council could not meet its objectives;
- Consider both *financial and non-financial impacts from disruptions; and
- Be endorsed by senior management and Council and regularly reviewed.

*Examples of financial impacts include loss of revenue, opportunity cost and losses due to physical damage or injuries. Non-financial impacts include damage to reputation, loss of staff morale and community wellbeing.

In identifying the resources, including people, that will be needed to restore critical functions and services, there must be a rigorous assessment to ensure that these resources are sufficient for the recovery of operations and mitigate the risks.

All services/functions are assessed as part of the Business Impact Analysis (BIA) and categorised as 'critical' or 'non-critical' based on the perceived 'Maximum Acceptable Outage (MAO)' by the Business Unit Manager. A definition of MAO is noted below.

Identification of critical business functions/services, the processes, people and property that support the delivery of the Council's critical functions/services are analysed within the Business Impact Analysis process which is completed to identify the critical functions/services.

Maximum Acceptable Outage (MAO) = Council's perception of the maximum time stakeholders (community and service users) would deem 'tolerable' for disruption to service provision.

Critical functions/services are those which non-delivery of, may result in:

- Legislative/regulatory fines or penalties.
- Adverse impact on health and wellbeing of stakeholders.
- Major legal repercussions.
- Significant damage to Council's reputation; and/or
- Financial loss.

Non-critical functions/services are activities where the provision could be delayed for longer than a week but are required typically within 3-4 weeks to BAU operating conditions and alleviate further disruption or disturbance to normal conditions.

The consolidated BIA provides insights into how disruption risks affect Council's critical functions and services and what resources will be needed to continue operating at a minimum acceptable level. It identifies the priorities for restoring critical Council services. Individual recovery actions are detailed in the Business Continuity Sub-Plans.

Refer Attachment B: Critical functions/services

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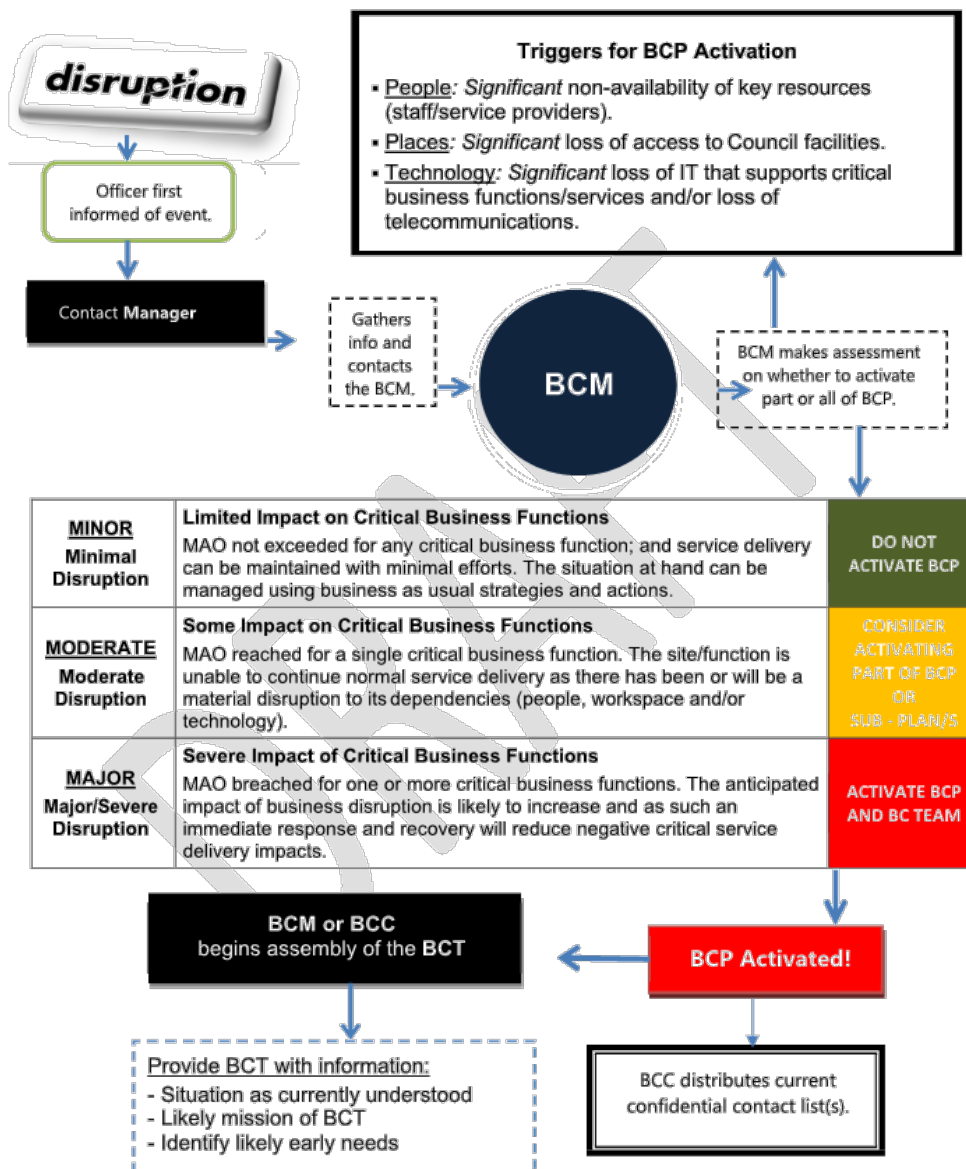
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SECTION 4: ACTIVATION

4.1 Activation Process



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SECTION 5: OVERVIEW OF BUSINESS CONTINUITY TEAM

5.1 Overview of BCT Responsibilities

This list is not exhaustive and only provides an *overview*. *On activation*, the BCC will distribute a current contact list.

Business Continuity Team Member	Overview of Role & Responsibilities
<p>Business Continuity Manager (BCM)</p> <ul style="list-style-type: none"> o Director Corporate Performance <p>Deputy:</p> <ul style="list-style-type: none"> o Director Sustainable Development 	<ul style="list-style-type: none"> o Maintain working knowledge of BCP and relevant Sub-Plans; o Participate in and monitor review activities; o Participate in and ensure appropriate levels of training are undertaken; o Assess severity of situation following a disruptive incident; o On activation, assemble BC team; o Activate all or part of BCP; o Chair BCT meetings; o Assign tasks to BCT members; o Regularly report back to other members of the BCT; o Maintain responsibility for the continuity and recovery actions of own individual business units; and o Delegate tasks and oversee resumption of activities.
<p>Business Continuity Coordinator (BCC)</p> <ul style="list-style-type: none"> o Manager Governance, Risk and Performance <p>Deputy:</p> <ul style="list-style-type: none"> o Governance & Risk Adviser 	<ul style="list-style-type: none"> o Maintain working knowledge of BCP and relevant Sub-Plans, including for own individual business units. o Maintain and update the contact list for the BCT; o Maintain and update contact list of Councillors; o Ensure all relevant staff are provided with electronic and hard copies of BCP; o Schedule annual review of plans; o Facilitate annual reviews with business unit managers, or earlier if required, of business impact analyses and interdependencies to maintain as current the agreed critical functions and sub-plans; o Schedule annual scenario and other testing of BCP and Sub-Plans; and o On activation, provide general administrative support (including logging of all events and actions, recording of meetings and decisions made, and arranging for equipment, stationery etc. as needed). o Coordinate the notification to the insurer to facilitate insurance requirements.
<p>Senior Leadership Team (including ELT)</p>	<ul style="list-style-type: none"> o Complete the business impact analysis and identify interdependencies; update annually or as required. o Identify critical functions/services and develop BC sub-plans for each relevant business unit; o Directors determine service delivery priorities within directorate; o ELT prioritise service delivery priorities within Council; o Ensure staff with BC and sub-plan responsibilities are provided training; o Regularly test, review and update the BC sub-plans; o On activation, review the critical functions/services and assess the impact on activities and service delivery;

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Business Continuity Team Member	Overview of Role & Responsibilities
	<ul style="list-style-type: none"> o Assess risk exposure and implement the BC sub-plan; o Regularly communicate with affected functions/services; o Determine which staff can assist critical functions/services; o Determine alternative sites and work from home arrangements consistent with adopted and tested BC sub-plans.
Communications & Engagement Officer Deputy: <ul style="list-style-type: none"> o Communications Officer 	<ul style="list-style-type: none"> o Ensure communications are maintained during a disruptive event; o Maintain responsibility for the continuity and recovery actions of own individual business unit; o Maintain working knowledge of BCP and relevant critical function sub-plans. o Participate in training, testing, monitoring and reviewing activities; o On activation, establish and communicate a media strategy with the CEO/Mayor/Administrator and the BCM; o Maintain communications with business unit workers; o Maintain media and social media; o Maintain media enquiry records; o Notify and liaise with key stakeholders; and o Maintain the flow of information to and from the BCM.
In Addition:	
Municipal Building Surveyor (or Deputy)	<ul style="list-style-type: none"> o Provides damage assessment on Council buildings and reports to BCC.
Emergency Management Coordination Group	<ul style="list-style-type: none"> o Communication link between BCC and MECC (if activated) o Liaise with VICPOL/CFA/VICSES and other emergency agencies during an emergency event.
Information Services Team Communications Officer People & Culture Team OHS Team	<ul style="list-style-type: none"> o Provide support to the Council as directed; o Use expertise and knowledge in chosen field in assisting the Council in making balanced, well-articulated decisions.

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SECTION 6: ROLE OF CEO, MAYOR and COUNCILLORS, and EMCG


6.1 Role of the CEO in Business Continuity

After activation of the BCP, all business continuity tasks should be allocated to members of the BC Team and key personnel and no specific tasks should be undertaken by the CEO. The CEO should remain highly visible and accessible and is the communication link between Councillors, the media and the BC Team. **On activation**, the BCC will distribute a current contact list.

6.2 Role of the Mayor and Councillors

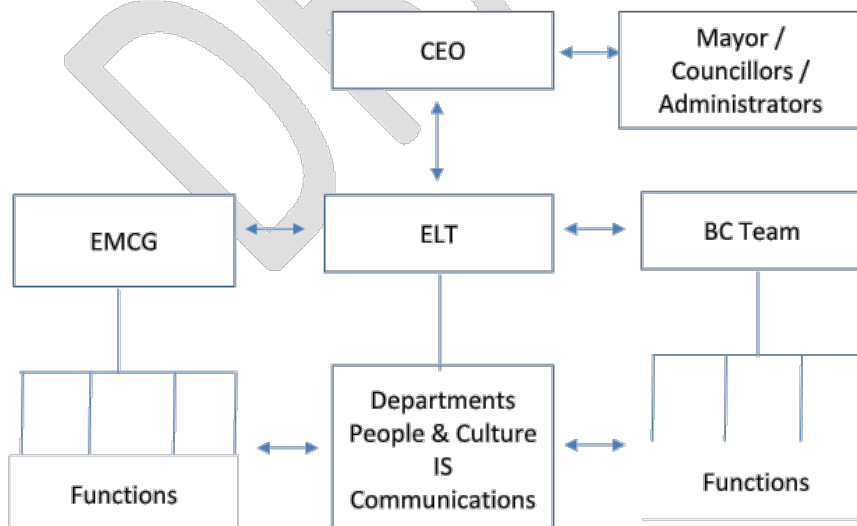
The Mayor and Councillors do not have an operational or response role during an emergency or business disruption incident. The Council's municipal emergency management officers and Business Continuity Team have the operational responsibilities and legislative obligations.

The Business Continuity Manager and Manager Communications and Engagement will liaise with the CEO, Mayor and Councillors and provide them with approved comments and updates, and Councillors can stay informed via briefings, emails or direct communication with the CEO.

 IMPORTANT	<i>The best place for the Mayor and Councillors during an emergency or business disruption event is among the community, not in Council operational spaces.</i>
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6.3 Role of the Emergency Management Coordination Group in Business Continuity

In the event of a municipal emergency that activates both the MEMP and the BCP, the role of the MEMO and EMC and any other personnel with Emergency Management/MEMP responsibilities will be focused on emergency response and their role in business continuity is limited to being the communications link between the MEMP and the BC Team. No business continuity tasks will be allocated to the MEMO and/or EMC or these key personnel in such a situation.



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SECTION 7: COMMUNICATIONS STRATEGY

7.1 General

In the event of a major business disruption incident, the Communications and Engagement team will oversee, and co-ordinate all public and media information related to business continuity activities. It is the responsibility of the Communications and Engagement team to keep all stakeholders well informed.

The way the Council conveys information during a business disruption situation is extremely important to the staff and public's understanding and perception of how the Council is handling the situation.

It is imperative that a calm and coherent approach be taken towards the activities of the Council. Every effort must be made to show the staff, media and the public that the Council is in complete control of the continuity and recovery efforts and that every possible measure has been taken to ensure that we can provide the appropriate levels of service in the most expeditious manner.

Effective communication with stakeholders is needed when managing a disruption event and involves providing them with information such as the nature of the disruption, its impact on critical functions and services and the recovery actions being taken. Communication will vary depending on the needs of different stakeholders such as staff, suppliers, the media, service users and the broader community.

A detailed communication strategy forms part of business continuity. The strategy will identify the protocols for:

- Approving and delivering communications;
- Endorsed templates of pre-scripted messages; and
- An endorsed template of a basic media release.

This section is solely intended to provide an outline of the overall Communications Plan that will be followed by the Council's Communications and Engagement team.

7.2 Contacting Employees

If the staff member is contacted: advise them of the event prompting the call and provide them with specific instructions on where they are to go and appropriate actions they should take. Remind the employee of the policy regarding media requests and who is responsible for responding to any media requests.

If the staff member is not contactable: leave a name and number where you may be contacted and ask that the employee contact you as soon as possible. You should not leave detailed messages as these may be misinterpreted.

7.3 External Communication

An external communication strategy will be developed by the Communications and Engagement Team in conjunction with the Business Continuity Team and CEO. The nature of the event will determine the strategy to be undertaken.

Many of the responses or actions required during a disruptive incident are standard across the organisation. Rather than these being duplicated in each Critical Function Sub-Plan, an Organisational Response Plan will be developed. Where applicable, these actions will work in conjunction with the Critical Function Sub-Plans.

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SECTION 8: ADDITIONAL CONSIDERATIONS

8.1 Documenting Events and Losses

It is important to document steps taken and decisions made during an interruption event to ensure to ensure an effective post-incident review of additional costs, expenses, resources and of the holistic process.

A number of useful checklists and templates are located within Appendix F which can be readily utilised for assistance during disruptive incident. These include; scenario checklists, event logs, expense logs and post-event analysis.

Council's asset register has the potential to be key to enabling losses to be identified and costed. In addition to asset register items, there will be sundry items lost which staff may have to be record from memory.

8.2 Evaluating Recovery Costs

Costs must be identified, justified and then claimed. The total costs of recovery may consist of:

- Cost of repair or rebuilding of a structure and its fittings.
- Repair or replacement of plant, equipment and articles.
- Cost of temporary accommodation.
- Additional cost to the Council of maintaining operations.
- Cost of re-establishing operations back in a building.
- Equipment leases.
- Additional temporary staff; and
- Loss of revenue to the Council or those contractually tied to the Council.

8.3 Damage Assessment

In the event of physical damage:

- If the damage is limited to only a part of a building, then the assessment may be delegated to the Team Leader Facilities Maintenance, Municipal Building Surveyor or Manager to prepare the damage report.
- If the damage is extensive, the assessment may be undertaken by the Loss Assessor for the Council's insurers [the Assessing group].

The VICPOL (or CFA) will initially control access to the site (depending on the hazard) and will direct and be present at inspections. The site may be hazardous and therefore severely limited for access, other than for selected personnel. Following the initial inspection, a concise report should be prepared of the extent of damage, the services adversely affected, and an estimated time required for restoration.

8.4 Retrieval of Materials and Documents from Site

In the event of physical damage, contractors for the insurer (if appointed) will remove all furniture, fittings, equipment and paper from the building and will use whatever method of identification is readily available to them to enable these items to be returned to their original places on completion of restoration. It is therefore advantageous to the Council to have each workstation clearly identified by name or number and each item within the station stamped or labelled accordingly, or to require the contractor to do so.

Files, documents, books, utensils and loose papers will be placed in cardboard boxes and removed for storage or to the temporary office accommodation. Those boxes must be clearly marked with the workstation identity. Plans will be rolled, tied and identified.

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If this procedure is not followed, much time may be lost in finding documents during the restoration period and after reoccupation of the building.

8.5 Damaged Documents and Repair

Documents may be damaged by charring, smoke staining or by wetting. Charred documents are fragile and need careful handling. It is essential that experienced personnel be engaged and if this is being arranged by the insurer, Council must insist on a competent contractor.

8.6 Handling Items of Value

Removal of items of value such as paintings, framed photographs, heritage-listed items and sculptures should preferably be handled and stored by persons trained in this work. For example, it is easy to puncture an oil painting by incorrect stacking.

8.7 Loss Assessor

The Loss Assessor, who is employed by the insurer, has a very important role throughout the whole recovery process. It must be clearly understood that the Assessor is required to safeguard the interests of their client - the insurer, so Council has to look after its own interests. Depending upon the extent of damage, it will be prudent for the Council to engage an assessor to advise it on the procedures being adopted, the actions of the insurer's assessor and the claim settlement negotiations. The advice of a solicitor experienced in insurance work would also be valuable.

8.8 Daily Diaries

The keeping of daily diaries of all events which take place after the disaster, and which are related, will assist in the documenting and claiming of recovery costs. Council is entitled to claim the marginal cost of operating over that it would normally incur, so it may be necessary for staff other than those on the BC Team to keep a record of time and resources expended on recovery processes.

8.9 "Before and After" Photographs

It will be necessary to have photographs of valuable items and unusual and / or expensive finishes and fittings that might be difficult to reproduce after loss, particularly where heritage value and the need for accurate reproduction is involved.

8.10 Staging

In the case of partial damage to a building and to minimise recovery costs, the Insurer may want to move staff back into the building in stages, as each section of the building is restored. The Loss Assessor will provide a timetable of expected recovery dates, which should be advised to staff. It will therefore be necessary to ensure that the repaired equipment, furniture, materials and documents are returned at the time the relevant section is ready, so that the staff in that section can resume operations with a minimum of inconvenience.

8.11 Debriefing

As soon as practical after resumption of operations, a debriefing session should be held with senior staff to review the actions and events since the disruption event. Document and minute debriefing meetings. See Appendix F8.

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8.12 Update Plan

The lessons learnt from a disruption event will highlight areas of the BCP that need updating. As soon as practical after resumption of operations, changes will be workshopped with the BC Team.

8.13 Storage of the Business Continuity Plan and Supporting Documentation

The Business Continuity Plan is stored in the document management system (CM10) and a digital copy is available on the intranet. A redacted copy, excluding contact details and the critical sub-plans may be made available on the website.

Hard copies of a current BCP will be stored securely and confidentially in the following locations:

- With each member of the BC Team.
- At each Municipal Building.

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SECTION 9: MAINTENANCE AND STORAGE OF THE PLAN

9.1 Format and Storage of the Plan

This document has been designed to be published electronically and on paper. Each member of the Business Continuity Team (BCT), their delegates and all Managers will be given a hard and soft copy of the entire BCP.

It is not necessary for Councillors to receive a copy of the BCP.

It is recommended that each BC Team member keep a hard copy in the office and a hard copy at home or in your vehicle for ready retrieval if necessary.

Electronic versions to be saved to iPads/tablets/laptops along with the copy provided on USB stick.

9.2 Maintenance and Review Responsibilities

The Business Continuity Coordinator (BCC) is responsible for annually reviewing and arranging testing and updating the BCP. Managers are responsible for compiling and updating their unit's operational business contingency sub-plans each time there is a change in staff, contact numbers or procedures. A secure and updated contact list of their staffs' work, home and mobile numbers will be stored securely and accessible to approved Managers and Team Leaders will be held in the office with the People and Culture Team and a copy in the cloud or on encrypted devices.

9.3 Training and Communication

A key objective of the BCP is to increase awareness within Council of potential business disruptive incidents that could impact the delivery of services or critical functions. The BCP outlines the response / recovery protocols associated with such events where training and communication will play a key role in achieving this objective.

Training is provided to the BCT members as part of the BCP implementation.

Ongoing:

- Relevant mandatory training will be included in the Learning & Development Plan;
- All staff with BCP and sub-plan responsibilities will receive the relevant mandatory training and refreshers, as required; and
- Training attendances will be recorded on the relevant personnel files.

Managers should be familiar with key deliverables as detailed in the Critical Function Sub-Plans relevant to their area and ensure that staff are aware of their roles and responsibilities in the event of a disruptive incident.

9.4 Testing of the BCP

Regular testing is necessary to ensure an effective plan in the event of a significant disruption event. A BCP is only as effective as the testing proves it to be and the knowledge and understanding of the staff to whom responsibilities have been assigned.

9.5 Monitoring and Review

Monitoring and review is integral to ensuring the BCP is implemented. The BCP will be reviewed within six months of each new Council term or as is necessary in response to any significant changes to Council's operations, legislation and relevant standards, codes and guidelines, audit findings and/or after a test which prompts further amendments to the BCP.

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9.6 Process for deputy staff or when Managers are absent / unavailable

Take direction from their Manager, or if absent, a BC Team member.

If a Manager is on leave and the deputy is acting in that position, it is up to that Manager to ensure that their stand-in has access to the hard copy and/or electronic copy of the full BCP before they go on leave.

DOCUMENT REVISIONS

BCP REVIEW HISTORY		
Revision Number	Revision Date	Summary of Review

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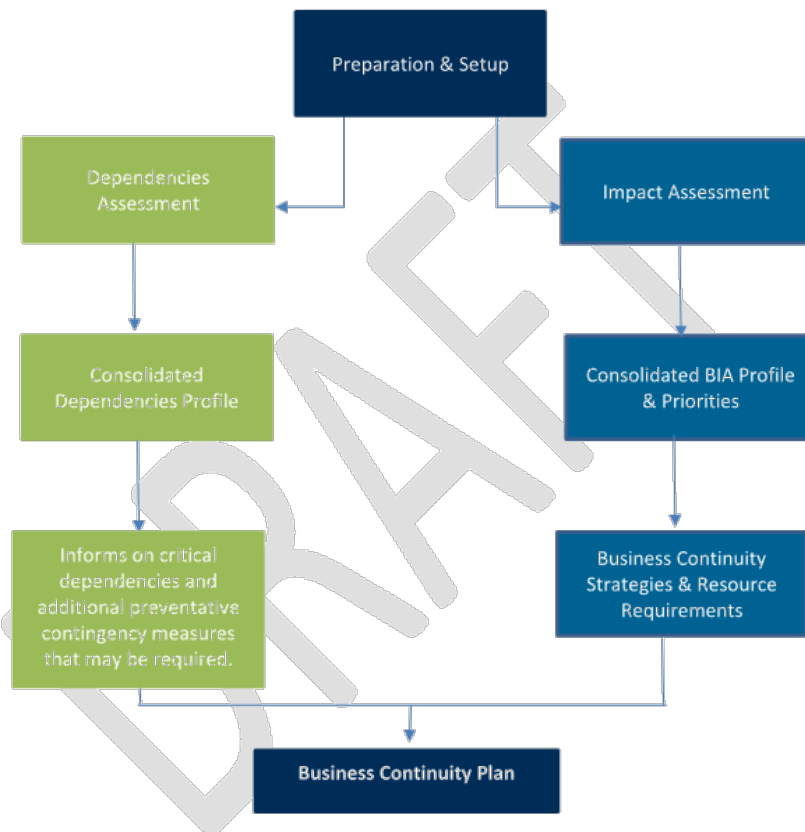
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APPENDIX A: OVERVIEW OF BUSINESS CONTINUITY FRAMEWORK

Business continuity encompasses the identification and risk management of Council's business processes. It involves a stepping process that seeks to identify, assess control and monitor Council's business functions. The plan has been developed with consideration given to AS/NZS 5050:2020 Business continuity - Managing disruption-related risk, AS/NZS/ISO 31000:2018 Risk Management - Principles and guidelines and the ANAO Business Continuity Management guidelines – "Keep the wheels in motion", and Societal Security – Guidelines for incident preparedness and operational continuity management (ISO N022: 2007).



The steps in developing the Business Continuity Plan include:

1. Identify and Assess Business Processes and Functions

Identify business processes and functions within each individual business unit/section. Once the functions are identified an analysis at a whole of organisational level is conducted to determine which functions are critical and require further planning to ensure the ability to respond in the face of a business interruption event.

Note that, if you start going into a procedural breakdown, you have gone too far; too low a level. If a set of tasks must be carried out in sequence to meet an objective, complete a job or deliver a service, then these can be grouped together into one activity rather than listing them as several activities.

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2. Conduct the Business Impact Analysis (BIA)

The BIA is conducted on those functions identified as critical within the business process assessment. The BIA is intended to identify the impacts of the function loss on the business including penalties for non-delivery, functional interdependencies, organisational ownership, it also looks at the resources currently required to support the functions and assesses the minimum level of resources required to continue the availability. Importantly the BIA is the tool that is used to determine the Maximum Allowable Outage (MAO).

3. Critical Function Sub-Plan (CFSP)

The CFSP identifies the agreed actions that a business process owner will undertake to manage the loss of the function through the emergency, continuity and recovery phases. The Sub-Plan identifies ownership, failure scenarios, criteria for invoking the plan, agreed courses of action for emergency, continuity and recovery. The CFSP also allows for targeted messages to be developed for specific function loss.

4. Overarching Business Continuity Plan (BCP)

The BCP identifies the responsibilities of key Managers, with particular emphasis on direction setting and effective and timely communication to stakeholders at an organisational level. It is important to recognise that this document provides a flexible framework in which the organisation can plan for disruption of its critical functions. It does not attempt to identify and plan for every contingency or outage that could occur, it provides a flexible framework for the process owners to identify, plan and develop redundancy for business processes.

5. Test and maintain the BCP

The BCP will be reviewed annually by the Executive Leadership Team, these actions are essential to ensure that it reflects the current practices of the organisation.

Testing of the Critical Function Sub-Plans and overarching plans will provide management assurance that the plan(s) are effective. The testing regime is based on the following:

- Desktop / paper audit to ensure that the appropriate documents are available and understood; for Sub-Plans and overarching plan;
- Structured "walk through" where a business interruption scenario is played out through a mock recovery; and a divisional or whole-of-organisation level, and
- Frequency and actions to be undertaken are identified within the monitoring and review section of this document.

6. Review the BCP

Regularly review and update the Plan to maintain accuracy and reflect any changes inside or outside the organisation. (Refer below for sample review timetable.)

Consider the following:

- A formal training schedule to prepare staff who may be involved in an emergency or significant disruptive incident.
- Update staff changes.
- Use position titles not names.
- Update the plan if there is an organisational restructure; update roles and responsibilities where relevant.
- Update the plan for changes in key suppliers, contractors and other significant external stakeholders.
- After the Plan has been tested, review what worked well and what needs improvement. Update the plan accordingly.

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Dependencies Assessment

Business Unit Managers must identify the resources that are used by each of the activities under normal operations and assess the level of dependency that the activity has on a given resource.

1. Identify the dependencies (people, utilities / essential services, office equipment, telecommunications and key consumables) that are used by each activity.
2. For each activity, rate the level of dependency that it has on each of the resources listed.

Capturing Internal and External Interdependencies

Internal Interdependencies are internal stakeholders, not within the business unit, but within Council with whom you have interdependencies.

- Upstream – are stakeholders whom you are dependent on you to perform your activities, and
- Downstream – are stakeholders who are dependent on you to perform their activities.

External Interdependencies are external stakeholders / parties such as government agencies, suppliers, service providers with which the business unit has interdependencies.

- Upstream – are stakeholders / parties whom you are dependent on to perform your activities.
- Downstream – are stakeholders / parties who are dependent on you to perform their activities.

Sample Review Timetable

Activity	Accountability	Timeframe
BCP (overarching Plan) including review of the BIA	Business Continuity Manager (BCM) / Team	Four yearly Council endorsement, within six months of Council elections. Monitor annually for minor updates, if required.
BCP Training	BCM / Team	Annual training or refresher sessions
BCP Test Exercise	BCM / Team	Annual desktop exercise – scenario exercises. Simulation exercises every 2 years.
Executive Services (Office of CEO)		
Business Continuity Critical Sub-Plans	Executive Assistant & Executive Support Officer	Biannual review
Corporate Performance		
Business Continuity Critical Sub-Plans	Relevant Managers & relevant workers	Biannual review
Community		
Business Continuity Critical Sub-Plans	Relevant Managers & relevant workers	Biannual review
Infrastructure		
Business Continuity Critical Sub-Plans	Relevant Managers & relevant workers	Biannual review
Sustainable Development		
Business Continuity Critical Sub-Plans	Relevant Managers & relevant workers	Biannual review
People, Culture & Safety		
Business Continuity Critical Sub-Plans	Relevant Managers & relevant workers	Biannual review

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APPENDIX B: BUSINESS IMPACT ANALYSIS

This initial summary of the critical business functions and services is based on a combination of statutory and discretionary services that Council delivers. It provides a priority list until such time as all Business Units are able to complete a detailed BIA and dependency assessment.

Directorate	Business Unit	Function / Service Area
Sustainable Development	Waste & Sustainability	Waste Management, Rubbish Collection & Recycling, Waste Disposal Facilities
	Project Planning Services	Development Assessment
	Emergency Management	Statutory Planning
	Building Services	Emergency preparedness, response & recovery
	Local Laws	Building Services (MBS, Permits, Inspections, Applications and Advice)
	Environmental Health	Animal Management
	Engineering & Assets	Regulation and Enforcement of Local Laws (noise & nuisance control)
	Operations	Regulation and Enforcement of Public Health Legislation (food safety)
	Project Delivery Service	Community Wastewater Schemes
	Community Wellbeing	Fleet Vehicles
Community	Economic Development	Road Construction & Maintenance
	Communications & Engagement	Roadside Verges, including Footpaths
	Finance	Stormwater & Drainage Maintenance
	Information Services	Flood Mitigation
Corporate Performance	People & Culture	Immunisation
	Performance	Maternal & Child Health
	Information Services	Visitor Centres
	People & Culture	Support to local businesses
	Performance	Media management, including communications, media crisis management, website & social media
	Information Services	Rates postponement for seniors & others
	People & Culture	Procurement & Contract Management
	Performance	Suppliers
	Information Services	Customer Service & Complaints Handling
	People & Culture	Risk and Insurance
Performance	Records Management	
Information Services	Information Technology, including communications and security	
People & Culture	Payroll	

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Corporate Performance (Sample BIA) One to be completed for each Directorate and each Business Unit

(Templates are in MS Excel)
Date of Analysis: dd/mm/2024

Function	Does Council perform this function? (if "No" it means it is fully or partially outsourced.)		Are there other significant Council activities that require this function to be able to operate?		Is this a legislated function?		How long could the Council operate without this Function / Activity before significantly impacting on Council objectives? Maximum Acceptable Outage				Is this function critical to the Council meeting its objectives during a business interruption event?		
	Yes	No	Yes	No	Yes	No	< 1 WK	1 WK - 4 WKS	< 3 MTHS	3 - 6 MTHS	> 1 YR	Yes	No
Accounts Payable and Bank Transfers	X		X		X			X				X	
Accounts Receivable and Rates	X		X		X				X				X
Debt Collection		X	X		X			X					X
Statutory Finance and other legislative reporting	X		X		X			X					X
Transaction processing (journals)	X		X		X			X					X
Treasury Management	X		X		X			X					X
Finance management and internal controls	X		X		X			X					X
Grants, sponsorships and donations	X		X		X			X			X		X
Insurance (including claims)	X		X		X			X				X	X
Procurement and Contract Management	X		X		X			X				X	X
Records Management	X		X		X			X				X	X
IS - business support systems, system maintenance	X		X		X			X				X	X
IT Help Desk	X		X		X			X				X	X
IT Support (telecommunications and network infrastructure)	X		X		X			X				X	X
Customer Service (including Complaints Handling)	X		X		X			X				X	X
Freedom of Information	X		X		X			X				X	X
Council & Committees	X		X		X			X				X	X
Internal Audit	X		X		X			X				X	X
Policies & Procedures	X		X		X			X				X	X
Corporate Reporting	X		X		X			X				X	X

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

Consolidated BIA (Sample)		Service / Function (Activity)	Maximum Acceptable Outage				Critical		
Directorate	Business Unit		<1 WK	1 WK - 4 WKS	<3 MTHS	3 - 6 MTHS	>1 YR	Yes	No
Corporate	Finance	Accounts Payable and Bank Transfers		X				X	
		Accounts Receivable and Rates			X				X
		Debt Collection			X				X
		Statutory Finance and other legislative reporting			X				X
		Transaction processing (journals)				X			
		Treasury Management							X
		Finance management and internal controls			X				X
		Grants, sponsorships and donations					X		X
		Procurement and Contract Management			X				X
				Insurance (including claims)	X				X
Governance & Risk		Records Management		X				X	
		Customer Service	X					X	
		Freedom of Information		X				X	
		Council & Committees		X				X	
		Internal Audit		X				X	
		Policies & Procedures				X		X	
		Corporate Reporting			X			X	
Information Services		IS - business support systems, system maintenance		X				X	
		GIS	X					X	
		IT Help Desk						X	
People, Culture & Safety	People & Culture	IT Support	X					X	
		Payroll							
		Human Resources / Industrial Relations							
		Learning & Development							
OH&S	OH&S	Recruitment & Selection							
		Advisory Services							
		Policies & Procedures							
		Incident Investigations							
		Safety Audits							

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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Dependency Rating Table

Level	Legend
1	Minimal Nice to have; successful delivery of critical services is possible without this resource
2	Low Minimal material impact; manual workarounds or alternatives are available
3	Occasional Some inconvenient delays; parts of a service can be delivered using manual procedures or alternative resources for a period of time.
4	High Fully dependent on this resource; low tolerance before the impact becomes unacceptable. Limited workarounds or alternatives.
5	Critical Resource is used continuously; must be operational; zero tolerance

Consolidated Directorate Dependencies Assessment – People & Infrastructure (Sample Only)

	People										Utilities/Essential Services										Office Equipment/Telecom.										Other Assets					Key Consumables				
	Finance - AP	Procurement Officer	Contract Officer	Records Officer	Finance - AR	Customer Services Officer	IS Officers	Governance Officers	Power	Water	Air-conditioning	Heating	Other	Other	Personal Computer	Laptop	Tablet	Printer	Photocopier	Desk Phone	Mobile Phone	Internet	Other	Motor Vehicle	Van	Other	Other	Other	Other	Other	Other									
Corporate Performance																																								
Business Unit (Service Area)																																								
Accounts Payable & Bank Transfers	5							5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5								
Procurement		5																																						
Contract Management			5																																					
Accounts Receivable				5																																				
IT Help Desk					5																																			
IS Support						5																																		
Customer Service							5																																	
Freedom of Information								5																																
Council & Committees									5																															
Records Management										5																														

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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APPENDIX C: EXTERNAL CONTACTS

Service	Contact Number/s
Police, Ambulance or CFA - Emergency only	000
Local Police Station	5820 5777
Country Fire Authority (CFA) District 22 Headquarters	5833 2400
CFA Headquarters	1800 226 226
Insurer	
Energy Provider	ERM Power Retail Pty Ltd – 9214 9333
Water Supplier	Goulburn Murray Water - 5826 5300 Goulburn Valley Water - 5832 4800 North East Water -
Telecommunications Provider	Telstra – 13 22 00
Local Couriers	Australia Post -13 13 18
Recruitment Providers	Hays – 1800 805 051 Monarch Personnel – 5831 5880
Neighbouring Councils	Benalla – 5760 2600 Shepparton – 5832 9700 Campaspe – 5481 2200 Strathbogje - 5795 0000
Office Equipment Suppliers	
Local Taxi/Bus Company	
Stationary Providers	Complete Office Supplies (COS) 1300 882 244 WINC – 1800 782 753
Department of Jobs, Precincts and Regions	9651 9999 Head Office
Interpretation Services	TBA
Department of Transport (DoT)	9655 6666
Department of Energy, Environment and Climate Action	136 186

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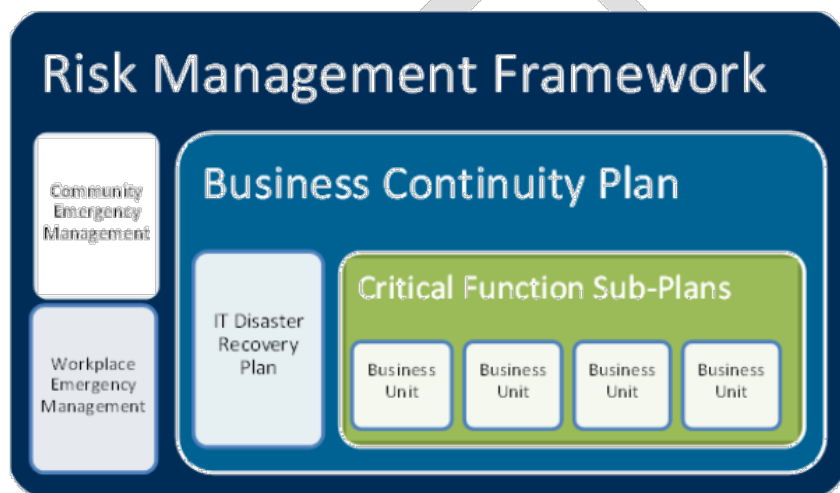
DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

APPENDIX D: SUB-PLANS

Critical Function Sub-Plans

The critical function sub-plans contain details of external stakeholders specific to that function.



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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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CRITICAL FUNCTION SUB-PLAN	
<INSERT CRITICAL FUNCTION/SERVICE>	
MAXIMUM ACCEPTIBLE OUTAGE (MAO)	<INSERT MIN - MAX HOURS>
MAO SEASONAL VARIATIONS e.g Fire Season (November - February) e.g Cyclical accounts (Rates/Animals)	<insert variations including periods> <insert variations including periods> <insert variations including periods>
MAO INPUT VARIATIONS	
People Unavailability of sufficient suitably skilled staff	<insert min – max hours>
Places Unavailability of building/facilities	<insert min – max hours>
Technology Unavailability of technology/equipment	<insert min – max hours>
SUB-PLAN OWNER	<insert name>
	<insert position title>
	<insert phone and/or mobile>
	<insert email address>
LAST REVIEWED	<INSERT DATE>

INFORMATION

CRITICAL FUNCTIONS/SERVICES
<ul style="list-style-type: none"> • eg. Provision of front of house services to the community and internal departments, including distribution of information, call centre, payment receipting and service referrals.
<ul style="list-style-type: none"> • <insert list of services provided by this critical function>
<ul style="list-style-type: none"> • <insert list of services provided by this critical function>
<ul style="list-style-type: none"> • <insert list of services provided by this critical function>

SUPPORTING DOCUMENTATION
<ul style="list-style-type: none"> • eg. Operating Manuals, Plans, Policies, Procedures including any reference numbers.
<ul style="list-style-type: none"> • <insert relevant supporting documentation>
<ul style="list-style-type: none"> • <insert relevant supporting documentation>
<ul style="list-style-type: none"> • <insert relevant supporting documentation>

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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PEOPLE

KEY DECISION MAKERS

Name:	
Title:	
Phone:	
Email:	
Name:	
Title:	
Phone:	
Email:	
Name:	
Title:	
Phone:	
Email:	

STAKEHOLDERS

INTERNAL

- <insert internal stakeholders>
- <insert internal stakeholders>
- <insert internal stakeholders>
- <insert internal stakeholders>
- <insert internal stakeholders>

EXTERNAL

- <insert external stakeholders>
- <insert external stakeholders>
- <insert external stakeholders>
- <insert external stakeholders>
- <insert external stakeholders>

MINIMUM RESOURCE REQUIREMENTS

Min FTE:	<insert minimum number of staff required>
Competencies:	<consider competencies of the staff required>
Authority:	<consider relevant authority i.e cash receipting, delegations etc>
Licenses:	<consider relevant licensing ie traffic control, truck, chainsaw etc>
Other requirements:	

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PLACES

MINIMUM FACILITY REQUIREMENTS

- <consider critical requirements such as reception counter, animal shelter etc>
- <consider security requirements of equipment>
- <insert details>

TECHNOLOGY

MINIMUM TECHNOLOGY AND EQUIPMENT REQUIREMENTS

TECHNOLOGY

Hardware

- <insert number of computers, phones, printers etc>
- <insert details>
- <insert details>

Software

- <insert relevant software requirements>
- <insert details>

EQUIPMENT

- <insert details such as vehicle, plant, keys, office furniture etc>
- <consider relevant safety equipment PPE, traffic control etc>
- <insert details>

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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PROCEDURE – LOSS OF CRITICAL INPUT

PEOPLE

INITIAL RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps	Resources			
1. Step 1	•			
2. Step 2	•			
3. Step 3				
4. Step 4				
5. Step 5				

PROGRESSIVE RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps	Resources			
1. Step 1	•			
2. Step 2	•			
3. Step 3				
4. Step 4				
5. Step 5				

RECOVERY RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps (return to BAU)	Resources			
1. Step 1	•			
2. Step 2	•			
3. Step 3				
4. Step 4				
5. Step 5				

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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PROCEDURE – LOSS OF CRITICAL INPUT

PLACES

INITIAL RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

PROGRESSIVE RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

RECOVERY RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps (return to BAU)			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

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PROCEDURE – LOSS OF CRITICAL INPUT

TECHNOLOGY

INITIAL RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

PROGRESSIVE RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

RECOVERY RESPONSE	RESPONSIBILITY:	<insert sub-plan owner>	TIMEFRAME:	<insert min – max MAO Hours>
Steps (return to BAU)			Resources	
1. Step 1			•	
2. Step 2			•	
3. Step 3				
4. Step 4				
5. Step 5				

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

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APPENDIX E: ICT DISASTER RECOVERY & BACK-UP PLAN

It is not the intent of the BCP to detail the Information Technology Disaster Recovery Plans. The BCP framework will, however, identify the business requirements for IT resources to support the delivery of critical business functions and services.

The Information Communication Technology's (ICT's) Disaster Recovery and Back-up Plan (DRBP) provides a structured approach for responding to unplanned incidents that threaten IT infrastructure, which includes hardware, software networks, and processes.

The DRBP is a highly technical and complex document that details Council's IT infrastructure, back-up and recovery procedures. The DRBP has been developed for Information Services personnel that have the level of expertise and technical knowledge required to understand and implement the DRBP; and therefore, it has not been duplicated within the BCP. The Manager Information Services is responsible for maintaining the plan as current and for its regular testing.



***Information Services will prioritise access to ICT Systems in accordance with this BCP and the critical business functions requirements.**

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

ATTACHMENT No [1] - Draft Business Continuity Plan

APPENDIX F: TEMPLATES/CHECKLISTS/FORMS

For use by Business Continuity Team

Business Continuity Plan

Forms / Templates



**DON'T FORGET TO DOCUMENT YOUR DECISIONS, ACTIVITIES,
PROCEDURES, EXPENSES AND TIME SPENT ON THE INTERRUPTION
& RECOVERY PHASES**

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F1: DENIAL OF ACCESS TO PREMISE CHECKLIST

The recovery checklist below is not exhaustive and should be used as a starting point only. Details should be contained in the Recovery Plan.

PARTIAL OR NO ACCESS TO PREMISES

1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace member temporarily?

Additional Actions / Tasks Identified				
#	Action / Task	Assigned to	Action/s required and/or undertaken	
1				<input type="checkbox"/>
2				<input type="checkbox"/>
3				<input type="checkbox"/>
4				<input type="checkbox"/>
5				<input type="checkbox"/>
6				<input type="checkbox"/>
7				<input type="checkbox"/>
8				<input type="checkbox"/>
9				<input type="checkbox"/>
10				<input type="checkbox"/>
11				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
Recovery Activities				
#	Action / Task	Assigned to	Comment	
1	Clean up and restore as much of the site as possible			<input type="checkbox"/>
2	Determine and obtain necessary approvals/permits			<input type="checkbox"/>
3	Obtain quotes for restoration/renovation or rebuilding of affected site/s			<input type="checkbox"/>
4	Assess financial position			<input type="checkbox"/>
5	Review cash requirements to restore operations			<input type="checkbox"/>
6	Develop financial goals and timeframes for recovery			<input type="checkbox"/>
7	Set priorities, recovery options and develop a recovery plan			<input type="checkbox"/>
8	Gather and electronically capture the incident response reports and other templates/forms			<input type="checkbox"/>
9	Liaise with insurer and compile claim information			<input type="checkbox"/>
10	Update stakeholders about recovery decisions and timeframes			<input type="checkbox"/>
11	Ensure temporary work sites are safe and that OHS regulations are being followed			<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

Follow Up				
#	Action / Task	Assigned to	Action/s required and/or undertaken	<input type="checkbox"/>
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
Resumption of Business as Usual				
#	Action / Task	Assigned to	Comment	<input type="checkbox"/>
1	Maintain communications with internal and external stakeholders describing the achieved levels of normalcy in services			
2	Return any forwarded phones to their normal numbers			
3	Re-record any outgoing messages			
4	Organise the move of any equipment and files that were used at the alternate sites			
5	Confirm the network and telco systems are fully functional			
6	Ensure staff understand the timings to vacate the alternate site			
7	Debrief and update CEO			

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F2: STAFF ABSENTEEISM CHECKLIST



The recovery checklist below is not exhaustive and should be used as a starting point only.

1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace member temporarily?

Additional Actions / Tasks Identified				Recovery Activities			
#	Action / Task	Assigned to	Action/s required and/or undertaken	#	Action / Task	Assigned to	Brief Description
1				1	Clean up and restore as much of the site as possible		
2				2	Determine and obtain necessary approvals/permits		
3				3	Obtain quotes for restoration/renovation or rebuilding of affected site/s		
4				4	Assess financial position		
5				5	Review cash requirements to restore operations		
6				6	Develop financial goals and timeframes for recovery		
7				7	Set priorities, recovery options and develop a recovery plan		
8				8	Gather and electronically capture the incident response reports and other templates/forms		
9				9	Liaise with insurer and compile claim information		
10				10	Update stakeholders about recovery decisions and timeframes		
11				11	Ensure temporary work sites are safe and that OHS regulations are being followed		
Follow-Up				Resumption of Business as Usual			
#	Action / Task	Assigned to	Comment	#	Action / Task	Assigned to	Brief Description
1				1	Maintain communications with internal and external stakeholders describing the achieved levels of normalcy in services		
2				2	Return any forwarded phones to their normal numbers		
3				3	Re-record any outgoing messages		
4				4	Organise the move of any equipment and files that were used at the alternate sites		
5				5	Confirm the network and telco systems are fully functional		
6				6	Ensure staff understand the timings to vacate the alternate site		
7				7	Debrief and update CEO		

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

SIGNIFICANT LOSS OF IT SYSTEMS AND/OR TELECOMMUNICATIONS

1. Have all reports been provided to and received by the BC Team? Has the BCT been kept up to date?
2. Have stakeholders been kept up to date?
3. Has there been sufficient communication between the BC Team and the affected area/s?
4. Have all assigned actions/tasks been completed?
5. Has all decisions and activities been documented?
6. Does the BC Team require additional or delegate staff to assist or replace member temporarily?
7. Any additional actions/tasks or follow-up required?

The recovery checklist below is not exhaustive and should be used as a starting point only.

Additional Actions / Tasks Identified				Recovery Activities			
#	Action / Task	Assigned to	Action/s required and/or undertaken	#	Action / Task	Assigned to	Brief Description
1				1	Clean up and restore as much of the site as possible		
2				2	Determine and obtain necessary approvals/permits		
3				3	Obtain quotes for restoration/renovation or rebuilding of affected site/s		
4				4	Assess financial position		
5				5	Review cash requirements to restore operations		
6				6	Develop financial goals and timeframes for recovery		
7				7	Set priorities, recovery options and develop a recovery plan		
8				8	Gather and electronically capture the incident response reports and other templates/forms		
9				9	Liaise with insurer and compile claim information		
10				10	Update stakeholders about recovery decisions and timeframes		
11				11	Ensure temporary work sites are safe and that OHS regulations are being followed		
Follow-Up				Resumption of Business as Usual			
#	Action / Task	Assigned to	Comment	#	Action / Task	Assigned to	Brief Description
1				1	Maintain communications with internal and external stakeholders describing the achieved levels of normalcy in services		
2				2	Return any forwarded phones to their normal numbers		
3				3	Re-record any outgoing messages		
4				4	Organise the move of any equipment and files that were used at the alternate sites		
5				5	Confirm the network and telco systems are fully functional		
6				6	Ensure staff understand the timings to vacate the alternate site		
7				7	Debrief and update CEO		

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F4: ALTERNATE SITE OPTIONS

The BC Team will decide upon and advise the relevant Teams of the relocation of critical functions. Staff not required on site will be sent home, and if possible, work from home.

As an immediate response to a business disruption event **that is not an emergency** impacting the public but requires staff to evacuate any or all of the Office Buildings, staff will be advised on the course of action. The BC Team will provide advice to staff on what action to take, e.g., go home but remain on stand-by or relocate to an alternate site etc. to help maintain critical functions.

In an emergency event that impacts external people and/or organisations as well as Council operations at the Main Office, the BC Coordinator will liaise with the MERO to identify a Council facility that can be used as an assembly area for Council staff.

Other sites that may be considered in the event of a disruption or emergency will be identified during the BIA and resource assessment, for example:

Venue	Comments (e.g. capacity, workstations, etc.)
Ovens Building Corner Station and Queen Streets, Cobram	BC Team to operate from here if the Main Office Building is unavailable. Key staff to relocate to here if required, to keep critical functions operating.
Murray Building Corner Queen and Murray Streets, Cobram	BC Team to convene here first, if the Main Office and/or Ovens building becomes unavailable to staff. From here, the BC team will announce next actions to be taken by staff.
Remote worksites	



Don't forget to inform affected staff, Customer Service, IS, Communications and critical suppliers/vendors of any relocation.

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F5: RELOCATION ACTION PLAN

Date:		Completed by:	
--------------	--	----------------------	--

Action/Task		Comment/Delegated to:	√
1	Determine site and floor space availability		
2	Select alternate/temporary site from options		
Site/s chosen:		Function/s to relocate:	
		# People in function/s to relocate:	
3	Determine alternate site requirements:		
	Furniture		
	Stationery & office requisites		
	Parking		
	IT & systems accessibility		
	Telecommunications		
4	Notify:		
	Affected staff		
	Customer Service		
	IT		
	Critical suppliers/vendors		
5	Schedule move to alternate site:		
	Security (if required)		
	Transportation & storage		
	Hire moving company		
	Pack		
	Plan & schedule move		
6	Verify operating requirements:		
	Staffing assignments/schedules/rosters		
	Reroute phones/data lines etc.		
	Supplies/forms and vital records		
	Redirect mail		
7	Report back to BC Team		

Use a separate sheet of paper if further actions/tasks have been identified

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--	--

DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F6: EVENT LOG

Date of incident:		
Brief description:		
Location of incident:		
Affected unit/s:		
Current status of incident:		Duration of incident: Estimated:
Prognosis of incident (next 24hrs):		Actual:
Reported by:		Known causes:

COMPLETED BY: _____

Date & Time	Record of Sequence of Events, Decisions Made, Actions taken and Conversations with Whom	Minutes/Hours Spent on Disruption

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F7: BUSINESS CONTINUITY EVENT & RECOVERY EXPENDITURE LOG

Date of incident:	Brief description:
Completed by:	Unit/Team:
Cost Centre/account number used:	
Whose card is being used?	

ITEM/S PURCHASED/ LEASED	PURPOSE	PURCHASE METHOD (Cash, Card, Account.)	COST
TOTAL			

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DRAFT BUSINESS CONTINUITY PLAN (cont'd)

APPENDIX F8: POST EVENT DEBRIEF

Date of incident:	Brief description:
Completed by:	Unit/Team:

INFORMATION

1. Was the initial response (including evacuation procedures, first aid etc.) effective?

Yes No

2. Was the communication with relevant stakeholders effective?
3. Were media enquiries managed effectively?
4. Was there effective two-way communication between the BC Team and affected functions?
5. Were contact lists and contact numbers up to date?

PEOPLE

6. Did BC Team members understand their role and assigned tasks?
7. Did key support staff understand their role and assigned tasks?
8. Did affected staff understand their role and what was expected of them?
9. Did staff follow the response procedures?
10. Were there any issues contacting BC team members?
11. Were there any issues contacting relevant staff?
12. Were there any injuries or OHS issues during the event?
13. Was the BCP useful in the event?
14. What sections of the BCP were particularly useful during the event?
15. What sections of the BCP were irrelevant during the event?
16. Were the critical functions sub-plans effective and useful?
17. Could this event happen again and why?
18. Key lessons learnt due to and during the event (positives and negatives)

FILE NO:
4. CUSTOMER FOCUSED AND RESPONSIVE

ITEM NO: 9.2.4
(DIRECTOR CORPORATE
PERFORMANCE, FIONA SHANKS)

DRAFT BUSINESS CONTINUITY PLAN (cont'd)

19. What improvements need to be made to the BCP?

20. Any other comments?

This report needs to be completed and a copy given to the BCC and shared with the BC Team.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.5
(DIRECTOR CORPORATE PERFORMANCE,
FIONA SHANKS)

MOIRA SHIRE COUNCIL ANNUAL REPORT 2023/2024

Recommendation

That Council receives and notes the 2023/24 Annual Report, including the audited Financial Statements and Performance Statement.

1. Executive Summary

Moira Shire Council's 2023/24 Annual Report including the audited Financial Statements and Performance Statement is provided for presentation by Council.

This Annual Report provides an overview of the functions, achievements and performance of the Moira Shire Council.

The Financial Report for the year ended 30 June 2024 and the Performance Statements for 2023/24 have been prepared in accordance with the Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2. Conflict of interest declaration

There are no officer conflict of interest issues to consider within this report.

3. Background & Context

Preparation of an Annual Report is a requirement under section 99 of the *Local Government Act 2020*. Council must prepare an Annual Report for each financial year that includes a:

- Report of Operations;
- Audited Financial Statement; and
- Audited Performance Statement

This Annual Report provides an outline of Moira Shire Council's achievements against the 2021-2025 Council Plan and the Local Government Performance Reporting Framework (LGPRF) Indicators and details the Council's financial position for the 2023/24 financial year.

Highlights

Some of the key highlights for the 2023/24 year include:

- Establishment of the Project Control Board for major projects including the Yarrawonga Library, Multi Sport Stadium and Numurkah Levy.
- Development of the 2024-2025 Moira Shire Advocacy Strategy
- Launched an online community engagement platform, Moira Matters
- Developed and adopted a Risk Appetite Statement.

Organisational Performance

The Report of Operations details progress on major initiatives and provides the results of strategic indicators and various service indicators. The audited performance statement provides the results of sustainable capacity indicators, specific service performance indicators and financial performance indicators. The financial performance indicators show Council to be in a satisfactory underlying financial position as at 30 June 2024.

FILE NO:
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.2.5
(DIRECTOR CORPORATE PERFORMANCE,
FIONA SHANKS)

MOIRA SHIRE COUNCIL ANNUAL REPORT 2023/2024 (cont'd)

4. Issues

There are no issues to consider.

5. Strategic Alignment

Council Plan

5. Transparent and
accountable governance

Delivery of the Annual Report and reporting on Councils
achievements and performance aligns with this objective.

6. External Engagement

The Annual Report will be made available to the community on the Moira Shire Council website and in hardcopy at Council Service Centres following consideration of this report.

7. Budget / Financial Considerations

Costs relating to the design and printing of the Annual Report and relevant advertising are provided for in Council's operating budget.

8. Risk & Mitigation

The Annual Report meets Council's obligations under the *Local Government Act 2020* and is prepared in accordance with the model reports provided by the Department.

9. Conclusion

The Annual Report has been prepared in accordance with the Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

It is recommended that Council present the Moira Shire Council 2023/24 Annual Report.

Attachments

- 1 Moira Shire Council Annual Report 2023/24 - *printed in separate document*

FILE NO: F20/500
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.3.1
(DIRECTOR COMMUNITY SCOTT WILLIAMS)

COMMUNITY ASSET COMMITTEES ANNUAL REPORT

Recommendation

That Council note the Annual Report in relation to activities and performance of the Community Asset Committees, in accordance with the *Local Government Act 2020*.

1. Executive Summary

The *Local Government Act 2020* (the Act) provides the structure for formal committees of Council including Community Asset Committees.

At the Ordinary Council Meeting held in August 2020, Council resolved to create the Community Asset Committees, replacing the former Section 86 Committees of Management for the purpose of managing a range of community assets within the Moira Shire.

These committees have delegated authority in relation to specified financial delegation, compliance with specified governance requirements, monitoring and reporting of activities and performance.

This report provides details of the activities and performance of the Community Asset Committees in accordance with the requirement under their delegations and Section 47 (6) of the Act.

2. Conflict of interest declaration

There are no conflict-of-interest considerations in relation to this report.

3. Background & Context

In August 2020, Council appointed Community Asset Committees, who have specific delegated authority for financial, governance and reporting obligations.

These committees act on behalf of Council, managing facilities located on Council-owned land or Crown land where Council is the appointed Committee of Management.

Showgrounds	Recreation Reserves		Historical Precincts
Cobram Nathalia Numurkah Yarrowonga	Baulkamaugh Cobram Scott Reserve Floridan Park Katamatite Katunga Koonoomoo Picola St James	Strathmerton Tungamah Waaia Wilby Wunghnu Yarrowonga JC Lowe Yarroweyah	Cobram Historical Precinct Nathalia Historical Precinct

FILE NO: F20/500
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.3.1
(DIRECTOR COMMUNITY SCOTT WILLIAMS)

COMMUNITY ASSET COMMITTEES ANNUAL REPORT (cont'd)

Council recognises the valuable service and contribution of volunteer members of these committees.

The appointment of community-based committees allows and encourages:

- Delegation of function, duties and powers to the community which provides direct community involvement
- Capacity building within the community
- Networking and resource sharing between people working towards a common goal
- Strengthening the sense of community within the Moira Shire
- Establishment of communication between the community and Council

It is the role of all members of these committees to:

- Manage the facility and promote and encourage use
- Actively participate in committee activities and business
- Attend committee meetings and participate in decision making
- Bring any identified problems or issues to the attention of the committee

4. Issues

Community Asset Committees are required by Council, as detailed in the Community Asset Committee Manual, to have a general meeting at least quarterly, or once every three months, or more frequently if desired and an AGM annually in October. Committees schedule meetings and those few that find it difficult to comply with this requirement are reminded regularly, the three Community Asset Committees who have not scheduled four meetings in the 2024 calendar year have been reminded via email and verbally on numerous occasions.

Council does not withhold funds for CACs not achieving their meeting requirement, however Council can and has previously withheld funding from committees who have not complied with the reporting obligations.

The Local Government Act does not detail the compliance requirements of Community Asset Committees, this is set out in the Community Asset Committee Manual.

5. Strategic Alignment

The content of this report relates to the management and provision of Council's recreation facilities through the Community Asset Committee model and aligns with the Recreation Strategy 2016-2026.

Council Plan

5. Transparent and accountable governance

The Recreation Strategy identifies recommendations and key priorities to inform the direction of the delivery of sport and recreation in the municipality. Community Asset Committees are their user groups work together with Council to manage sport and recreation facilities.

Community Asset Committees are Council committees and transparent and accountable governance is essential.

FILE NO: F20/500
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 9.3.1
(DIRECTOR COMMUNITY SCOTT WILLIAMS)

COMMUNITY ASSET COMMITTEES ANNUAL REPORT (cont'd)

6. External Engagement

Engagement (who did you engage with?)	Feedback
External Community Asset Committees	Reports provided by CACs

7. Budget / Financial Considerations

Council allocated a total of \$259,540 in 2023/2024, distributed over 22 Community Asset Committee as a contribution towards the maintenance costs of their respective facility. The funding from Council has been fixed for several years and has had minimal indexation. A financial snapshot of income, expenditure, and bank account balance for the 2023/2024 financial year is provided in the attachment to this report.

8. Risk & Mitigation

Broadly, there has been a decline in volunteering across the Shire and throughout the state.

Council volunteers are ageing, and without younger volunteers emerging, this has prompted an internal review of facility management models moving forward. Further work and financial commitment is needed to future-proof the management and maintenance of reserves.

9. Conclusion

Community Asset Committees continue to manage council facilities as per delegated authority and reporting requirements under the Act.

Attachments

- 1 2024 Community Asset Committee Annual Report - Attachment Snapshot

FILE NO: F20/500
5. TRANSPARENT AND ACCOUNTABLE GOVERNANCE

ITEM NO: 9.3.1
(DIRECTOR COMMUNITY SCOTT WILLIAMS)

COMMUNITY ASSET COMMITTEES ANNUAL REPORT (cont'd)

ATTACHMENT No [1] - 2024 Community Asset Committee Annual Report - Attachment Snapshot

Community Asset Committee	Facilities of Facility	Membership of 11 October 2024			User Groups	Schedul	2024 Meetings		Financial Snapshot		
		Members Appointed	Vacant Positions	Total Positions			Asset Type	18/09/2024	Item	Expenditure	30/09/2024
Budleborough Recreation Reserve and Community Hall	Tennis courts, Sports Hall, Community Hall	11	0	12	Budleborough Tennis Club, Budleborough Sports, Budleborough CWA	4	As scheduled	\$2,076.10	\$2,370.05	\$2,081.56	\$2,443.78
Oldham Street Reserve	Community Building, Sports Club, Netball Courts, Cricket Nets, Playground	15	3	15	Colman Football Club, Colman Football Netball Club, Rotary Club of Colman, Colman Lion Club	6	As scheduled	\$32,031.86	\$37,265.04	\$33,832.87	\$4,648.89
Princes Park Recreation Reserve	Community Building, Basketball, Basketball	7	0	7	Princes Park Football Club	4	As scheduled	\$6,074.65	\$2,696.47	\$7,771.00	\$4,467.00
Katzeville Recreation Reserve	Community Building, Sports Club, Netball Courts, Cricket Nets, Playground	7	4	11	Katzeville Football Club, Katzeville Cricket Club, Katzeville Netball Club	1	As scheduled	\$6,095.65	\$16,833.42	\$17,723.55	\$5,365.75
Marange Recreation Reserve and Community Centre	Community Building, Sports Club, Netball Courts, Tennis Courts, Playground	7	0	7	Marange Football Netball Club, Marange Tennis Club, Marange Cricket Club	3	As scheduled	\$17,750.04	\$24,470.03	\$26,453.54	\$17,751.55
Moorepark Recreation Reserve	Community Building, Basketball, Basketball	11	2	13	Colman Carriageway Club, Carriage House, Marange, Marange Districts, Marange CWA, Marange Improvement Group, Northern County Carriage Driving Club, Colman Sports Club	4	As scheduled	\$7,285.42	\$4,372.30	\$3,960.00	\$4,381.38
Peaks Recreation Reserve (Including Warburton)	Community Building, Sports Club, Tennis Courts, Netball Courts, Bowling Green, Clubhouse, Playground	10	4	14	Peaks United Football Club, Peaks United Netball Club, Peaks Tennis Club, Peaks Bowling Club	4	As scheduled	\$21,428.04	\$13,746.85	\$18,641.82	\$16,546.17
St James Recreation Reserve	Golf course and clubhouse, Tennis Courts, Playground, Bowling Green and Clubhouse	9	0	9	St James Golf Club, St James Tennis Club, St James Bowling Club (in recess)	4	As scheduled	\$7,285.42	\$5,725.00	\$4,000.00	\$5,107.26
St James Recreation Reserve	Community Building, Sports Club, Netball Courts, Basketball Courts, Bowling Green, Clubhouse, Tennis Courts, Playground	11	2	13	St James Football Netball Club, St James Tennis Club, St James Bowling Club, St James Cricket Club, St James Golf Club	4	As scheduled	\$16,666.60	\$10,222.20	\$10,244.34	\$14,455.75
St James Recreation Reserve	Community Building, Sports Club, Netball Courts, Basketball Courts, Bowling Green, Clubhouse, Tennis Courts, Playground	11	2	13	St James Football Netball Club, St James Tennis Club, St James Bowling Club, St James Cricket Club, St James Golf Club	4	As scheduled	\$6,000.00	\$6,882.50	\$7,700.00	\$8,675.50
Turgone Hill Recreation Reserve	Community Building, Sports Club, Netball Courts, Playground, Basketball Courts, Clubhouse	6	3	9	Turgone Hill Football Netball Club, County Park Authority, Yarraville Municipal Football Club	0	As scheduled	\$22,430.52	\$1,305.88	\$20.00	\$13,745.89
Wales Recreation Reserve	Community Building, Sports Club, Netball Courts, Cricket Nets, Tennis Courts, Playground, Motor Bikes	10	5	15	Wales Football Netball Club, Wales Cricket Club, Wales Tennis Club, Wales Motor Bikes Club	4	As scheduled	\$41,575.94	\$32,811.05	\$43,516.32	\$14,391.05
Willy Park Recreation Reserve	Tennis courts, Motorbike track, Equestrian Activities	11	0	11	Willy Park Club, Willy Park and Districts Golf Club Inc, Willy Park Cricket Club, Yarraville Sports	4	As scheduled	\$11,750.00	\$2,285.89	\$7,070.10	\$5,692.77
Wingfield Recreation Reserve	Community Building, Sports Club, Netball Courts, Village, Tennis Courts, Playground	10	2	12	Goulburn Valley Village Tennis and Netball Club, Moke Moke Tennis Club, Wingfield and Districts Golf Club Inc, Wingfield Cricket Club	4	As scheduled	\$3,888.40	\$12,841.14	\$7,275.00	\$14,755.87
Yarraville Recreation Reserve	Community Building and Sports Club, Netball Courts, Tennis Courts and Clubhouse, Playground	8	0	8	Yarraville Football Netball Club, Yarraville Lawn Tennis Club, Yarraville Cricket Club, Yarraville Golf Club	5	As scheduled	\$7,074.00	\$4,455.00	\$8,000.00	\$7,702.55
Yarraville Recreation Reserve	Clubhouse, Netball Courts, Netball Courts, Cricket Nets	8	0	8	Yarraville Football Netball Club, Yarraville Golf Club	10	As scheduled	\$8,070.16	\$16,834.52	\$12,242.48	\$7,385.18

FILE NO: F20/500
5. TRANSPARENT AND ACCOUNTABLE GOVERNANCE

ITEM NO: 9.3.1
(DIRECTOR COMMUNITY SCOTT WILLIAMS)

COMMUNITY ASSET COMMITTEES ANNUAL REPORT (cont'd)

ATTACHMENT No [1] - 2024 Community Asset Committee Annual Report - Attachment Snapshot

Community Asset Committee	Facilities of Facility	Membership at 31 October 2024			2024 Meetings		Financial Snapshot				
		Members Appointed	Vacant Positions	Total Positions	Scheduled	Attended	Asset Type	18/10/2023	Income	Expenditure	30/09/2024
Coltarn Showgrounds, Agria Reserve	Coltarn Showgrounds - Sporting Club, Cricket Clubhouse, Cricket Nets, Showgrounds, Agria Reserve - Indoor Stadium, Soccer Fields, Netball Courts	8	0	7	4	As scheduled	Bank Account	\$46,850.40	\$53,816.79	\$66,747.30	\$44,376.84
Nakula Showgrounds and Recreation Reserve	Community Building, Sporting Club, Netball Courts, Tennis Courts, Showgrounds	17	0	17	5	As scheduled	Bank Account	\$40,807.24	\$51,171.10	\$52,175.41	\$51,652.00
Mamuka Showgrounds	Community Building, Sporting Club, Netball Courts, Showgrounds, Playground	10	2	12	6	As scheduled	Bank Account	\$5,499.20	\$26,353.00	\$55,267.67	\$34,710.40
Varawanga Showgrounds, Velahie Park	Varawanga Showgrounds - Community Building, Showgrounds, Tennis Courts, Dog Park, Sporting Club, Netball Courts, Community Building	16	6	22	5	As scheduled	Bank Account Investment Account	\$71,888.72 \$4,495.82	\$57,244.71 \$3.46	\$112,603.57 \$100	\$58,920.86 \$4,966.48
Coltarn Historical Precinct	Coltarn Old School building, Machinery Shed	10	2	12	4	As scheduled	Bank Account	\$45,524.63	\$4,122.28	\$1,630.87	\$17,520.31
Nakula Historical Precinct	Historical Society Museum, Machinery Shed	7	0	7	4	As scheduled	Bank Account	\$3,047.26	\$4,651.17	\$1,071.20	\$11,026.37
		264	39	243							

FILE NO:
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.4.1
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

COBRAM LANDFILL FEES AND CHARGES - INTRODUCING A CHARGE FOR CLEANFILL

Recommendation

That Council:

1. Set a fee for accepting clean fill at the Cobram Landfill, at a rate of \$50 per tonne (inc GST) effective from 1 January 2025 as a partial cost recovery mechanism of the EPA landfill levy; and
2. Inform landfill account holders of the introduction of the fee.

1. Executive Summary

The Cobram Landfill currently accepts clean fill free of charge from commercial customers that have an account at the landfill to use as daily cover within the landfill cell. Council is required to pay a landfill levy on this material (currently \$116.76 per tonne) to the Environment Protection Authority (EPA).

It is recommended that Council commence charging \$50 per tonne (inc GST) for clean fill to allow for the partial cost recovery of the material. Based on previous volumes, it is anticipated that there will be a positive variance of \$75,000 to landfill income per annum.

2. Conflict of interest declaration

Nil.

3. Background & Context

Cobram Landfill is a Type 3 Rural Landfill that has been operating since the 1970s accepting municipal and commercial waste.

The landfill operates under EPA Operating Licence – OL000015500. Licence condition OL_L7, requires at the end of day operations, the active tipping face must be covered with at least 0.30 metre layer of soil. To ensure that enough soil is on site to fulfill this requirement, clean fill has been accepted at site free of charge.

With the update to the Environment Protection Act 2017 changes were made to how landfill levy at licenced premises was calculated and Council is now required to pay the “industrial waste” levy on any incoming clean fill material. In 2023/24 Cobram Landfill accepted 1,495.96 tonnes of clean fill onsite with a “cost” of \$170,075.70 to the EPA in levy. Other Council operated landfills in regional Victoria also charge a price for clean fill to partially offset this cost to the EPA.

It is recommended that a fee of \$50 inc GST per tonne is attached to clean fill to partially offset this cost to Council while still providing a resource to continue meeting our EPA licence obligations. If Council was to purchase this material on the open market it would cost approximately \$150 per tonne.

4. Issues

Charging a fee for the disposal of clean fill at Cobram Landfill may deter some users from bringing the material to site but it is more likely that account holders will pass this fee on. Operationally we currently have an excess of soil available on site and have changed some

FILE NO:
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.4.1
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

COBRAM LANDFILL FEES AND CHARGES - INTRODUCING A CHARGE FOR CLEANFILL (cont'd)

practices to reduce the amount of soil required for compliance including reducing the size of the tipping face and scraping back soil each morning when reopening the tipping face.

Landfill operations staff will continue to monitor incoming amounts of clean fill to ensure there is always enough to meet our landfill licence obligations. Staff are able to excavate material within the permissioned area of the active landfill site for additional cover if required and this does not attract the landfill levy.

5. Strategic Alignment

Council Plan

- 3. A clean green environment 3.03 We will achieve excellence and best practice in waste management
- 3.04 We reduce waste to landfill with effect recycling and organic waste diversion systems.

6. External Engagement

Engagement		Feedback
External	None	

No engagement was undertaken externally as this is an operational decision directed at reducing the net cost of landfill operations. Other landfills in regional Victoria charge for clean fill due to the levy charge associated with it. Price ranges include:

Landfill/Council	Price
Campaspe Shire Council	\$23 per m ³
Benalla Landfill	\$50 per m ³
Horsham Landfill	\$49 per tonne
Alexandra Landfill (Murrindindi Shire Council)	\$144.40 per tonne
Geelong Landfill	\$149 per tonne

All impacted landfill account holders and users will be informed prior to the commencement of the charge on 1 January 2025.

7. Budget / Financial Considerations

The “cost” of accepting clean fill free of charge is approximately \$170,000 per annum in landfill levy charges to the EPA. The introduction of this charge will partially offset this cost but still provide a material that is required on site to maintain compliance with our EPA licence obligations.

If similar tonnages of clean fill are accepted per annum it is expected that there will be a positive variance of \$75,000 in landfill income.

FILE NO:
3. A CLEAN GREEN ENVIRONMENT

ITEM NO: 9.4.1
(DIRECTOR SUSTAINABLE DEVELOPMENT,
BRYAN SWORD)

**COBRAM LANDFILL FEES AND CHARGES - INTRODUCING A CHARGE FOR
CLEANFILL (cont'd)**

8. Risk & Mitigation

Risk

Financial

Economic (regional context or
broader economic impact)

Legislative Compliance

Mitigation

Increases in the EPA landfill levy place financial burden on Council if we continue to take clean fill free of charge. By introducing a charge Council can partially offset this cost.

Other landfills in regional Victoria charge for clean fill.

That the introduction of a charge could reduce the amount of incoming clean fill leading to not enough material on site to maintain our compliance obligations. To mitigate this staff have made operational changes to reduce the amount of clean fill required and material can be won on site

9. Conclusion

Council currently accepts clean fill free of charge at the Cobram Landfill but is required to pay the EPA levy (currently \$116.76 per tonne) on every tonne that goes over the weighbridge, including clean fill. To partially offset this cost it is recommended that a charge of \$50 per tonne inc GST for clean fill is introduced, similar to other landfills in regional Victoria.

Attachments

Nil

FILE NO: F13/840
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 10.1.1
(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)

ACHIEVERS AWARD ASSISTANCE PROGRAM

Recommendation

That Council note the Achievers Award Assistance Program update for the financial year 2023/2024.

1. Executive Summary

Council's Achievers Award Assistance Program provides the ability for residents who are selected to participate in a state, national or international sporting, cultural or leadership events to seek financial assistance from Council to assist in meeting the costs of their participation.

The purpose of this report is to comply with the Achievers Award Assistance Program Policy by providing Council with an update on applications and funding provided under the policy for the 2023/2024 financial year.

2. Conflict of interest declaration

There are no conflict-of-interest considerations associated with this report.

3. Background & Context

A report is presented to Council each year for the previous financial year, listing the applications received under the Achievers Award Assistance Program and what donations were subsequently made under the program.

For the 2023/2024 financial year there were five Achievers Award Assistance applications received by Council, all of which were granted assistance (listed in table below).

Name	Event	Amount
Sienna Ciavarella	Aloha Gymfest Hawaii 2024	\$300
Maisee Pell	2023 North East Netball State Titles Under 15s Team	\$300
Ruby Cavallaro	Aloha Gymfest Hawaii 2024	\$300
Zeke Peebles	2024 IWWF World Barefoot Championship	\$300
Charlotte Ogier	School Sports Victoria Under 15 National Netball Title	\$300
Total		\$1500

4. Issues

This is the first time since the 2018/19 financial year, there have been applications under the program, primarily due to the impact of COVID-19.

FILE NO: F13/840
5. TRANSPARENT AND ACCOUNTABLE
GOVERNANCE

ITEM NO: 10.1.1
(CHIEF EXECUTIVE OFFICER, MATTHEW
MORGAN)

ACHIEVERS AWARD ASSISTANCE PROGRAM (cont'd)

As a result, the usual processes for applications were hindered, leading to a notable absence of successful outcomes in the following years.

5. Strategic Alignment

Council Plan

5. Transparent and accountable governance

5.05: We will communicate effectively, Council's role, capacity and achievements

5.05: We will be transparent, inclusive, responsive and accessible when engaging with the community

6. External Engagement

Not applicable.

7. Budget / Financial Considerations

Budget allocation for the award program is determined annually by Council.

The amount awarded is up to \$300 per person, whether competing as an individual or as a member of a team. A limit of up to \$500 per team applies if multiple applicants are members of the same team.

8. Risk & Mitigation

Council has clear guidelines and agreements which clarify both Council and the applicant's responsibilities and the terms and conditions of funding.

9. Conclusion

That Council note the applications received and the donations made under the Achievers Award Program for the 2023/24 financial year totaling \$1,500.

Attachments

Nil

FILE NO: VARIOUS

ITEM NO: 15

URGENT BUSINESS**7.4. Urgent business**

(1) If the Agenda for a Meeting makes provision for urgent business, business cannot be admitted as Urgent Business other than by resolution of Council and only then if:

- (a) It relates to or arises out of a matter which has arisen since distribution of the Agenda; and
- (b) deferring the item until the next Meeting will mean a decision on the item will not have any effect on the matter; or
- (c) the item involves a matter of urgency as determined by the Chief Executive Officer; and
- (d) it cannot be addressed through an operational service request process.
- (e) the matter does not:
 - substantially affect the levels of Council service;
 - commit Council to significant expenditure not included in the adopted budget;
 - establish or amend Council Policy; or
 - commit Council to any contractual arrangement.

(2) A Councillor proposing a matter be admitted as urgent business must lodge it in writing to the Chief Executive Officer four (4) hours prior to the Meeting.

(3) The Chief Executive Officer will advise the Mayor of any matter he or she determines appropriate for Council to consider admitting as urgent business.