



COUNCIL MEETING

AGENDA

Wednesday 14 September 2022

Commencing at 7:00pm

**Wycheproof Supper Room
367 Broadway, Wycheproof**

**Wayne O'Toole
Chief Executive Officer
Buloke Shire Council**

ORDER OF BUSINESS

1. COUNCIL WELCOME AND STATEMENT OF ACKNOWLEDGEMENT

WELCOME

The Mayor Cr Daryl Warren will welcome all in attendance.

STATEMENT OF ACKNOWLEDGEMENT

The Mayor Cr Daryl Warren will acknowledge the traditional owners of the land on which we are meeting and pay our respects to their Elders and to the Elders from other communities who maybe here today.

2. RECEIPT OF APOLOGIES

3. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDATION:

That Council adopt the Minutes of the Council Meeting held on Wednesday, 10 August 2022.

4. REQUESTS FOR LEAVE OF ABSENCE

5. DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

In accordance with Section 130 (2) of the Local Government Act 2020 Councillors who have a conflict of interest in respect of a matter being considered at this Meeting, must

- a) Disclose the conflict of interest in the manner required by the Council's Governance Rules 2020; and
- a) Exclude themselves from the decision making process in relation to that matter, including any discussion or vote on the matter at any Council meeting or delegated committee, and any action in relation to the matter.

Disclosure must occur immediately before the matter is considered or discussed.

6. QUESTIONS FROM THE PUBLIC

NIL

7. PROCEDURAL ITEMS

7.1	REPORT OF COUNCILLOR ASSEMBLIES	5
7.2	CORRESPONDENCE INITIATED BY COUNCIL	8
7.3	LETTERS OF CONGRATULATIONS AND RECOGNITION OF ACHIEVEMENT/AWARDS	9
7.4	BUILDING PERMITS - MONTHLY UPDATE	10
7.5	PLANNING APPLICATIONS RECEIVED - MONTHLY UPDATE	12
7.6	STATUS OF ACTION OF PAST COUNCIL MEETING RESOLUTIONS	15

8. GENERAL BUSINESS

8.1	POLICY REPORTS	24
-----	----------------	----

NIL	
8.2 MANAGEMENT REPORTS	25
8.2.1 COMMONWEALTH GAMES 2026 EXPRESSION OF INTEREST	25
8.2.2 COMMUNITY GRANTS AND SPONSORSHIP	28
8.2.3 FREE GREEN WASTE 2022 TO 2024	31
8.2.4 SALE OF LAND 110 SUTCLIFF STREET, SEA LAKE	33
8.2.5 DRAFT ROAD MANAGEMENT PLAN	44
8.2.6 DRAFT TRANSPORT ASSET MANAGEMENT IMPLEMENTATION PLAN	74
8.2.7 2022/23 SWIMMING POOL SEASON	123
8.2.8 DRAFT AUDIT AND RISK COMMITTEE MEETING MINUTES 11 MAY 2022	125
8.3 FINANCIAL REPORTS	154
NIL	
8.4 ORGANISATIONAL REPORTS	154
NIL	
8.5 REPORTS FROM COUNCILLORS	154
NIL	
9. OTHER BUSINESS	
9.1 NOTICES OF MOTION	155
9.1.1 LIFEGUARD QUALIFICATION FITNESS ASSESSMENT	155
9.1.2 NOTICE OF MOTION - TO MARK PASSING OF HER ROYAL HIGHNESS QUEEN ELIZABETH II	157
9.2 QUESTIONS FROM COUNCILLORS	158
NIL	
9.3 URGENT BUSINESS	158
NIL	
9.4 ANY OTHER BUSINESS	158
NIL	
10. MATTERS WHICH MAY EXCLUDE THE PUBLIC	
The Meeting may be closed to members of the public to consider confidential matters.	
8.6.1 CONTRACT NO.C113 2021/22 TENDER EVALUATION PANEL REPORT	
11. CLOSE	

NEXT MEETING

THE NEXT MEETING OF COUNCIL WILL BE HELD IN WYCHEPROOF SUPPER ROOM, 367 BROADWAY, WYCHEPROOF ON WEDNESDAY, 12 OCTOBER 2022 AT 7:00PM.

Wayne O'Toole
CHIEF EXECUTIVE OFFICER

6. QUESTIONS FROM THE PUBLIC

Nil

7. PROCEDURAL ITEMS**7.1 REPORT OF COUNCILLOR ASSEMBLIES**

Author's Title: Executive Assistant

Department: Office of the CEO

File No: GO/05/04

RECOMMENDATION

That the Council note the report of Councillor Assembly Meetings held 3 and 17 August 2022.

Attachments:

- 1 Councillor Briefing Record - 3 August 2022
- 2 Councillor Briefing Record - 17 August 2022

KEY POINTS/ISSUES

Transparency is a fundamental principle of democratic governance.

The Local Government Act 2020 (The Act) Section 9 (2) (i) provides that the transparency of Council decisions, actions and information is to be ensured.

In accordance with Section 57 of The Act, Council at its September 2020 Ordinary Meeting, adopted a Public Transparency policy, designed to improve public transparency in Council's decision-making processes and to assist the community in understanding the information that is accessible to them.

As per the Council Meeting Schedule adopted 10 November 2021, Councillor Briefings are held for Councillors to meet to consider matters that are likely to be the subject of a Council decision or for the exercise of delegation.

A record of the Councillor Briefings held on 3 and 17 August 2022 is attached for public information.



Councillor Briefing Record

Build a Better Buloke – a healthy, connected, inclusive and prosperous community

Date:	3 August 2022	Time:	5:00pm – 8:00pm
Location:	Birchip District Office – Council Chamber		
Distributed To:	Cr Warren, Cr Getley, Cr Pollard, Cr Stewart, Cr Simpson, Cr Milne, Wayne O’Toole, Hannah Yu, Travis Fitzgibbon		
Apologies:			
Conflicts of Interest:	Cr Stewart – Item 2.3 (Discussion around Wedderburn-Buckrabanyule Road)		

ITEMS

NO.	MATTER FOR DISCUSSION	Notes
	Birchip Early Years Centre walk through	
	Councillor only time	Not held
1.	Confirmation of Councillor Briefing Notes – 20 July 2022	
2.	Presentations	
2.1	Birchip Community Forum -	
2.2	COVID – 19 Business Support Program -	
2.3	Living Local Regional Fund	
2.4	Aged Care Presentation	
3.	Discussion	
4.	Councillor Matters	
5.	CEO Updates	
5.1	Draft Council Meeting Agenda 10 August 2022	
5.2	School Crossings	
5.3	Traditional Owner Matters	
5.4	Progress Across Swimming Pools	
	Other	<u>Culgoa Dump Point</u>
	NEXT MEETING 17 August 2022 - 5:30pm Council Chamber of Charlton District Office	Meeting Closed 8.40pm



Councillor Briefing Record

Build a Better Buloke – a healthy, connected, inclusive and prosperous community

Date:	17 August 2022	Time:	5:00pm – 8:00pm
Location:	Charlton District Office – Council Chamber		
Distributed To:	Cr Warren, Cr Getley, Cr Pollard, Cr Simpson, Cr Milne, Wayne O’Toole, Hannah Yu, Travis Fitzgibbon		
Apologies:	Cr Stewart		
Conflicts of Interest:	Nil		

ITEMS

NO.	MATTER FOR DISCUSSION	Notes
1.	Councillor & CEO only time 5:00pm	
2.	Confirmation of Councillor Briefing Notes – 3 August 2022	Agreed
3.	Presentations	
3.1	Engage - Youth Program - Noah Slater & Lennon Jablonka. With Julie Slater. Recently participated in YMCA Victorian Youth Parliament. 5.30pm	
3.2	Charlton Neighbourhood House – Kaylene Cossar 5:45pm	
3.3	Monthly Project Update – Dan McLoughlan 6:00pm	
3.4	Aust Day Awards – Travis Fitzgibbon 6.15pm	
3.5	Local Gov’t CPI Capital Works Briefing Paper – Dan McLoughlan 6:20pm	
3.6	DELWP -Tyrrell CMP 6:30pm – Anthony Judd (via zoom)	
4.	Discussion	
4.1	Pool Season Length and Operating Hours – Hannah Yu	
5.	Councillor Matters	
5.1	Asset Register – Any Questions from Councillors	
6.	CEO Updates	
6.1	CEO Leave	
6.2	Astrofest	
6.3	BLG Health	
6.4	Planning Application – Charlton Sign	
	NEXT MEETING 7 September 2022 - 5:30pm Sea Lake Senior Citizens Building	Closed 8.45pm.

7.2 CORRESPONDENCE INITIATED BY COUNCIL

Author's Title: Executive Assistant

Department: Office of the CEO

File No: GO/06/06

PURPOSE

This report notes and records correspondence initiated by Council and informs the Council of the responses received from this correspondence.

RECOMMENDATION

That the Council notes the record of correspondence initiated by Council and the responses received.

Attachments: Nil

TABLE OF CORRESPONDENCE

Council Initiative	Sent/to be sent to	Sent	Response	Purpose of Letter/Response
Write a letter to the Minister for Disability, Ageing and Carers, Colin Brooks MP, urging him to intervene to make this non-recurring funding permanent; and	Minister for Disability, Ageing and Carers, Colin Brooks MP	August 2022		Letter of support for Neighbourhood House Funding.

7.3 LETTERS OF CONGRATULATIONS AND RECOGNITION OF ACHIEVEMENT/AWARDS

Author's Title: Executive Assistant

Department: Office of the CEO

File No: CR/13/01

PURPOSE

This report acknowledges and congratulates community persons and/or groups for their success in being recognised for a significant achievement or for being a recipient of an honourable award.

The report also informs Council of any letters of congratulations or any particular recognition of achievement that Council has received or been awarded in the past month.

RECOMMENDATION

That the Council acknowledge and congratulate the persons and/or groups mentioned in the report for their achievements.

Attachments: Nil

RECOGNITION OF ACHIEVEMENT ITEMS

Provider	Recipient	August 2022	Purpose for Recognition
The Great Australian Vanilla Slice Triumph at Merbein	Sharp's Bakery Birchip		Being the winners of the 2022 Great Australian Vanilla Slice Triumph. Noting this is the fifth occasion they have won this award.
	The North Central LLEN		For successfully participating in the Victorian Youth Parliament Initiative.

7.4 BUILDING PERMITS - MONTHLY UPDATE

Author's Title: Statutory Administration Support

Department: Works and Technical Services

File No: DB/14/01

EXECUTIVE SUMMARY

This report provides information on Building Permits approved by staff from 1 August 2022 to 31 August 2022.

The information published in the list provided, is in accordance with the *Privacy and Data Protection Act 2014*.

RECOMMENDATION

That the Council note information contained in the report on Building Permits approved by staff from 1 August 2022 to 31 August 2022.

Attachments: Nil

LIST OF BUILDING PERMITS APPROVED BY COUNCIL SURVEYOR

Permit No.	BAMS Permit No.	Address	Project Description	Date Approved
20220068	6030599633214	Watson Street, Charlton	Shelter	28/07/2022
20220069	5315345347777	Camp Street, Wycheproof	Shade Structure	04/08/2022
20220077	6933591287255	Campbell Street, Birchip	Dwelling & Attached Garage	18/08/2022
20220078	1200288536640	Hannon Street, Sea Lake	Garage/Storage Shed	25/08/2022
20220079	9987459931831	Anderson Avenue, Berriwillock	Dwelling & Storage Shed	25/08/2022
20220080	4626423206392	Corack Street, Donald	Garage/Carport	25/08/2022

LIST OF BUILDING PERMITS APPROVED BY PRIVATE SURVEYOR

Permit No.	Address	Project Description	Date Approved
20220070	Pinks Road, Jeffcott	Farm Shed	09/06/2022
20220071	Sea Lake-Lascalles Road, Sea Lake	Shed	14/06/2022
20220072	Percy Street, Birchip	Shed	17/06/2022
20220073	Lang Road, Wilkur	Swimming Pool & Pool Safety Barrier	21/06/2022
20220074	Racecourse Road, Donald	Completion of Factory & Proposed Fire Services – Stage 2 Completion of Office & Showroom – Stage 2	27/06/2022
20220075	Armstrong Street, Charlton	Re-stump of Dwelling	18/07/2022
20220076	Sunraysia Highway, Donald	Farm Storage Shed with Attached Awning	27/07/2022

7.5 PLANNING APPLICATIONS RECEIVED - MONTHLY UPDATE

Author's Title: Planning Officer

Department: Works and Technical Services

File No: LP/09/01

PURPOSE

This report provides information on planning applications under consideration by staff and the status of each of these applications.

RECOMMENDATION

That the Council note information contained in the report on planning applications under consideration by staff and the status of each of these applications.

Attachments: Nil

LIST OF PLANNING APPLICATIONS

The information published in the list provided, is in accordance with the *Privacy and Data Protection Act 2014* and the *Planning and Environment Act 1987*.

Application No	Applicant	Address	Date Rec	Summary of Proposal	Status
PPA962/21		Corack Road, Donald (Lot 1&2 PS216306M)	11/11/2021	Use and development of land for a service station, construct and display a business identification sign and create or alter access to Road Zone, Category 1	Awaiting referral response
PPA981/22		Donald Street, Charlton (PC157596)	18/05/2022	Construction of a single dwelling	Referral
PPA982/22		McCulloch Street, Donald (CP 101912)	23/05/2022	Construct and display a business identification sign	Permit Issued
PPA985/22		Milburns Road, Wycheproof (Lot 3 PS 335008)	31/05/2022	Construction of a warehouse	Permit Issued

Application No	Applicant	Address	Date Rec	Summary of Proposal	Status
PPA986/22		High Street, Charlton (Lot 1 TP 193629)	01/06/2022	Construct and display an 18.26m2 double- sided, externally illuminated major promotion sign	Objection
PPA987/22		Donald-Murtoa Road, Laen East (Lot 2 PS744335)	10/06/2022	Create access to a road in Transport Zone 2 for a dwelling	Referral Authority - Request for further information
PPA989/22		Industry Drive, Racecourse Road, Donald	24/06/2022	Removal of drainage easement	Permit Issued
PPA991/22		Edwards Road, Nareewillock (Lot 1 TP334726)	29/06/2022	Construction of a machinery shed	Awaiting report
PPA992/22		Bunker Road, Donald (Lot 2 LP209107)	06/07/2022	Construct and display an illuminated, double-sided major promotion sign	Awaiting report
PPA993/22		High Street, Charlton (Lot 1 & 2 TP216537)	08/07/2022	Construction of a shed for domestic use	Referral Authority - Request for further information
PPA994/22		Rutherford Street Charlton (CP153475)	20/07/2022	Construction of a verandah and deck	Awaiting report
PPA995/22		Donald-Swan Hill Road, Corack East (CA 3 Sec C Parish of Corack East)	20/07/2022	Building and works associated with a telecommunications facility	Awaiting report
PPA996/22		Tonkins Road, Jeffcott (CA 29, 30 & 31 Parish of Jeffcott)	22/07/2022	Three lot subdivision of land (boundary realignment) and removal of easement	Notice of application Referral
PPA997/22		Industry Drive, Donald (Lot 69 PS444989)	28/07/2022	Development of land for a service station (unmanned fuel cell) and construction and display of a business identification sign	Notice of application Referral

Application No	Applicant	Address	Date Rec	Summary of Proposal	Status
PPA998/22		Cheetham Salt Road, Bimbourie (CA 50A Parish of Bimbourie)	09/08/2022	Works to upgrade an existing concrete pad and the installation of a new 12mx12m concrete pad associated with an existing salt harvesting facility	Notice of application
PPA999/22		Donald-Swan Hill Road, Towaninny	13/08/2022	Subdivision of land (boundary realignment and dwelling excision) resulting in three lots	Notice of application Referral
PPA1000/22		Taverner Street, Birchip (Lot 21 LP3071)	15/08/2022	Three-lot subdivision of land and construction of two dwellings	Notice of application Referral

7.6 STATUS OF ACTION OF PAST COUNCIL MEETING RESOLUTIONS

Author's Title: Executive Assistant

Department: Office of the CEO

File No: GO/05/04

PURPOSE

To provide Council with a list of the Status of Action (SOA) of Council Resolutions outstanding for action from 8 June 2022 Council Meeting and introducing the SOA for the 13 and 20 July 2022 Council Meetings Resolutions.

RECOMMENDATION

Council to note the Status of Action Report for Council resolutions documented on this list.

Attachments: 1 Status of Action Council Resolutions

KEY POINTS/ISSUES

The Local Government Act 2020 (The Act) Section 9 (2) (i) provides that the transparency of Council decisions, actions and information is to be ensured.

In accordance with the Council's Governance Rules adopted August 2020, Council decisions are to be made and actions taken in accordance with the relevant law.

The transparency of Council decisions, actions and information is to be ensured and is a fundamental principle of democratic governance.

Attached to this report for public information is a list of the SOA of Council Resolutions outstanding for action from 8 June 2022 Council Meeting and introducing the SOA for the 13 and 20 July 2022 Council Meetings Resolutions.

Summary of Action on Council Resolutions – Commencing 8 June 2022 CM

14 September 2022

Commencing From 8 June 2022 Council Meeting

Status of Action of Council Resolutions for Councillor's Information

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or Commenced
10082022	DCD	Questions from Public – Kevin O’Dea Emu Management Plan	Nil resolution. Meeting is proposed for first week of October. Stakeholders will be notified when confirmed.	DCD	Question answered by Mayor at the Meeting and response minuted.	In progress.
10082022	DCD	Questions from Public – Uncle Danny Kelly, Traditional Owner – Mallee Rally and M Allan Dev – Lake Tyrrell	Nil resolution.	DCD	Question answered by Mayor at the Meeting and response minuted.	COMPLETED.
10082022	Office of CEO	Letter of Congrats to Noeline Hogan	That the Council acknowledge and congratulate the persons and/or groups mentioned in the report for their achievements.	EA	Letter drafted for Noeline Hogan for CEO and Mayor review and forwarding .	COMPLETED
10082022	Office of CEO	Comm Grants Report – declaration of interest. – Cr Simpson		EA	Decl of interest was declared by Cr Simpson – forms are completed and registered. Gov Officer notified and sent form for registering.	COMPLETED.
10082022	DCD	Comm Grants Report	Council considers the following funding under the Comm Grants and Sponsorship Program. - \$500 to Birchip P-12 School – Art Show	DCD	Successful applicants notified. Payment of grants actioned.	COMPLETED.
10082022	DCD	Comm Grants Guidelines	Council endorse Guidelines 22 – 23, and delegate the CEO to advertise the Grant Program and accept	DCD	Program advertisement has commenced and new guidelines available on Council’s website.	COMPLETED.

Summary of Action on Council Resolutions – Commencing 8 June 2022 CM

14 September 2022

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or Commenced
			applications to the Comm Grants Program.			
10082022	DCD	Customer Experience Strategy	Council adopts the Customer Experience Strategy	DCD	Adopted strategy now available on Council's website.	COMPLETED.
13072022 and 10082022	DWTS	Draft Governance Rules 2022 Governance Rules 2022	That Council note and endorse the Draft Governance Rules 2022 for release through the Council's Community Engagement Policy. Council to adopt the Governance Rules 2022.	ADWTS ADWTS	Available on website – correspondence to CACs sent.	Commenced.
10082022	ADWTS	Update to Building Fees Schedule	That Council adopt the following building fees: 1. For residential and commercial works over \$500,000 an amount of \$5,000 plus (\$value x 0.45% plus \$2150 plus levy) 2. For multi-unit development works over \$400,000 an amount of \$5,500 plus (value/125 plus levy).	ADWTS		
10082022	DCD	Council Plan 2021 – 2025 Year 2 Annual Plan	That Council adopts the Council Plan 2021-2025 – Year 2 Annual Plan.	DCD	Adopted Annual Plan now available on Council's website.	COMPLETED.
10082022	DCD	Council Plan 2021 – 2025 Year 1 Annual Plan Review	That Council note the progress made to deliver the strategic objectives noted in the Year 1 Annual Plan for the Buloke Council Plan 2021-2025.	DCD	Progress noted.	COMPLETED.
10082022	DCD	Notice of Motion – Letter of Support – Neighbourhood House Funding	That Council: 1. Write a letter to the Minister for Disability, Ageing and Carers, Colin Brooks MP, urging him to	DCD	Letter written and distributed along with Council's logo.	COMPLETED.

Summary of Action on Council Resolutions – Commencing 8 June 2022 CM

14 September 2022

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or Commenced
			intervene to make this non-recurring funding permanent; and 2. Send its logo to the state peak body Neighbourhood Houses Victoria so it is listed on their advocacy webpage.			
10082022	Office of CEO	Letter of Condolence – late Tony Driscoll	Council to forward letter of condolence to family of the late Tony Driscoll.	EA	Draft approved by Mayor and CEO. signed by Dep Mayor.	COMPLETED
13072022	DCD	Questions from Public Kevin O’Dea – Charlton Tourist Inc – Draft Emu Man Report.	Nil resolution. Following receipt of DELWP final report, to liaise with First Nations, DELWP, and other interested parties to hold meeting to discuss this and other issues.	DCD	Question answered by the Mayor at the Meeting and response minuted. Meeting with interested parties yet to be scheduled.	In progress.
13072022	DCD	Questions from Public Robbie Wirramanda Knighta – Lake Tyrell and other issues in letter 09032022	Nil resolution. Following receipt of DELWP final report, to liaise with First Nations, DELWP, and other interested parties to hold meeting to discuss this and other issues.	DCD	Question answered by the Mayor at the Meeting and response minuted. Meeting with interested parties yet to be scheduled..	In progress.
13072022	DCD	Questions from Public Elder Robbie Nicholls – Emus on Mt Wycheproof and other issues – letter 09032022	Nil resolution. Following receipt of DELWP final report, to liaise with First Nations, DELWP, and other interested parties to hold meeting to discuss this and other issues.	DCD	Question answered by the Mayor at the Meeting and response minuted. Meeting with interested parties yet to be scheduled.	In progress.
29062022	Comm Dev	Draft Customer Experience Strategy	That Council adopts the Draft Customer Experience Strategy 2022-2025 for further consultation with Council’s Customers.	DCD	Strategy returned to August Council Meeting for adoption.	COMPLETED.

Summary of Action on Council Resolutions – Commencing 8 June 2022 CM

14 September 2022

Date	Directorate	Item	Resolution	Actioning Officer/s	Status of Action	Complete or Commenced
08062022	Council	NOM – Proposed Culgoa Dump Point	<p>That Council temporarily remove the proposed Culgoa Dump Point from the capital works project list until the following information is received;</p> <ol style="list-style-type: none"> 1. A full annual operational cost of transporting the waste 2. Determine where annual operating expend fits into budget 3. Are there any traffic m'ment issues to access the dump point? 4. How many overflows happen before we receive EPA infringement not & at what cost 5. Are there any environmental issues with the proximity to the waterway (DELWP, CMA)? 6. Is the location beside the hall the best location? Could it be shifted further from the waterway to minimise environmental issues? 7. Design of proposed dump point 8. Has a complete cost Benefit Analysis been prepared? 9. When all the info available, be presented back to future open Council meeting for debate 	Mgr Assets	Initial response provided at Briefing 15062022. Report back to Council yet to occur.	In progress.

8. GENERAL BUSINESS

8.1 POLICY REPORTS

Nil

8.2 MANAGEMENT REPORTS

8.2.1 COMMONWEALTH GAMES 2026 EXPRESSION OF INTEREST

Author's Title: Director Community Development

Department: Community Development

File No: CS/18/14

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Economy

PURPOSE

The purpose of this report is to note Council's submission to an Expression of Interest process run by the Victorian Government for ideas to activate the Regional Victoria Commonwealth Games to be staged in 2026.

SUMMARY

Regional Victoria will stage the Commonwealth Games in 2026 with proposed hubs in Ballarat, Bendigo, Geelong and Gippsland. At the beginning of the planning process, in May of this year, the State Government called for ideas to help showcase the regions, develop Victoria 2026's cultural program, engage Traditional Owner and Aboriginal organisations, and begin preparations for hosting sporting events and other Games activities.

RECOMMENDATION

That Council:

1. Notes the submission to the Expression of Interest in relation to the Commonwealth Games 2026.

Attachments: Nil

DISCUSSION

Council made a submission to the Regional Victoria Commonwealth Games 2026 Expression of interest process via the State Government website.

Buloke Shire Council contributed \$1,000 to a prefeasibility study at the outset of the Greater Shepparton City Council's campaign for the 2030 Greater Victorian Commonwealth Games bid back in October 2017.

A key Strategic Objective of our Council Plan is to advocate for quality and affordable social housing options.

Council's submission was as follows:

Please provide a high-level summary of your idea to help us deliver a vibrant, fun and inclusive 2026 Victorian Commonwealth Games.

Buloke Shire Council sees benefit in collaborating with the State Government to provide important outcomes and economic benefit to the region in the form of organised trips from Bendigo and/or Ballarat to explore our silo and street art, enjoy our many recreational lakes and explore the scenic Lake Tyrrell. This would give athletes and visitors an experience of tourism in a rural setting.

We would also like to see an athlete's village built in our Shire to become social housing as a legacy.

Please provide a detailed description of your concept. You might like to consider the following prompts:

We are proposing the State Government build athlete accommodation, as they have committed to regional centres, that would then become affordable/social housing. Proposal for Charlton to feed Bendigo (105km) and Donald to feed Ballarat (170km) and Bendigo (144km).

Council has, particularly in Charlton, modern infrastructure and expansive sporting fields that could be used or adapted for training purposes for athletes.

We would like to collaborate with our surrounding Shires and Tourism Boards to create multi-day tours from Ballarat and/or Bendigo as a means of dispersing travellers to the smaller regions and giving them the opportunity to experience our tourism offerings in a rural setting. These would incorporate overnight stays to give greater benefit to our towns and local economy.

Opportunity to also create a standalone tourist activation to promote recreational lakes, Silo Art, destination playgrounds (yet to be built) and Lake Tyrrell.

Will your idea leave a legacy within your focus area?

A social and/or affordable housing option located in Buloke Shire would be an incredible legacy from the Commonwealth Games. Buloke Shire has a housing shortage and has been actively looking at ways to improve the housing offerings for all segments of the market. A key to our Community Vision is to work with key stakeholders to address social disadvantage.

Successful tourism activation would lead to further investment in the sector and support new and established businesses.

Will your idea complement existing festivals, activities, infrastructure or services?

This would complement the world-renowned Silo Art Trail and the Lake Tyrrell Tourism Infrastructure Project as well as our recreational lakes and soon to be completed playspace trail.

When do you anticipate commencing your idea(s) and when would it end? Or will the idea(s) be self-sustaining?

Planning for the tourism activations can commence in the short term and without a State Government commitment from this submission process. Planning for the building of an athlete's village would require a commitment and strong collaboration between Council and the State Government and potentially the private sector.

RELEVANT LAW

Not applicable.

RELATED COUNCIL DECISIONS

Council adopted its Council Plan 2021-2025 – Year 2 Annual Plan in August 2022 resolving to make a submission to this process.

Council contributed \$1,000 to a prefeasibility study at the outset of the Greater Shepparton City Council's campaign for the 2030 Greater Victorian Commonwealth Games bid in October 2017.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

Sustainability implications will be considered as part of any results of this submission.

COMMUNITY ENGAGEMENT

This State Government process was subject to wide community engagement calling for submissions from organisations and the public.

INNOVATION AND CONTINUOUS IMPROVEMENT

Successful tourism, cultural business and social benefits may come from activations during the games and as a legacy.

COLLABORATION

Council is and will be collaborating with Regional Development Victoria, Dja Dja Wurrung and Wimmera Mallee Tourism on this advocacy piece. Council's Acting Chief Executive Office also attended the Commonwealth Games Partnership Forum in August of this year.

Council is also part of the Wimmera Mallee Tourism submission around the Silo Art Trail.

FINANCIAL VIABILITY

There is no direct implication on financial viability as a result of this report.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

State Government

COUNCIL PLANS AND POLICIES

Long-Term Community Vision and Council Plan 2021-2025

Council Plan 2021-2025 – Year 2 Annual Plan

Interim Economic Development and Tourism Strategy 2022-2023

TRANSPARENCY OF COUNCIL DECISIONS

This report outlines what Buloke Shire Council has submitted in relation to the Commonwealth Games 2026.

CONFLICTS OF INTEREST

I, Travis Fitzgibbon, have no conflict to declare in relation to this report.

8.2.2 COMMUNITY GRANTS AND SPONSORSHIP

Author's Title: Community Development Officer

Department: Community Development

File No: GS/09/42

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Community Wellbeing

PURPOSE

This report is presented to Council to consider the allocation of funds from the Community Grants and Sponsorship Program.

SUMMARY

The Charlton Men's Shed was successful in being awarded a Buloke Shire Council Sustainability Grant in May 2022 to put solar panels on their building. Since completing this application, the applicant has been made aware that the original quote from the service provider included two government rebates that the Men's Shed were not eligible for. This has increased the total project cost by \$2800, and so they are seeking to increase the awarded amount.

Blair Gould has been nominated by Federal Member for Mallee, Dr Anne Webster, to attend the National Leadership Forum in Canberra and is seeking sponsorship.

RECOMMENDATION

That Council:

1. Increase the original awarded amount for the Charlton Men's Shed Sustainability Grant by \$1,866.67, to \$5,054.00, to reflect the changes in overall project costs.
2. That Council considers \$500 sponsorship to Blair Gould.

Attachments: Nil

DISCUSSION

The Charlton Men's Shed were successful in being awarded a Buloke Shire Council Sustainability Grant in May 2022 to put solar panels on their building. They also were awarded a Small Towns Big Difference Grant of \$1,594.00 for this project.

At the time of the application, the cost for the installation of the solar panels was quoted at \$4,781.10, however since the application, the group has been informed that they are ineligible for the two VicSolar rebates that were automatically included in the quoted price. This ineligibility has meant that the cost of this project is now \$7,581.10, which is \$2,800 more than the original quoted price.

The Charlton Men's Shed have written a letter to Council to request that the original funded amount be increased by \$1,866.67, to reflect an increase in the total project cost. This increase in funding would be in line with the \$2:\$1 funding of the updated total project cost. This increase would mean that the Charlton Men's Shed would only need to fundraise an additional \$933 to cover the full project cost, instead of the \$2,800 funding gap.

They have spoken to the Small Towns Big Difference funders, and the funders are unable to offer them additional funding.

Councillors were also briefed of the situation prior to the Council Meeting.

The following application for funding is also being put forth to Council for final decision. This application has been assessed as per the Community Grant Guidelines as accepted by Council. The Executive Management Team recommends the following grant for Council's consideration and final decision on the allocation

Project: Blair Gould Sponsorship	
Organisation/Person:	Blair Gould
Grant Type:	Sponsorship
Amount Applied:	\$500
Amount Recommended:	\$500
Full Project Cost:	\$1,980
Project Description:	<p>National Leadership Forum in Canberra Blair has been invited to a National Leadership Forum in Canberra after being nominated by Federal Member for Mallee Dr Anne Webster.</p> <p>The event brings together young leaders from across Australia and the Pacific to explore and expand their leadership skills through values of compassion and connection. The Forum program includes keynote addresses by political and business leaders, leadership workshops, small group sessions and panel discussions.</p> <p>Running since 1977, the National Leadership Forum has been drawing young people from across the nation to Canberra to consider how they, as leaders, might use their talents and skills to lead and serve others. The National Leadership Forum provides the opportunity for young people to openly discuss how their particular values might inform their approach to leadership in this day and age.</p>
Project Benefit:	<p>A former Buloke Young Citizen of the Year recipient, the forum will enable Blair to expand upon his leadership toolset, to improve his leadership skills in the groups he works in and within the Buloke community.</p> <p>It will also expose him to circles he would not normally move in.</p>

RELEVANT LAW

Not Applicable

RELATED COUNCIL DECISIONS

At the May 2022 Council Meeting, Council awarded a sustainability grant of \$3,187.34 to the Charlton Men's Shed to support their project to put solar panels on the Men's Shed.

OPTIONS

Council can opt to increase the original grant funding for the Charlton Men's Shed by \$1866.66 to \$5,054.00 to cover the changes in project cost, or they can reject this recommendation, and the Charlton Men's Shed will withdraw from the original grant funding, repaying the previous grant amount, and reapply with the new project costings.

SUSTAINABILITY IMPLICATIONS

Funding was allocated for a sustainability grant which would put solar panels on the Men's Shed building, reducing their carbon footprint.

COMMUNITY ENGAGEMENT

Not Applicable

INNOVATION AND CONTINUOUS IMPROVEMENT

Not Applicable

COLLABORATION

Not Applicable

FINANCIAL VIABILITY

The Charlton Men's Shed application was approved in the 2021/2022 Financial Year, during which there was \$50,000 allocated for sustainability grants, of which \$46,650.67 was expended.

If the applicant is to re-apply for the grant, it will be in the 2022/23 Financial Year from the \$50,000 Sustainability Fund allocation.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not Applicable

COUNCIL PLANS AND POLICIES

Buloke Shire Council Plan 2021-2025 and Long-Term Community Vision.

Community Grant Guidelines.

Community Engagement Policy.

TRANSPARENCY OF COUNCIL DECISIONS

Not Applicable

CONFLICTS OF INTEREST

Not Applicable

8.2.3 FREE GREEN WASTE | 2022 TO 2024

Author's Title: Acting Manager Works

Department: Works and Technical Services

File No: WM|16|01

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Built and Natural Environment

PURPOSE

The purpose of this Report is to have Council approve the provision of free access to Council's landfill and transfer stations for the month of October 2022 for the purpose of disposing green waste in preparation for the 2022-23 fire season. The report recommends the Council continue with this initiative annually for the remainder of the current Council term.

SUMMARY

Each fire season, Council provides one-month free access to our landfill and transfer stations to allow residents to dispose of their green waste as they prepare their properties for the upcoming fire restriction period.

RECOMMENDATION

That Council:

1. Provides free access to the Council's landfill and transfer stations for the month of October for the remainder of the current Council term for the purpose of disposing green waste in preparation for annual fire seasons
2. Authorises the Chief Executive Officer to determine an alternative period or extend the period in 2022 and future years based on forecast weather conditions

Attachments: Nil

DISCUSSION

Council Officers inspect all properties in Buloke townships to ensure they comply with requirements under the *Country Fire Authority Act 1958*.

In support of this activity, Council has in recent years provided free access to landfills and transfer stations for residents to dispose of their green waste free of charge for one month. This activity provides an opportunity for residents to clean their properties up of grass clippings etcetera in preparation for the upcoming fire period.

Historically a report recommending free access to the Council's landfill and transfer stations in or around October is presented on an annual basis. As an alternative to considering this matter annually at a Meeting of the Council, this report recommends the Council consider waiving fees and charges for the disposal of green waste for the remainder of the current Council term. If weather conditions dictate, the period will be adjusted or extended by the Chief Executive Officer under Council authorisation.

RELEVANT LAW

The *Country Fire Authority Act 1958* requires property owners in townships to keep their properties in a condition which restricts the spread of fire. The Council's Municipal Fire Prevention Officer is responsible to ensure compliance with this Act.

RELATED COUNCIL DECISIONS

The Council has historically considered free access to the Council's landfill and transfer stations on an annual basis.

OPTIONS

The Council may determine not to provide free access to landfill and transfer stations for the purpose of disposing green waste.

SUSTAINABILITY IMPLICATIONS

Green waste is mulched onsite on an annual basis and utilised in the Council's Works Department, including for daily cover at landfill stations.

COMMUNITY ENGAGEMENT

Council will promote free access through traditional and social media channels.

INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

An analysis of prior green waste/m³ sales undertaken in previous years has been used as a cost indicator for the free green waste initiative. It is estimated this initiative will cost \$8,500 in 2022 based on quantity of green waste in October 2021, with costs in future years unlikely to deviate significantly from this baseline figure.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

Not applicable.

TRANSPARENCY OF COUNCIL DECISIONS

Not applicable.

CONFLICTS OF INTEREST

No Officer involved in the preparation of this report has a conflict of interest.

8.2.4 SALE OF LAND | 110 SUTCLIFF STREET, SEA LAKE

Author's Title: Director Infrastructure and Delivery

Department: Works and Technical Services

File No: CP|02|19

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Built and Natural Environment

PURPOSE

The purpose of this report is to advise Council of the intention to sell Council property at 110 Sutcliff Street, Sea Lake and seek approval from Council under Section 114 of the *Local Government Act 2020* (Act) to undertake the required community consultation.

SUMMARY

Council received Planning Permit Application No: 974/22 for the Proposed Subdivision of land into nine lots at 110 Sutcliff Street, Sea Lake.

The Council is in the process of fulfilling all conditions placed on the approved planning permit No. 974/22. The Council can proceed to sell the nine-lot subdivision surplus land at 110 Sutcliff Street, Sea Lake once those planning conditions are satisfied.

RECOMMENDATION

That Council:

1. Commence the sale of land process pursuant to section 114 of the *Local Government Act 2020*.
2. Gives notice of its intention to sell surplus land at 110 Sutcliff Street, Sea Lake at least 4 weeks prior to selling or exchanging the land, including on Council's Internet site.
3. Undertakes a community engagement process in accordance with its community engagement policy.
4. Obtains from a person who holds the qualifications or experience specified under section 13DA(2) of the *Valuation of Land Act 1960*, a valuation of the land which is made not more than 6 months prior to the sale or exchange.
5. Receives a further report on the Sale of Land at 110 Sutcliff Street Sea Lake following the community engagement process.

Attachments:

- 1 Title
- 2 Existing Condition Plan
- 3 Approved Planning Permit
- 4 Endorsed Proposed Plan of Subdivision

DISCUSSION

Following the closure of the Sea Lake Primary School the land was transferred to Council. This substantial piece of land has remained undeveloped since that time.

The land is situated at 110 Sutcliff Street, Sea Lake. The land is in the middle of Sea Lake and is in close proximity to the main shopping precinct.

The land has sealed road access on all sides with some kerb and channel. The land was serviced by power, water, and sewerage to the site. However, these services will all be upgraded to service the residential blocks during the subdivision stage.

The total site covers an area of 10,051 square metres. Address of the land is 110 Sutcliff Street, Sea Lake Crown Allotment 26 Section 1 Township of Sea Lake, Volume 10314 Folio 806.

In May 2022, Council received Planning Permit Application No: 974/22 for the Proposed Subdivision of land into nine lots at 110 Sutcliff Street, Sea Lake.

Council received State Government funding which enabled the land to be developed into nine residential allotments.

RELEVANT LAW

The requirements of the *Local Government Act 2020* are detailed below:

Division 4—Powers in relation to land

114 Restriction on power to sell or exchange land

- (1) Except where section 116 applies, if a Council sells or exchanges any land it must comply with this section.
- (2) Before selling or exchanging the land, the Council must—
 - (a) at least 4 weeks prior to selling or exchanging the land, publish notice of intention to do so—
 - (i) on the Council's Internet site; and
 - (ii) in any other manner prescribed by the regulations for the purposes of this subsection; and
 - (b) undertake a community engagement process in accordance with its community engagement policy; and
 - (c) obtain from a person who holds the qualifications or experience specified under section 13DA(2) of the *Valuation of Land Act 1960* a valuation of the land which is made not more than 6 months prior to the sale or exchange.

RELATED COUNCIL DECISIONS

Not applicable.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

Planning permit PPA978-22 was approved for the removal of native vegetation in the area of the subdivision. All required offset credits have been procured.

COMMUNITY ENGAGEMENT

The proposed Sale of Land at 110 Sutcliff Street Sea Lake will be placed on public exhibition in accordance Council's Community Engagement Policy.

The community engagement process will emphasise the Council's interest in ensuring the land development occurs within a reasonable period of time, including through reviewing options for conditional land sale.

INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable.

COLLABORATION

The State of Victoria, as represented by its Department of Jobs, Precincts and Regions funded the Sea Lake Housing Development under the Regional Recovery Fund to the value of \$300,000 with an extended project completion date of 30 November 2022.

FINANCIAL VIABILITY

Provision has been made within the adopted 2022/23 budget for the undertaking of the subdivision works at 110 Sutcliffe Street, Sea Lake in accordance with Planning Permit Application No: 974/22. The budgeted amount to implement the works is \$438,000. The State Government provided a grant of \$300,000 for the project with Council contributing \$138,000. An estimated proceed from sales has been allowed for in the Financial Plan in 2023-24 of \$567,000 based on estimate block values at the time of preparing the 2022-23 Budget and Financial Plan. Council Officers managing the sub-division project currently assess the estimated sales proceeds of \$567,000 to be accurate within a suitable tolerance.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

At the Council Meeting held Wednesday, 10 August 2022, Council adopted the Council Plan 2021-2025 – Year 2 Annual Plan. A key action in the Council Plan 2021-2025 – Year 2 Annual Plan includes the completion of the subdivision of the former Sea Lake Primary School site and make the blocks available for sale.

TRANSPARENCY OF COUNCIL DECISIONS

This report recommends that the matter be brought back to the Council for further determination following the community engagement process.

CONFLICTS OF INTEREST

I, Hannah Yu, have no conflicts of interest in relation to the matters contained within this Report.



Copyright State of Victoria. No part of this publication may be reproduced except as permitted by the Copyright Act 1968 (Ch), to comply with a statutory requirement or pursuant to a written agreement. The information is only valid at the time and in the form obtained from the LANDATA REGD TM System. None of the State of Victoria, its agents or contractors, accepts responsibility for any subsequent publication or reproduction of the information.

The Victorian Government acknowledges the Traditional Owners of Victoria and pays respects to their ongoing connection to their Country, History and Culture. The Victorian Government extends this respect to their Elders, past, present and emerging.

**REGISTER SEARCH STATEMENT (Title Search) Transfer of
Land Act 1958**

Page 1 of 1

VOLUME 10314 FOLIO 806

Security no : 124094854559W
Produced 14/01/2022 10:14 AM

CROWN GRANT

LAND DESCRIPTION

Crown Allotment 26 Section 1 Township of Sea Lake Parish of Burupga.

REGISTERED PROPRIETOR

Estate Fee Simple
Sole Proprietor
BULOKE SHIRE COUNCIL of 367 BROADWAY WYCHEPROOF VIC 3527

ENCUMBRANCES, CAVEATS AND NOTICES

Any crown grant reservations exceptions conditions limitations and powers noted on the plan or imaged folio set out under DIAGRAM LOCATION below. For details of any other encumbrances see the plan or imaged folio set out under DIAGRAM LOCATION below.

DIAGRAM LOCATION

SEE TP076188N FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

Street Address: 110 SUTCLIFF STREET SEA LAKE VIC 3533

ADMINISTRATIVE NOTICES

NIL

eCT Control 09924V BULOKE SHIRE COUNCIL
Effective from 02/03/2016

DOCUMENT END

TITLE PLAN	EDITION 1	TP 76188N
Location of Land Parish: BURUPGA Township: SEA LAKE Section: 1 Crown Allotment: 26 Crown Portion: Last Plan Reference: Derived From: VOL 10314 FOL 806 Depth Limitation: 15 m		Notations SUBJECT TO THE RESERVATIONS EXCEPTIONS CONDITIONS AND POWERS CONTAINED IN CROWN GRANT VOL. 10314 FOL. 806 AND NOTED ON SHEET 2 OF THIS PLAN ANY REFERENCE TO MAP IN THE TEXT MEANS THE DIAGRAM SHOWN ON THIS TITLE PLAN
Description of Land / Easement Information		THIS PLAN HAS BEEN PREPARED FOR THE LAND REGISTRY, LAND VICTORIA, FOR TITLE DIAGRAM PURPOSES AS PART OF THE LAND TITLES AUTOMATION PROJECT COMPILED: 15/07/1999 VERIFIED: M. P.
LENGTHS ARE IN METRES	Metres = 0.3048 x Feet Metres = 0.201168 x Links	Sheet 1 of 2 sheets

TITLE PLAN			TP 76188N
<p>LAND DESCRIPTION INCLUDING RESERVATIONS EXCEPTIONS CONDITIONS AND POWERS SHOWN ON THE CROWN GRANT</p> <p style="text-align: right;">all that piece of land in the said State being</p> <p>Allotment 26 of Section ONE in the TOWNSHIP OF SEA LAKE Parish of BURUPGA and being the land shown enclosed by continuous lines in the map hereon and identified by that allotment number</p> <p>PROVIDED that this Grant is made subject to -</p> <p>(a) the reservation to Us Our heirs and successors of -</p> <p>(i) any minerals within the meaning of the <i>Mineral Resources Development Act 1990</i> and petroleum within the meaning of the <i>Petroleum Act 1958</i> (hereinafter called "the reserved minerals");</p> <p>(ii) rights of access for the purpose of searching for and obtaining the reserved minerals in any part of the said land;</p> <p>(iii) rights for access and for pipe-lines works and other purposes necessary for obtaining and conveying on and from the said land any of the reserved minerals which is obtained in any part of the said land;</p> <p>(b) the right to resume the said land for mining purposes pursuant to section 205 of the <i>Land Act 1958</i>;</p> <p>(c) the right of any person being a licensee under the <i>Mineral Resources Development Act 1990</i> or any corresponding previous enactment to enter on the said land and to do work within the meaning of that Act and to erect and occupy mining plant or machinery thereon in the same manner and under the same conditions and provisions as those under which such a person has now the right to do such work in and upon Crown lands provided that compensation as prescribed by Part 8 of that Act is paid for surface damage to be done to the said land by reason of doing such work on it.</p>			
LENGTHS ARE IN METRES	Metres = 0.3048 x Feet Metres = 0.201168 x Links	Sheet 2 of 2 sheets	

Form 4

**PLANNING
PERMIT**

Permit No: 974/22
Planning Scheme: Buloke Planning Scheme
Responsible Authority: Buloke Shire Council
Applicant: Buloke Shire Council
PO Box 1
Wycheproof VIC 3527

ADDRESS OF THE LAND:

110 Sutcliff Street, Sea Lake
Crown Allotment 26 Section 1 Township of Sea Lake
Volume 10314 Folio 806

Council Rated Property Number: 245 812 704

THE PERMIT ALLOWS:

Subdivide land into nine lots

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT:

1. The subdivision as shown on the endorsed plans must not be altered without the written consent of the responsible authority.
2. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities and electricity services to each lot shown on the endorsed plan in accordance with the authority's requirements and relevant legislation at the time.
3. The owner of the land must enter into an agreement with a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time.
4. All existing and proposed easements and sites for existing and required utility services and roads must be set aside in favour of the relevant authority for which the easement or site is to be created on the plan of subdivision submitted for certification under the *Subdivision Act 1988*.
5. The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to the relevant authority in accordance with Section 8 of that Act.
6. This permit will expire if one of the following circumstances applies:
 - the plan of subdivision is not certified within two years of the date of this permit; or
 - the registration of the subdivision is not completed within five years of the date of this permit.

The responsible authority may extend the time if a request is made in writing before the permit expires or within six months afterwards.

Date Issued: 31 May 2022

Signature for the Responsible Authority:

Dalyn Alle

Page 1 of 3

Form 4

**PLANNING
PERMIT**

Permit No: 974/22
Planning Scheme: Buloke Planning Scheme
Responsible Authority: Buloke Shire Council
Applicant: Buloke Shire Council
PO Box 1
Wycheproof VIC 3527

Referral Authority Conditions:

GWM Water

7. The owner/applicant must install sewerage mains and associated works to individually serve each lot of the proposed development, at the owner's cost, in accordance with GWMWater's specifications and requirements.
8. The owner/applicant is responsible for verifying the condition of any existing sewer connection point/s to determine their suitability for use.
9. The owner/applicant must provide plans and estimates of all proposed sewerage works prior to commencement for GWMWater's approval.
10. The owner must enter into a Developer Agreement with GWMWater prior to any sewerage works being constructed.
11. The owner/applicant must pay to GWMWater a fee of 3.25% of the total cost of construction (including design and supervision) for its review of design documentation and supervision of works. This fee relates to checking that the works are designed and constructed in accordance with GWMWater's requirements and does not relieve the developer from ensuring proper design and appropriate supervision.
12. The owner/applicant must provide three-metre-wide easements in favour of GWMWater over all existing and proposed sewers located within private land.
13. The owner/applicant must provide written notification of commencement of the works to enable GWMWater to organise inspections and coordinate with its staff.
14. The owner/applicant must ensure all infrastructure is tested in accordance with the relevant WSA and GWMWater standards. This includes compaction, air and hydrostatic pressure testing as directed by GWMWater.
15. The owner/applicant must provide "as constructed" plans and a schedule of final asset costs at the level identified in GWMWater's asset register for all sewerage works upon completion.
16. The owner/ applicant must ensure any existing water or sewer services and GWMWater assets made redundant by this development are abandoned, at the owner's cost, in accordance with GWMWater's standards.

Powercor Australia Limited

17. The applicant shall provide an electricity supply to all lots in the subdivision in accordance with the Distributor's requirements and standards.

Date Issued: 31 May 2022

Signature for the Responsible Authority:

Dorlyn O'Leary

Page 2 of 3

Form 4

**PLANNING
 PERMIT**

Permit No: 974/22
Planning Scheme: Buloke Planning Scheme
Responsible Authority: Buloke Shire Council
Applicant: Buloke Shire Council
 PO Box 1
 Wycheproof VIC 3527

18. The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR).
19. The applicant shall, when required by the Distributor, set aside areas with the subdivision for the purposes of establishing a substation or substations.
20. The applicant shall establish easements on the subdivision, for all existing Distributor electric lines where easements have not been otherwise provided on the land and for any new powerlines to service the lots or adjust the positioning existing easements.

END OF PLANNING PERMIT CONDITIONS

Permit notes:

It is your responsibility to ensure all other authorisations are obtained prior to any works commencing. This may include Building, Engineering and Local Laws Permits. You are also required to abide by any State and Federal Legislation in relation to your approved proposal.

Powercor Australia Limited

- Extension, augmentation or rearrangement of the Distributor’s electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.
- Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.
- Areas set aside for substations will be formalised to the Distributor’s requirements under one of the following arrangements:
 - RESERVES established by the applicant in favour of the Distributor
 - SUBSTATION LEASE at nominal rental for a period of 30 years with rights to extend the lease for a further 30 years.

The Distributor will register such leases on title by way of a caveat prior to the registration of the plan of subdivision.
- Existing easements may need to be amended to meet the Distributor’s requirements
- Easements required by the Distributor shall be specified on the subdivision and show the Purpose, Origin and the In Favour of party as follows:

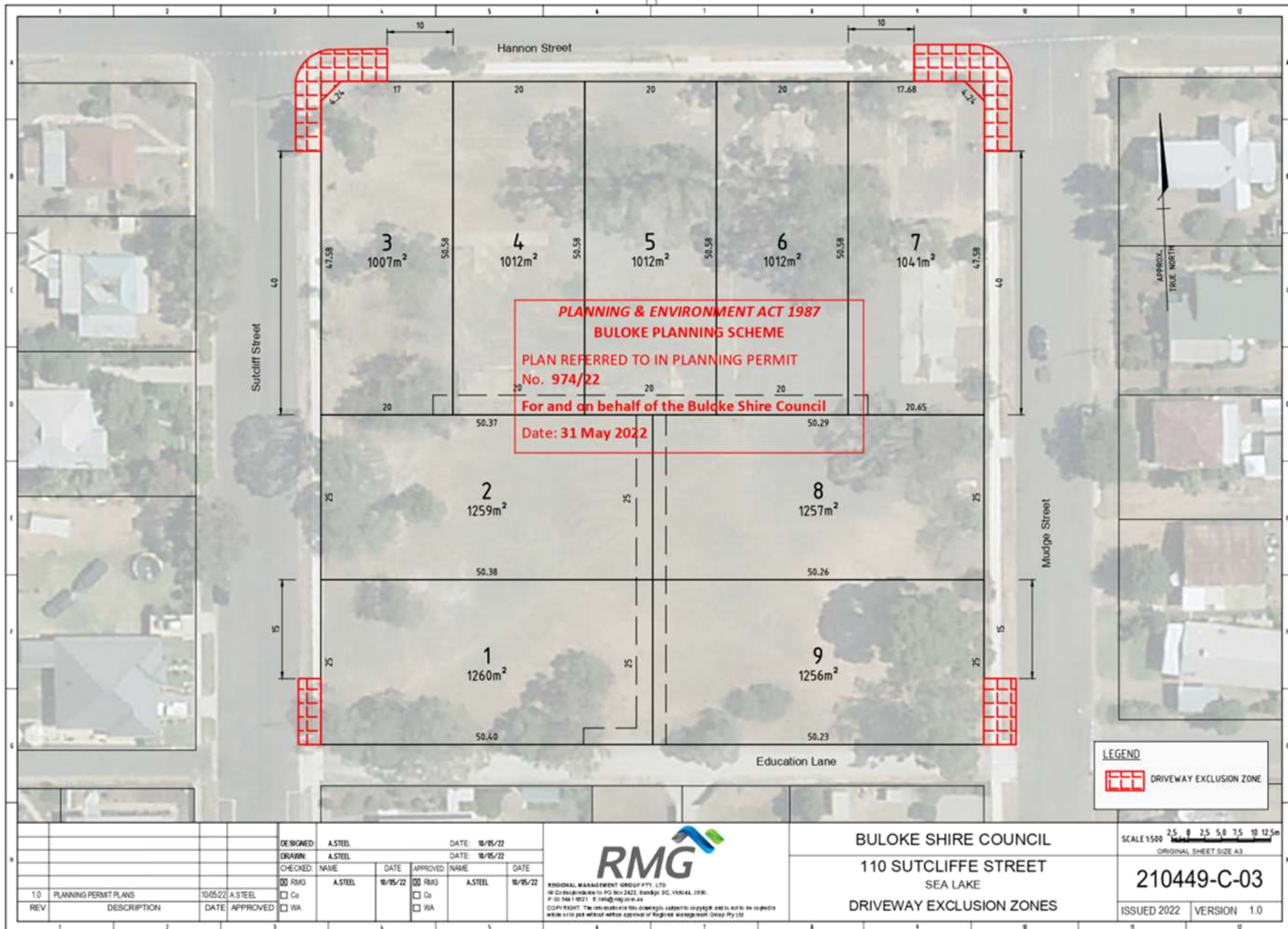
Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited / In Favour Of
	Power Line		Section 88 - Electricity Industry Act 2000	Powercor Australia Ltd

Date Issued: 31 May 2022

Signature for the Responsible Authority:



Page 3 of 3



8.2.5 DRAFT ROAD MANAGEMENT PLAN

Author's Title: Director Infrastructure and Delivery

Department: Works and Technical Services

File No: RO|15|01

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Built and Natural Environment

PURPOSE

For the Council to endorse release of the draft Road Management Plan (Plan) for final community engagement and feedback prior to presentation of the final Plan for Council adoption.

SUMMARY

Community consultation in relation to the draft Plan commenced in November 2021 with a view to seek feedback and involvement of the Buloke community during the revision of the Plan. A final draft Plan has subsequently been developed and is presented to the Council for endorsement prior to commencing the final stages of community engagement.

RECOMMENDATION

That the Council endorse the draft Road Management Plan for a final community engagement process

Attachments: 1 Draft Road Management Plan 2021-25

DISCUSSION

The Buloke Shire Council is a Road Authority as defined in section 37 of the *Road Management Act 2004*. Under this legislation, Road Authorities may choose to develop and publish a Plan which provides road users with an overview of the Council's road management and maintenance practices.

A review of the draft Plan involving community engagement activities across 12 separate workshops commenced in November 2021; this review resulted in 11 recommendations to be considered by the Council as part of the revision to the current Plan.

The Plan is indirectly impacted by the above-mentioned recommendations; however, Officers consider these recommendations would be more suitably referenced within the draft Transport Asset Management Implementation Plan scheduled for consideration at the September 2022 Council Meeting.

This report seeks endorsement to release the draft Plan to the public in accordance with the Council's Community Engagement policy, in order that the community may comment on the Plan prior to being presented to the Council for final adoption.

RELEVANT LAW

The *Road Management (General) Regulations 2016* (Regulations) require that the Plan be reviewed at regular intervals to meet the objectives of the Act.

RELATED COUNCIL DECISIONS

The Council, at its March 2022 Meeting, noted the Road Management Plan Review 2022 Report and authorised Officers to release this Report in accordance with its Community Engagement Policy.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

The Plan seeks to support and/or improve the social and environmental sustainability of the Council and its residents where possible.

COMMUNITY ENGAGEMENT

A Report was presented to the Council at its March 2022 Meeting outlining the community engagement activities undertaken in review of the current Plan.

The proposed Plan will be made available on the Council's website and promoted to the community through traditional and social media, providing an opportunity for feedback prior to presenting the final Plan for adoption by the Council.

INNOVATION AND CONTINUOUS IMPROVEMENT

The community engagement activities resulted in ideas being generated with respect to the management of the Council's road network. Key concepts from these activities have been incorporated into the draft Transport Asset Management Implementation Plan, which will be presented for the Council's consideration at its September 2022 Council Meeting.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

The resource implications, if any, resulting from an amendment categorisation of road assets during the current Plan will form a baseline for future operational budget development.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

The Regulations state that in conducting a review of its Plan a Road Authority must ensure that the standards in relation to, and the priorities to be given to, the inspection, maintenance and repair of the roads and classes of road to which the plan applies are appropriate.

COUNCIL PLANS AND POLICIES

The review of the Plan has been undertaken in accordance with the Council's Community Engagement Policy. Feedback in relation to the Plan will inform Council's operational and capital expenditure budget decisions.

TRANSPARENCY OF COUNCIL DECISIONS

Feedback from the community in relation to the draft Plan will be referenced when the final Plan is presented to the Council for adoption.

CONFLICTS OF INTEREST

No Officers involved in the preparation of the Plan, or this Report have a conflict of interest.

Draft
Road Management Plan
2021-25

Discussion Draft

Contents

Introduction	3
Purpose of the Plan.....	3
Legislative Basis for the Plan.....	3
Roads for which the Plan Applies	3
Obligations of Road Users.....	4
Management System	4
Asset Standards.....	5
Classification System.....	5
Road Classification	5
Footpath Classification.....	7
Crossovers and Driveways	8
Road Drainage.....	8
Roadside Trees.....	9
School Bus Routes and Stops	9
Standards for Upgrade and Renewal of Road Assets	10
Maintenance Standards	10
Monitoring System and Response	10
Force Majeure.....	11
Off-Road Paths	12
APPENDIX A – ASSET MANAGEMENT SYSTEM	13
APPENDIX B – STANDARDS FOR UPGRADING AND RENWAL OF ROAD ASSETS.....	14
APPENDIX C – DESCRIPTION OF HAZARD AND HAZARD RESPONSE	15
APPENDIX D – ROAD AND FOOTPATH HIERARCHY MAPS	18

Introduction

The Buloke Shire Council (Council) is committed to ensuring accessible, quality services and facilities are provided to its community.

The development of the Road Management Plan (Plan) complements the Long-Term Community Vision and Council Plan 2021-2025 by addressing specific elements of the maintenance and management of the road network, as well as the legislative responsibilities under the *Road Management Act 2004* (Act).

Purpose of the Plan

The purpose of this Plan is to:

- Detail the management systems for the road management functions under the control of the Council
- Set the relevant standards in relation to the discharge of duties in the performance of those road management functions
- Ensure the provision of a safe and efficient road network for use by road users and the community.

Legislative Basis for the Plan

This Plan is prepared pursuant to Division 5 of the Act and in accordance with the *Ministerial Code of Practice – Road Management Plans*.

This Plan reflects the purpose and objective of the Council as specified under the *Local Government Act 2020*. In developing the relevant standards detailed within this Plan, the Council has had regard for the overarching governance principles and supporting principles under the *Local Government Act 2020* which require that the Council, in giving effect to the overarching governance principles outlined under section 9 of the *Local Government Act 2020*, must take into account the following:

- Community engagement principles
- Public transparency principles
- Strategic planning principles
- Financial management principles
- Service performance principles

Roads for which the Plan Applies

This Plan applies to all roads and pathways for which the Council is the Coordinating Road Authority in accordance with sections 36 and 37 of the Act. The roads are listed in the Council's Register of Public Roads (Register).

The Register provides a list of the roads for which the Council is the Coordinating Road Authority and includes the following where applicable:

- Road Name
- Locality
- Date Road became a Public Road
- Start and End Description
- Length
- Road Classification

- Footpath Classification
- Surface Type
- Ancillary Areas
- Demarcation Responsibility

The Council has determined those roads and footpaths on the Register are those roads which are considered to be reasonably required for public use. The Register has been adopted by the Council and is amended from time-to-time as required and is available for inspection at the Council's Wycheproof District Office.

The Council's responsibility for the operation of arterial roads is detailed in the *Code of Practice – Operational Responsibility for Declared Freeways and Arterial Roads*.

Where applicable, the details of agreements between the Council and other road authorities – made pursuant to section 15 of the Act – are also included in the Register.

This Plan does not apply to any driveway or pathway providing access from private property to a public road.

Obligations of Road Users

Even though the Council has a responsibility for the maintenance of roads under the Act, road users also have a responsibility when driving on public roads. Section 17A of the *Road Safety Act 1986* (as amended by the Act) sets out road users' obligations and these are summarised below:

- A person who drives a motor vehicle on a road must drive in a safe manner, having regard to all the relevant factors including, but not limited to, the:
 - Physical characteristics of the road
 - Prevailing weather conditions
 - Level of visibility
 - Condition of the motor vehicle
 - Prevailing traffic conditions
 - Relevant road laws and advisory signs
 - Physical and mental condition of the driver
- A road user, other than a person driving a motor vehicle, must use a road in a safe manner having regard to all the relevant factors. A road user must have regard to the rights of other road users and the community, taking reasonable care to avoid conduct which may:
 - Endanger the safety and welfare of other road users
 - Damage the infrastructure of the road reserve
 - Harm the environment of the road reserve
- For cyclists and pedestrians, the duty includes keeping a proper lookout and being responsible for their own safety

Management System

The Plan has been developed within an overall planning framework which guides the Council in the identification of community needs and aspirations. Information flow and the decision-making process are complex, with the integrated planning and reporting framework including the Long-Term

Community Vision and Council Plan 2021-2025, Financial Plan, Asset Plan, and Annual Budget providing the framework for a range of supporting Plans and Strategies.

This Plan takes a lifecycle approach to the management of the Council's road network and identifies the elements necessary for the long-term sustainability of its assets. It provides details of the actions and resources required to manage the road system.

The Council's Transport Asset Management Implementation Plan (TAMIP) is a key document in detailing the strategic guidelines and identifying maintenance, renewal, and upgrade improvements for the road network. The TAMIP also includes several the recommendations from the 2022 Road Management Plan Review undertaken by the Council in consultation with the Buloke community, particularly in Table 24 under clause 8.2 Improvement Plan.

The management system the Council uses for its road management functions can be summarised in the diagram provided in Appendix A of this Plan. The flowchart outlines the process for determining asset standards, allocating resources, and prioritising works.

Asset Standards

The Council's road management standards have been developed within the overall planning framework, taking into account community expectations, industry standards, relevant risk factors and available resources.

Maintenance standards and asset performance targets will vary across the road network in line with relevant risk factors, such as the nature and volume of traffic using the road, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs and the competing priorities for funding.

For the purposes of this Plan, standards have been defined in terms of:

- Road and footpath classification
- Expansion, upgrade, and renewal
- Maintenance
- Condition monitoring and response.

Classification System

A classification system has been developed for both roadways and footpaths to ensure appropriate management, engineering standards and planning practices are applied to roads and footpaths based on their function.

The functional-based classification system also enables more efficient use of resources by allocating funding to those roads and footpaths which are of higher priority and where costs are better justified.

Road Classification

The following guiding principles have been applied in the development of the road classification system:

- The system is linked to and consistent with the Austroads National Functional Road Classification system
- The system is function based

- Traffic volumes, vehicle type, existing road structure, abutting property use, future demand, etc. assist in determining the appropriate classification
- Width of a road, or whether it is sealed, are not necessarily criteria which influence a classification.

Road Classification	
Link Road	<p>A Link Road primarily provides the means for collecting and distributing traffic from local areas to the wider Arterial Road Network.</p> <p>It provides connectivity to significant town and rural industries including farm produce, quarry, and tourist activities.</p> <p>Link Roads cater generally for higher traffic volumes (>150 Average Daily Traffic (ADT)), heavy vehicles and higher travel speeds.</p>
Collector Road	<p>A Collector Road primarily provides a feeder service to Link Roads. It provides access to local properties in both rural and urban areas, and access to moderate local rural industries, including farm produce, quarry, and tourist activities.</p> <p>Collector Roads generally cater for moderate traffic volumes (50-100 ADT) and medium travel speeds.</p>
Access Road	<p>An Access Road primarily provides all-weather direct access to occupied residential properties and industries in urban and rural areas.</p> <p>It provides access to limited local rural industries, including some farm produce, quarry, and tourist activities.</p> <p>Access Roads cater generally for lower traffic volumes (20-100 ADT) and low travel speeds</p>
Minor Road	<p>A Minor Road primarily provides dry-weather access to underdeveloped properties in rural areas.</p> <p>It is not required to provide daily access to residences and may be used for paddock access and fire access.</p> <p>Minor Roads cater for low speeds and low traffic volumes (<10 ADT)</p> <p>Upgrading of a Minor Road to an Access Road at the request of a landowner requires Council approval. Any works must be undertaken to</p>

	the Council's specification and shall be at the cost of the landowner, unless otherwise agreed
--	--

Footpath Classification

The footpath classification system has been developed based on the expected use of the network

Footpath Classification	
Primary Access Route	<p>A Primary Access Route provides services to areas with expected high volumes of pedestrian traffic and is generally confined to commercial areas.</p> <p>The Council may, as grants or funding become available, replace, or build new footpaths.</p> <p>Requests from a resident or landowner for a new or additional footpath requires Council approval. Any works must be undertaken to the Council's specification and shall be at the cost of the landowner unless otherwise agreed.</p>
Secondary Access Route	<p>A Secondary Access Route provides services to areas with moderate expected volumes of pedestrian traffic and is predominantly confined to residential areas.</p> <p>The Council may, as grants or funding become available, replace, or build new footpaths.</p> <p>Requests from a resident or landowner for a new or additional footpath requires Council approval. Any works must be undertaken to the Council's specification and shall be at the cost of the landowner unless otherwise agreed.</p>
Tertiary Access Route	<p>A Tertiary Access Route provides services with low volumes of pedestrian traffic and is predominantly confined to areas where the population density is low and foot traffic is relatively low. These Routes provide connectivity to secondary footpaths and occasionally to primary footpaths.</p> <p>The Council may, as grants or funding become available, replace, or build new footpaths.</p> <p>Requests from a resident or landowner for a new or additional footpath requires Council approval. Any works must be undertaken to the Council's specification and shall be at the cost of the landowner unless otherwise agreed.</p>

Crossovers and Driveways

Crossover and Driveway Classification	
Urban Kerb and Channel	<p>Kerb and Channel forms a barrier between the road pavement and nature strip and provides drainage and vehicle access in key urban areas.</p> <p>Requests from a resident or landowner for a new, altered, or additional crossover or driveway requires Council approval. Any works must be undertaken to the Council's specification and shall be at the cost of the landowner.</p>

Road Drainage

Road Drainage Classification	
Urban Road Drainage	<p>The Council maintains existing drainage.</p> <p>Requests to upgrade or extend drainage systems will be considered by the Council for future works.</p> <p>Costs of drainage upgrades or extensions may be paid for by adjoining or benefitting landowners.</p>
Rural Road Drainage	<p>The Council maintains existing drainage.</p> <p>Requests to upgrade or extend drainage systems will be considered by the Council for future works.</p> <p>Costs of drainage upgrades or extensions may be paid for by adjoining or benefitting landowners.</p>
Urban Swale Drain	<p>A Swale Drain is a shallow channel used to convey stormwater. Construction and maintenance of vehicle crossings over Swale Drains are the responsibility of the landowner and require a Council permit.</p>
Rural Swale Drain	<p>A Swale Drain is a shallow channel used to convey stormwater. Construction and maintenance of vehicle crossings over Swale Drains are the responsibility of the landowner and require a Council permit.</p>

Roadside Trees

Roadside Tree Classification	
Urban Nature Strip Trees	<p>The Council considers trees to be an essential asset within the urban environment. Trees provide a variety of health, social, economic, and environmental benefits as well as improving visual amenity and providing a sense of place.</p> <p>The Council will maintain tree clearances as per the Council’s template (refer Appendix C).</p> <p>The Council allows one tree per residential block where practicable. Requests for additional trees will be considered by the Council and, if approved, additional trees must be of a variety and location recommended by the Council with costs to be met by the requestor.</p> <p>Any requests to remove roadside trees require approval or exemption from the Council with all costs being met by the requestor.</p>
Rural Roadside Trees	<p>The Council considers trees to be an essential asset within the rural environment. Trees provide a variety of health, social, economic, and environmental benefits as well as improving visual amenity and providing a sense of place.</p> <p>The Council will maintain tree clearances as per the Council’s template (refer Appendix C).</p> <p>Any planting of trees on a roadside must be approved by the Council; trees must be of a variety and location approved by the Council with all costs being met by the requestor.</p> <p>Any requests to remove roadside trees require approval or exemption from the Council and the Department of Environment, Land, Water and Planning with all costs being met by the requestor.</p>

School Bus Routes and Stops

School Bus Roads and Stops Classification	
School Bus Routes	Requests for new school bus routes which require road upgrades must be approved and funded by the Department of Transport

School Bus Stops and Signage	Requests for new school bus stops and/or signage must be approved and funded by the Department of Transport
------------------------------	---

Standards for Upgrade and Renewal of Road Assets

Standards for construction of new rural local roads and for the expansion, upgrade, and renewal of existing local roads, have been developed in accordance with the standards described in Appendix B. Standards for urban streets are determined on an individual basis depending on site conditions, traffic, and amenity.

The standards consider road user requirements relating to operational comfort, convenience, safety, and the funding resources available to the Council. Compatible cross-section, horizontal and vertical alignment will provide users with a consistent quality of service in terms of ride comfort, convenience, and a safe facility.

It is not intended that all roads will comply with the adopted standards; however, any new or refurbishment work should be constructed to the desirable standard, where practicable. In instances where adopted standards cannot be achieved, professional judgements will be adopted.

Maintenance Standards

Maintenance standards have been developed in consultation with internal stakeholders, the community, an assessment of available historical data, and industry standards.

Standards will vary across the road network in line with relevant risk factors such as the nature and volume of traffic using the road, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs and the competing priorities for funding. The variation of maintenance standards across the network is reflected in the Council's road classification system.

The Council has identified critical maintenance defects for all roads for which it is responsible. For each defect, the following criteria have been developed:

- The level at which the defect is a potential safety hazard
- The level at which a defect becomes a potential hazard

In determining the point at which a defect is identified as a potential hazard, the Council has referred to industry standards developed by Austroads and VicRoads.

Appendix C provides the hazard description adopted by the Council for roads for which it is responsible. The desirable performance standards describe the standard at which maintenance works are to be implemented based on community consultation, available resources, and the optimal time to intervene to maximise the life of the road. These performance standards are under development and will form part of the Council's Transport Asset Management Implementation Plan.

Monitoring System and Response

The Council inspects all roads for which it is responsible on a cyclical basis to identify potential safety hazards and defects which exceed accepted maintenance standards.

The inspection program reflects the road priority identified in the road classification system and appropriate use of resources.

Inspection Type	Inspection Frequency by Classification				
	Footpaths (all)	Link Road	Collector Road	Access Road	Minor Road
Day Time	Annually	Twice per year	Twice per year	Annually	No periodic inspections – by necessity or request only
Night Time	No periodic inspections – by necessity or request only	Annually	Annually	No periodic inspections – by necessity or request only	No periodic inspections – by necessity or request only

In addition to being identified through the routine monitoring system, defects are logged in the Council’s Customer Service Request System from other sources, including identification by a customer or road user.

When a defect is identified through routine inspection, or reported by a customer, the defect is logged electronically to identify the nature of the defect, its location, the responsible Officer, and the appropriate response.

Bridge structures are inspected annually. The VicRoads Level 1 Bridge Inspection form is used to record annual inspections.

Once identified, the defects are then assessed and actioned. Appendix C describes the hazard response adopted by the Council for each classification of road.

Force Majeure

The Council will make every endeavour to meet all aspects of this Plan; however, in the event of natural disasters and other events including, but not limited to, fires, floods, droughts together with human factors such as lack of Council staff or suitably qualified contractors, because of section 83 of the *Wrongs Act 1958*, as amended from time to time, the Council reserves the right to suspend compliance with this Plan.

In the event the Chief Executive Officer or their delegate, pursuant to section 83 of the *Wrongs Act 1958*, considers the limited financial resources of the Council and its other conflicting priorities means that this Plan cannot be met, the Chief Executive Officer or their delegate will write to the Council Officer in charge of this Plan and inform them that some, or all, of the above timeframes and response times are to be suspended.

Once the events beyond the control of the Council have been abated, or if the events have been partly abated, the Chief Executive Officer or their delegate, will write to the Council Officer responsible for this Plan and inform them which parts of the Plan are to be reactivated.

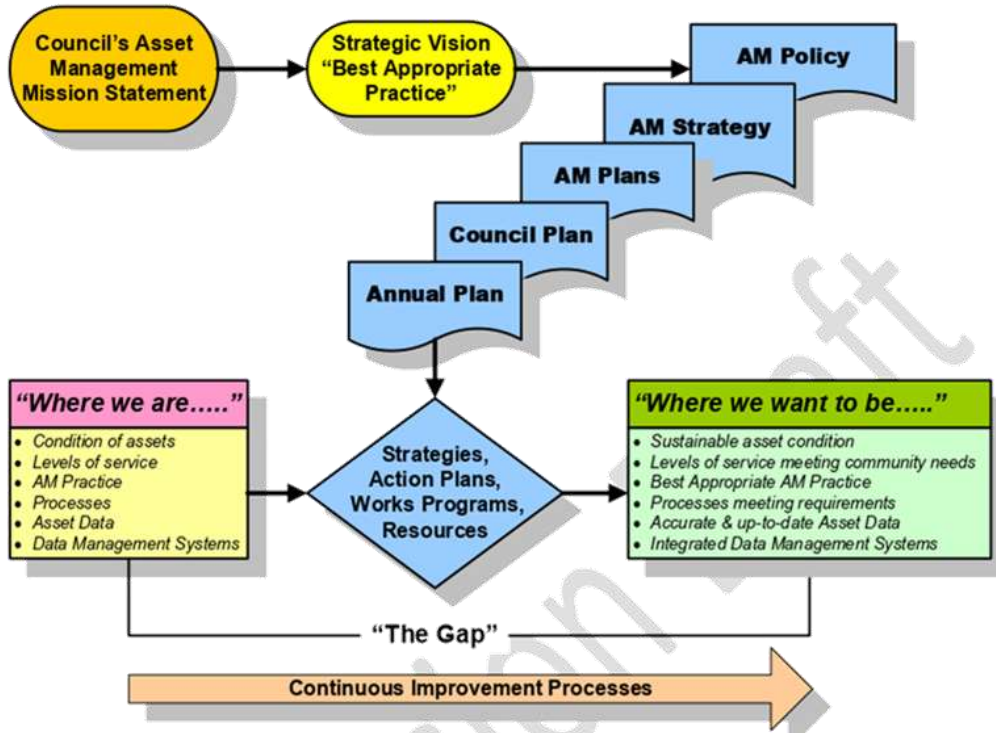
Off-Road Paths

Paths, walking tracks and trails which are not located on public roads are not included in the Council's Register and are excluded from this Plan.

These paths are considered off-road and are located in recreation reserves, parklands, or properties for which the Council has responsibility. These paths are inspected and maintained by the Council in a similar way to a Minor Road as detailed in the Appendices of this Plan.

Discussion Draft

APPENDIX A – ASSET MANAGEMENT SYSTEM



The Council has commenced the process of developing a robust strategic planning process built around a policy framework established through a careful analysis of economic capacity, risk mitigation and soundly based service standards.

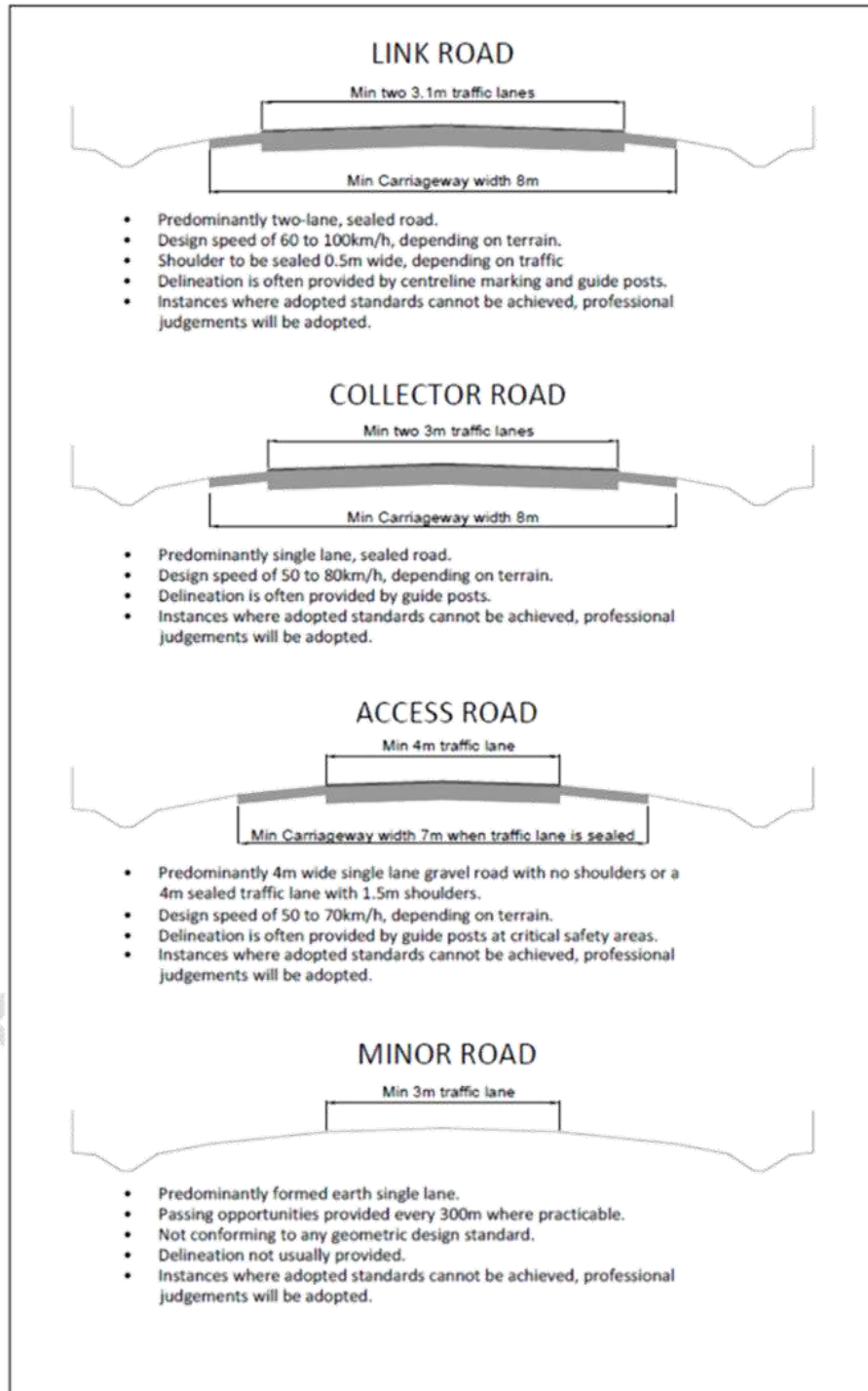
A strong relationship has been developed between asset maintenance, asset renewal and the annual budget decision-making process based on an informed assessment of the resources required to achieve continuous improvement to the Council's asset base.

Road expenditure, both capital and maintenance, is assessed based on road category, traffic type and volume, road condition, maintenance consumption, associated risk, and customer request. A process for evaluating all asset improvement requests has been developed and is in the process of being implemented.

Each year's annual program is based on an annual review of the 10 year forward capital program with current year works being prioritised based on road category, traffic type and volume, road condition, maintenance consumption, associated risk, and customer request.

The 10 year forward capital program is regularly reviewed by the Council taking into account economic capacity, road category, traffic type and volume, road condition, maintenance consumption, associated risk, and customer request.

APPENDIX B – STANDARDS FOR UPGRADING AND RENWAL OF ROAD ASSETS



APPENDIX C – DESCRIPTION OF HAZARD AND HAZARD RESPONSE

Pavements				
Description of Hazard	Response Time by Classification			
	Link Road	Collector Road	Access Road	Minor Road
Obstructions and Substances in Traffic Lane				
Materials fallen from vehicles, dead animals, wet clay and other slippery substances, hazardous materials, accumulation of dirt or granular materials on the traffic lane of sealed roads	3 days	1 week	1 week	Not generally maintained – recognition of defects and hazards to be in accordance with instruction from Manager Works
Ponding of water >300mm deep, fallen trees, oil spills, stray livestock	24 hours	3 days	1 week	As above
Pavement of Surface Defects				
Potholes in traffic lane of a sealed pavement >300mm in diameter and >100mm deep or in the traffic lane of an unsealed pavement >500mm in diameter and >150mm deep	1 month	2 months	3 months	Not generally maintained – recognition of defects and hazards to be in accordance with instruction from Manager Works
Deformations >100mm under a 3m straight edge	1 month	2 months	3 months	As above
Edge drops onto unsealed shoulder >100mm	1 month	2 months	3 months	As above
Drainage				
Damaged or missing drainage pit lids, surrounds, grates in pedestrian areas or traffic lanes	1 month	2 months	3 months	Not generally maintained – recognition of defects and hazards to be in accordance with instruction from Manager Works
Roadsides				
Vegetation – Trees, Shrubs and Grassed Areas				
Tree limbs or trees which have been classified as in danger of	24 hours	3 days	1 week	Not generally maintained –

falling and causing a danger to the public				recognition of defects and hazards to be in accordance with instruction from Manager Works
Trees, shrubs, or grasses which have grown to restrict design sight distance to intersections or restrict viewing of safety signs	1 month	2 months	3 months	As above
Vegetation intruding within an envelope over roadways from the back of shoulder and/or kerb and a minimum of 5m height clearance over pavement and the trafficable portion of the shoulders	3 months	6 months	12 months	As above
Safety signs missing, illegible or damaged making them substantially ineffective	1 month	2 months	3 months	As above
Guideposts missing or damaged at critical locations making them substantially ineffective	3 months	6 months	12 months	As above
Pavement markings missing, illegible or confusing at a critical location	1 month	2 months	3 months	As above
Structures				
Damage affecting structural performance	24 hours	24 hours	1 week	As above

Footpaths and Pathways			
Footpath Classification	Primary Access Route	Secondary Access Route	Tertiary Access Route
Defective pedestrian areas with a step >25mm	6 months	12 months	12 months
Vegetation which presents a physical hazard to the public over pedestrian/bicycle paths, intruding into a clearance envelope between the edges of path and a minimum of 2.5m height clearance over path	6 months	12 months	12 months

When the Council inspects or is notified of a hazard, the Council will rectify it, if possible, within the response time indicated. Appropriate warning of the hazard will be provided, where practicable, as soon as the hazard is identified. Where, because of the nature of the repair required, the level of

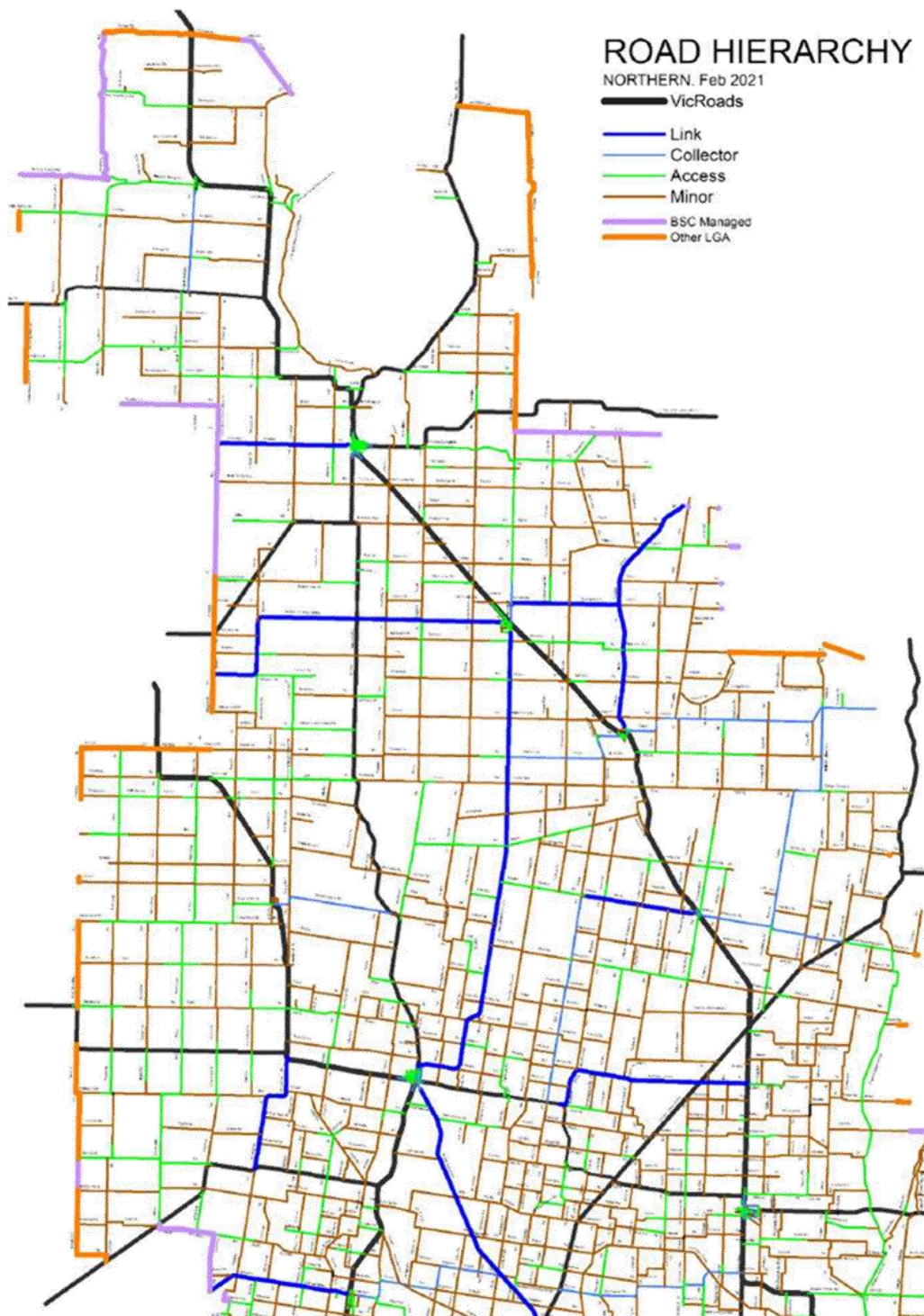
resources required or workload, it is not possible to rectify within the response time indicated, the appropriate warning of the hazard is to remain in place until the repair can be completed.

Appropriate warning may include:

- Provision of warning signs
- Traffic control action
- Diverting traffic around the site
- Installation of a temporary speed limit
- Lane closure
- Closure of the road to use by certain vehicle (for example, a load limit)
- Road closure
- Any other measure which reasonably addresses the duty of care to road users

Minor roads are inspected on an as-needs basis; repair works will be attended to when resources become available.

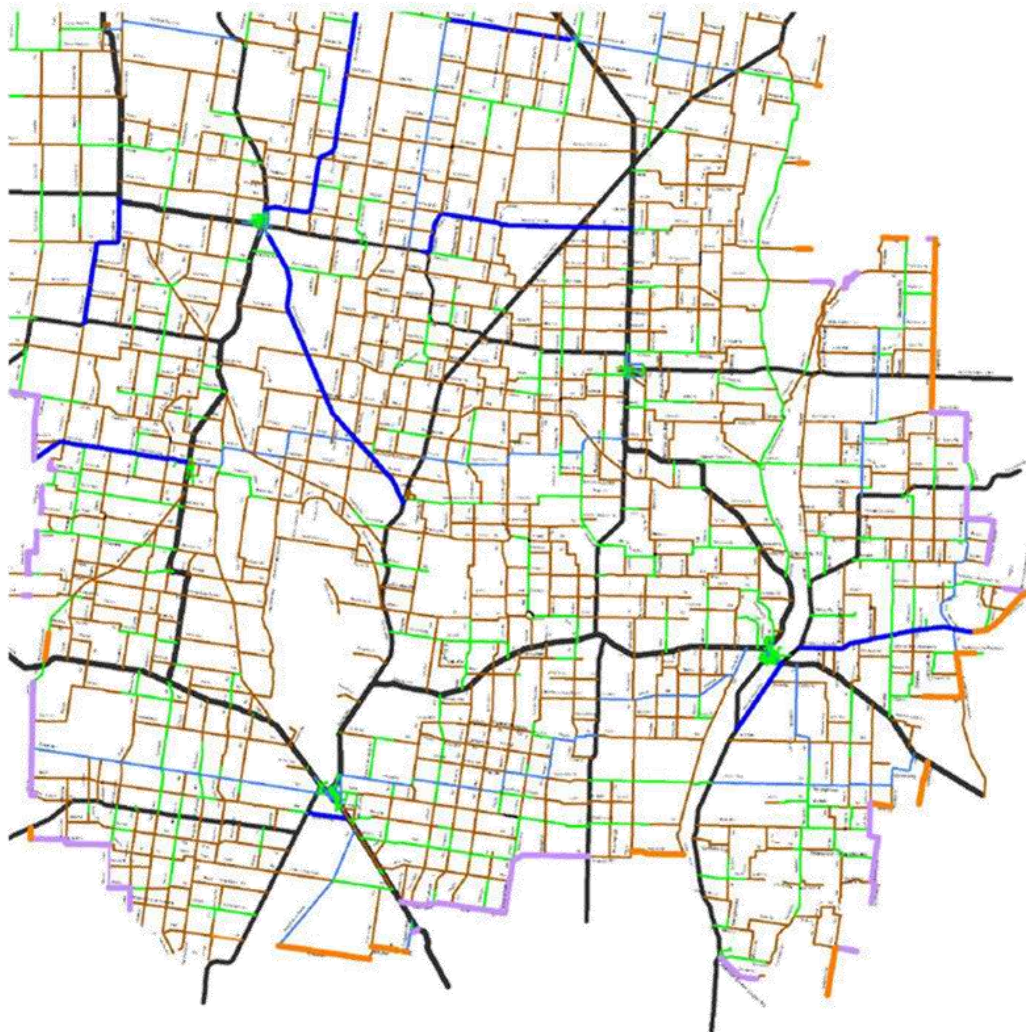
APPENDIX D – ROAD AND FOOTPATH HIERARCHY MAPS



ROAD HIERARCHY

SOUTHERN. Feb 2021

- VicRoads
- Link
- Collector
- Access
- Minor
- BSC Managed
- Other LGA

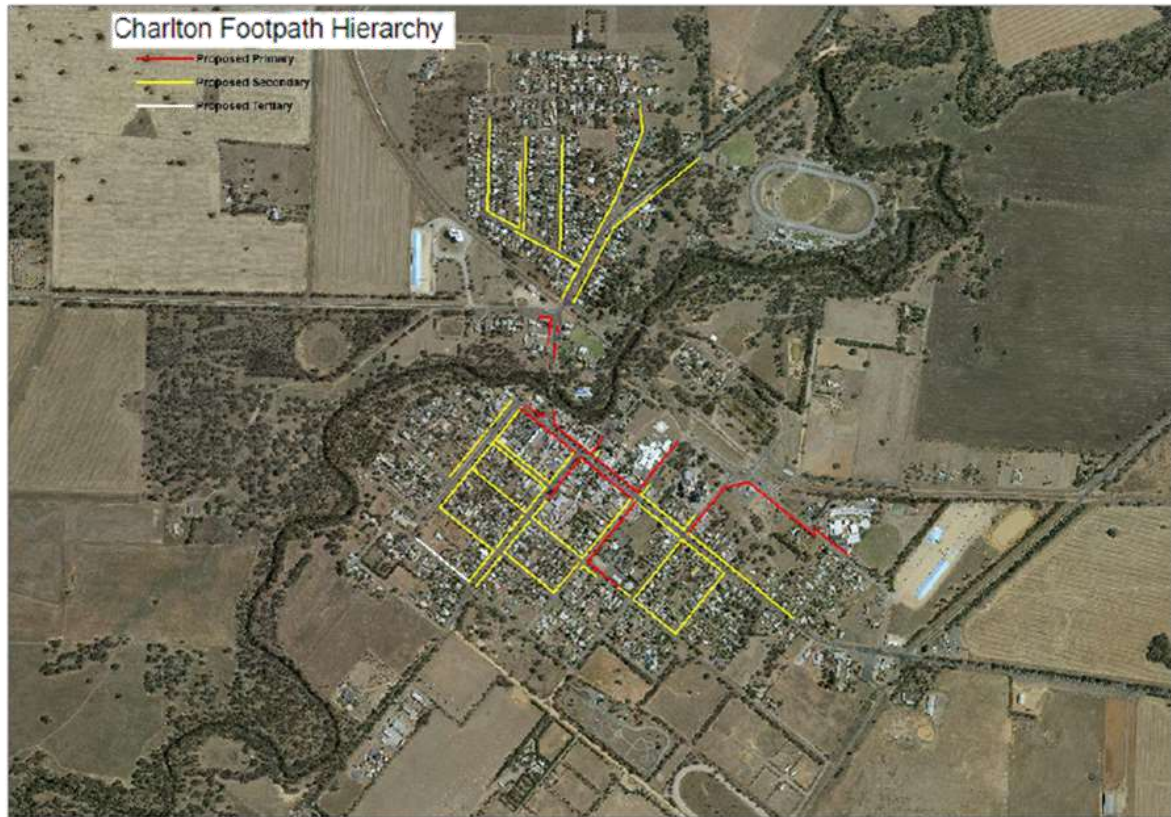




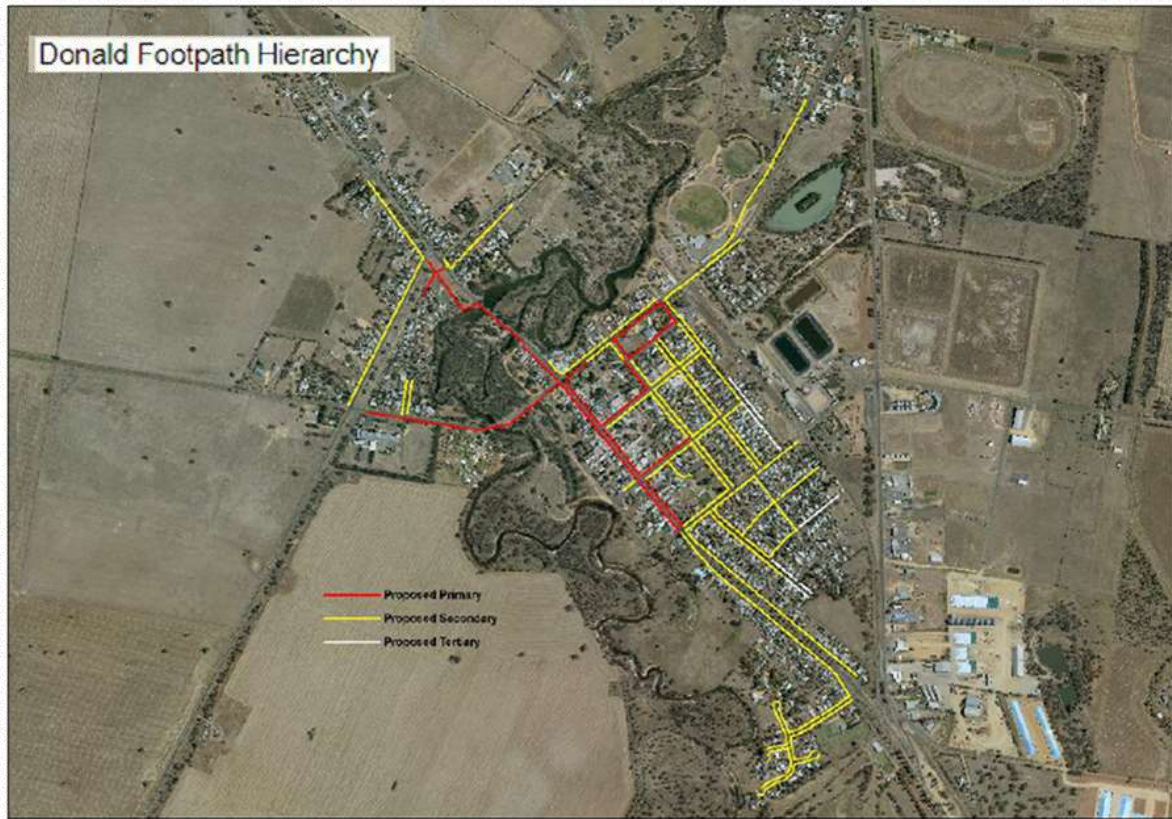
DISC



Discuss

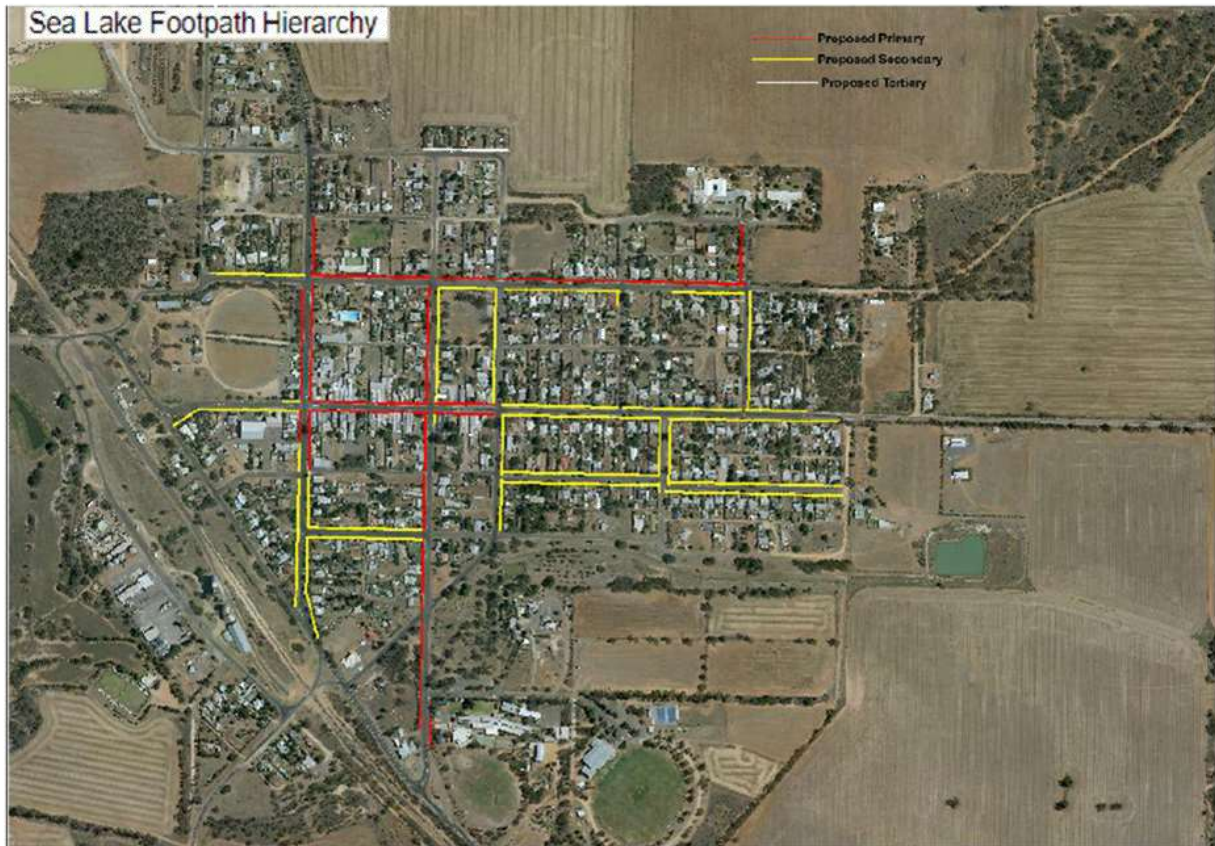






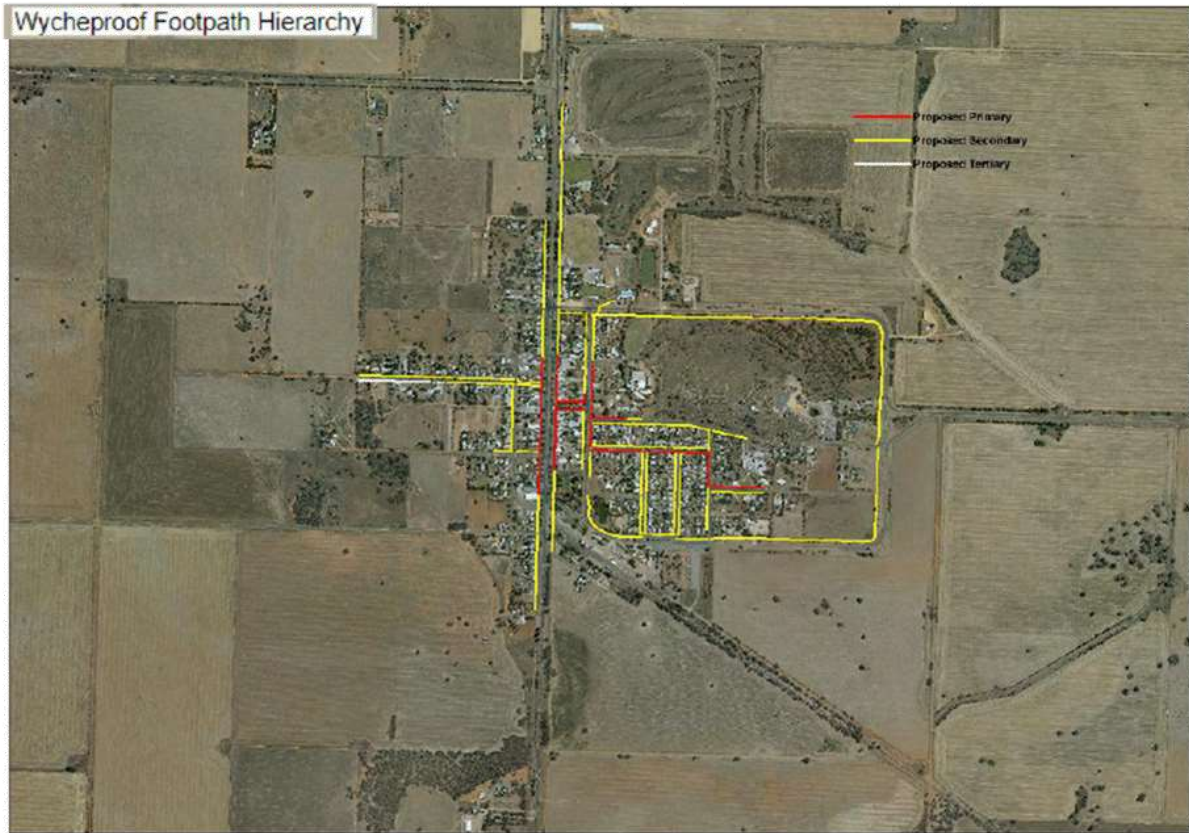
Discuss





DISCUSS





Discuss

8.2.6 DRAFT TRANSPORT ASSET MANAGEMENT IMPLEMENTATION PLAN

Author's Title: Acting Director Works and Technical Services

Department: Works and Technical Services

File No: CM|14|04

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Built and Natural Environment

PURPOSE

To present the draft Transport Asset Management Implementation Plan (Transport Plan) to the Council for endorsement to commence community engagement.

SUMMARY

The Council's adopted Asset Plan provides for the development of individual Asset Management Implementation Plans relevant for each major asset category.

The attached draft Transport Plan details key information and improvement activities associated with transport-related assets, including roads, footpaths, kerb and channel and bridges.

RECOMMENDATION

That Council note and endorse the release of the draft Transport Asset Management Implementation Plan to the community for feedback in accordance with the Council's Community Engagement Policy

Attachments: 1 Draft Transport Asset Management Implementation Plan

DISCUSSION

The Council's adopted Asset Plan outlines strategic improvement initiatives in the management of its assets to meet the required level of service as far as reasonably practicable in a manner which is cost effective for current and future users. Within the Asset Plan, the Council has identified the Transport Plan as one of several Asset Management Implementation Plans required to establish key objectives for each asset class.

The draft Transport Plan incorporates the elements critical to effective management of transport-related assets, including roads, footpaths, kerb and channel, and bridges. It provides an overview of the Council's intended improvement plan, taking into account:

- Asset life cycle
- Long term cost-effective management strategies
- Defined levels of service and performance monitoring
- Management of risks associated with asset failures
- Sustainable use of physical resources, and
- Continuous improvement in transport-related asset management practices.

In line with Council's community engagement principles of good communication and transparency of decision making, the release of the draft Transport Plan for public comment is a key phase in supporting

community understanding of the Council's asset management responsibilities and seeking community feedback on intended future directions.

RELEVANT LAW

The Plan identifies the Council's legislative responsibilities in relation to the management of its assets, including but not limited to, requirements under the *Local Government Act 2020*, the *Road Management Act 2004* and the *Road Safety Act 1986*.

RELATED COUNCIL DECISIONS

The Council adopted its Asset Plan at the Council Meeting held on 29 June 2022. The Asset Plan provides the overarching framework for the development of individual Asset Management Implementation Plans for key asset classes.

OPTIONS

The Council may determine not to release the draft Transport Plan to the community.

SUSTAINABILITY IMPLICATIONS

The objective of asset management is to create, operate, maintain, rehabilitate and replace assets at the required level of service for current and future users in a cost effective and environmentally sustainable manner.

COMMUNITY ENGAGEMENT

Initial feedback from the community in relation to the Transport asset class has been summarised and included in the Council's adopted Asset Plan. This feedback, where applicable, has been considered in the development of the draft Transport Plan.

Information and feedback received from the community in the initial review of the draft Road Management Plan 2021-25 has been incorporated into the draft Transport Plan.

A further report will be presented to the Council outlining any further feedback from the community and the Council's key stakeholders following the conclusion of the community engagement period.

INNOVATION AND CONTINUOUS IMPROVEMENT

The proposed asset management improvement plan is outlined within the draft Transport Plan and provides for key improvements scheduled over a 4 year period.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

The resourcing implications of the draft Plan are yet to be determined in the Council's Annual Budget and Financial Plan. The projections included in the Plan will inform and enhance the Council's long term financial planning and significantly improve forecast understanding.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

The draft Transport Plan aligns with the overall planning framework established under the Council's adopted Asset Plan.

TRANSPARENCY OF COUNCIL DECISIONS

Key information in relation to the Council's transport-related infrastructure and proposed future improvements are outlined in the draft Transport Plan.

CONFLICTS OF INTEREST

No Officers involved in the development of the draft Plan or this Report have a conflict of interest.

Transport Asset Management Implementation Plan



Version No: 1

Document Type	PLANNING DOCUMENT
Reference Number	Transport Asset Management Implementation Plan
Endorsed by	Date Endorsed
Version Number	1
Responsible Director	Director Infrastructure and Delivery
Review schedule	Every four years
Next Review Date	2025

Discussion

Contents

1	EXECUTIVE SUMMARY	4
1.1	The Purpose of the Plan	4
1.2	Asset Description	4
1.3	Levels of Service	4
1.4	Future Demand	4
1.5	Lifecycle Management Plan	2
1.6	Financial Summary	2
1.7	Asset Management Practices	3
1.8	Monitoring and Improvement Program	3
2	INTRODUCTION	4
2.1	Background	4
2.2	Plan Framework	6
2.3	Key Stakeholders	6
2.4	Goals and Objectives of Asset Ownership	6
3	LEVELS OF SERVICE	8
3.1	Strategic and Corporate Goals	8
3.2	Functional Hierarchy	8
3.3	Levels of Service	10
3.4	Technical Levels of Service	11
3.5	Customer Research and Expectations	13
3.6	Legislative Requirements	14
4	FUTURE DEMAND	15
4.1	Demand Forecasts and Impact on Assets	15
4.2	Demand Management Strategy	16
4.3	Strategic Direction	16
5	LIFECYCLE MANAGEMENT PLAN	17
5.1	Background Data	17
5.2	Routine Operations and Maintenance Plan	23
5.3	Renewal/Replacement Plan	26
5.4	Creation/Acquisition/Upgrade Plan	28
5.5	Disposal Plan	29
6	RISK MANAGEMENT PLAN	31
6.1	Risk Management Process	31
6.2	Asset Criticality Process	32
7	FINANCIAL SUMMARY	36
7.1	Financial Statements and Projections	36
7.2	Funding Strategy	37
7.3	Key Assumptions Made in Financial Forecasts	37
7.4	Forecast Reliability and Confidence	38
8	PLAN IMPROVEMENT AND MONITORING	39

8.1	Status of Asset Management Practices	39
8.2	Improvement Plan	39
8.3	Monitoring and Review Procedures	41
8.4	Performance Measures.....	41

List of Tables

Table 1 – Assets Covered by this Plan	5
Table 2 – Link to Council Objectives	8
Table 3 – Asset Functional Hierarchy: Roads	10
Table 4 – Asset Functional Hierarchy: Footpaths.....	10
Table 5 – Customer Level of Service.....	11
Table 6 – Technical Levels of Service.....	12
Table 7 – Customer Satisfaction Results	13
Table 8 – Legislative Requirements.....	14
Table 9 – Demand Drivers, Projections and Impact on Services	15
Table 10 – Demand Management Strategies.....	16
Table 11 – Condition Rating System.....	18
Table 12 - Known Service Performance Deficiencies	22
Table 13 - Maintenance Strategy Summary	23
Table 15 - Infrastructure Risk Register	31
Table 16 - Criticality Assessment.....	33
Table 17 - Critical Assets Management Response Approach.....	34
Table 18 - Likelihood of Failure	34
Table 19 - Risk Based Capital Investment Prioritisation.....	34
Table 20 - Risk Based Capital Investment Strategies.....	35
Table 21 - Projected Expenditures for Long Term Financial Plan.....	37
Table 22 - Data Confidence Grading System	38
Table 23 - Overview of Corporate Systems	39
Table 24 - Improvement Plan	41

List of Figures

Figure 1 - Asset Management Document Relationship.....	4
Figure 2 – Buloke Shire Council Road Hierarchy	17
Figure 3 – Condition Profile – Sealed Surfaces.....	19
Figure 4 – Condition Profile – Sealed Pavements.....	19
Figure 5 – Condition Profile – Unsealed Roads	20
Figure 6 – Condition Profile – Footpaths.....	20
Figure 7 – Condition Profile – Kerb and Channel.....	21
Figure 8 - Condition Profile - Bridges.....	21
Figure 9 - Asset Inspection Type Summary	25
Figure 10 - Maintenance and Operations Funding Summary	26
Figure 12 - Projected Capital Renewal and Replacement Expenditure.....	28
Figure 15 - Risk and Criticality Interrelationship	32

1 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Implementation Plan has been developed in accordance with Council's Asset Plan, Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This Plan details information about Council's transport assets. The Plan outlines the management approach to:

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

Council's transport assets contribute to the community by:

- Allowing people to move safely and conveniently around and through the municipality
- Enabling the transport of goods and services
- Connecting people to service centres and other key destinations.
- Assist drainage of stormwater from the roadway.

1.2 Asset Description

The road network infrastructure for which the Council is responsible is extensive and includes **5,302 Km** of roads (**991 km** sealed and **4,311 km**

unsealed), **63 km** of footpaths and walking tracks, and **105 km** of kerb and channel.

Asset Description	Asset Quantity	Units
Sealed Roads	991	Kms
Unsealed Roads	4,311	Kms
Kerb and Channel	105	Kms
Footpaths	63	Kms
Bridges & Major Culverts	37	No.

1.3 Levels of Service

Council is continually improving in the development of its levels of service for its transport infrastructure. In time, this will include deliberative consultation with the community.

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

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

The Council's present funding levels are insufficient to continue to provide existing services at the current levels in the short- to medium-term.

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

1.4 Future Demand

The main demands for new services are created by:

- Population change
- Increased weight, size and volumes of heavy vehicles
- Council financial sustainability
- Council operational and services priority changes
- Climate change

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

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

- Restricting the types of vehicles accessing road network;
- Planning network improvements to coincide with development and major land use changes; and
- Work with others to delineate a priority freight network to meet the needs of the increased freight task and to guide future investment in network upgrades

1.5 Lifecycle Management Plan

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

The Council's current approach to managing and operating its transport assets is predominantly reactive with only limited preventative maintenance. Council strives to improve its approach to lifecycle management to make sure that it deliver on its service commitments in the most cost effective and efficient manner.

1.6 Financial Summary

The projected outlays necessary to provide the services covered by this plan includes operations,

maintenance, renewal, upgrade and new assets over the 10-year planning period is **\$107M** or **\$10.7M** on average per year. This is the recommended strategy to reduce the renewal backlog amount of **\$14.4M** as well funding asset consumption.

Financial Year	Operating Expenditure (\$,000)	Capital Expenditure (\$,000)
2021-22	3,588	7,600
2022-23	3,695	5,710
2023-24	3,806	5,853
2024-25	3,920	6,032
2025-26	4,038	6,182
2026-27	4,159	6,337
2027-28	4,248	6,496
2028-29	4,412	6,658
2029-30	4,545	6,824
2030-31	4,681	6,996

1.6.1 What funding sources are available

Estimated available funding for the next ten financial years is **\$105M** or **\$10.5M** on average per year as per the Financial Plan or budget forecast. This is **123%** of the cost to sustain the current level of service at the lowest lifecycle cost and also reduce the renewal gap in the short to medium term.

Allocated funding contained in Council's Financial Plan funds asset consumption and also reduces Council's renewal backlog during this planning period.

1.6.2 What Council will do with constrained funding

Council plans to provide the following transport related services:

- Operation, maintenance, renewal and upgrade of local sealed and unsealed roads, kerb and channel, pathways, car parks, and traffic treatments to meet service levels set by Council in annual budgets;
- Continue vigorous pursuit of State and Federal Government grants for roads and related assets; and

- Plan asset rehabilitations to ensure that the highest priority assets are targeted for renewal each financial year. Prioritisation must be based on risk.

Council's condition information indicates that there is a significant backlog of resealing or resurfacing works which needs to be addressed in the immediate to short term which will require significant investment. The accuracy of this information should be verified to determine if the measured condition is reflective of asset performance prior to any major funding decisions being made.

1.6.3 What Council cannot do with constrained funding

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

- An increased overall level of service delivered by road and footpath assets;
- Upgrade of all identified functional deficiencies across our networks; and
- Sealing of unsealed roads on request.

1.6.4 Risk Management

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

The main risks are:

- Roads deteriorate to a lesser service standard and higher risk situation;
- The deterioration of roads is accelerated due their standards not being matched with traffic needs; and
- Road asset lives not being maximised due to a lack of maintenance funding.

Council will endeavour to manage these risks within available funding by continuing to implement our inspection, maintenance and renewal programs to keep roads and footpaths in a safe and serviceable condition.

1.7 Asset Management Practices

Council's Asset Management Framework provides a structured approach for the development,

coordination and control of activities on assets over their life cycle, and for aligning these activities with the Council's Long-Term Community Vision and strategic objectives.

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

- Asset Management Policy;
- Asset Management Strategy
- Asset Plan; and
- Asset Management Improvement Plans.

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

1.8 Monitoring and Improvement Program

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

- Confirm the hierarchy system for the classification of Council's roads and footpaths;
- Develop asset management responsibility matrix;
- Implement a criticality framework to identify and record critical road assets along with intended management responses;
- Document community levels of service through engagement with public;
- Develop a project-based ten (10) year Capital Works Program for renewals, upgrades and new works; and
- Develop schedules for various routine road maintenance activities (e.g. grading, slashing, weed spraying, etc) according to levels of service and budget allocations.

2 INTRODUCTION

2.1 Background

This Plan outlines the required management approach to:

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

The Plan is to be read with Council’s Asset Plan, Asset Management Policy and Asset Management Strategy along with the Building Buloke 2030 Community Plan and Buloke Shire Long-Term Community Vision and Council Plan 2021-25.

Figure 1 shows the different documents which influence and inform this Transport Asset Management Plan.



Figure 1 - Asset Management Document Relationship

The infrastructure assets covered by this asset management plan are shown in Table 1.

Buloke Shire Council’s network of public roads, including footpaths and kerb and channel, is infrastructure provided to the community to facilitate a safe; convenient; and defined means for transporting people and goods around and through the municipal area.

Asset	Asset Group	Asset Type	Asset Sub Type	Quantity	Unit	Current Replacement Value (\$)	Accumulated Depreciation (\$)	Depreciated Replacement Cost (\$)	Useful Life (Years)
Roads	Formation	Unsealed Road	Formation	21,217,630	sqm	21,600,389	107,780	21,492,609	100
		Sealed Road	Formation	7,682,830	sqm	9,823,497	45,952	9,777,545	100
	Pavement	Unsealed Road	Pavement	2,945,939	sqm	23,567,511	5,089,439	18,478,072	25
		Sealed Road	Pavement	6,227,198	sqm	248,184,351	147,671,901	100,512,449	50-90
	Surface	Sealed Road	Final Seal	4,835,326	sqm	20,760,444	11,318,762	9,441,681	18-35
	<i>Roads Total</i>				<i>42,673,296</i>		<i>\$323,936,191</i>	<i>\$164,233,835</i>	<i>\$159,702,357</i>
Footpaths	Footpath	Asphalt		1,339	sqm	111,600	72,427	39,172	30
		Brick Paving		4,317	sqm	1,322,750	566,821	755,928	50
		Gravel		805	sqm	9,943	9817	126	20
		Concrete		50,646	sqm	7,305,584	3,270,780	4,034,804	50-70
		Crushed Rock		544	sqm	16,814	8,404	8,410	20
		Bitumenous Seal		5,044	sqm	585,558	393,523	192,034	18
	<i>Footpaths Total</i>				<i>62,695</i>		<i>\$9,545,885</i>	<i>\$4,430,494</i>	<i>\$5,115,391</i>
Kerb and Channel	Kerb and Channel	Kerb and Channel		105,885	metres	10,588,500	5,541,005	5,047,494	90
	<i>Kerb and Channel Total</i>				<i>105,885</i>		<i>\$10,588,500</i>	<i>\$5,541,005</i>	<i>\$5,047,494</i>
Bridges	Bridges & Major Culverts	Footbridge	High Standard	5	No.	1,168,748	518,154	650,594	100
			Medium Standard	2	No.	26,625	13,313	13,313	80
			Low Standard	1	No.	32,736	17,402	15,334	40
		Road Bridge	9	No.	5,514,998	1,978,157	3,536,842	100-120	
		Road Culvert	20	No.	3,312,227	1,587,288	1,724,939	80-100	
	<i>Bridges & Major Culverts Total</i>				<i>37</i>	<i>No.</i>	<i>\$10,925,384</i>	<i>\$4,409,407</i>	<i>\$6,515,977</i>
						\$354,995,960	\$178,614,741	\$176,381,219	

Table 1 – Assets Covered by this Plan

Note: The Replacement Valuation in the above table is "Greenfield" and used for valuation purposes.

2.2 Plan Framework

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

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

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

2.3 Key Stakeholders

Council's assets are utilised by a broad cross-section of the community.

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

- The community in general (for recreation, sport, leisure and business);
- Residents and businesses adjoining the road network;
- Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility);
- Users of a range of miscellaneous smaller and lightweight vehicles such as pedal cyclists, motorised buggies, wheelchairs, prams, etc;
- Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motorcycles;
- Farmers and commercial businesspeople for haulage of grain, livestock, fruit, vegetables, grapes, firewood, general produce, etc.;
- Tourists and visitors to the area;
- Emergency agencies (Police, Fire, Ambulance, etc);
- Utility agencies that utilise the road reserve for their infrastructure (water, sewerage, gas, electricity, telecommunications);
- State and Federal Government that periodically provide support funding to assist with management of the network; and
- Council's Insurers.

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

This plan will demonstrate to the various stakeholders that Council is managing its road transport related assets in a responsible manner.

2.4 Goals and Objectives of Asset Ownership

Council's goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, Council will contribute the affordability and liability of our community, including a vibrant, growing and efficient local economy.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance;
- Managing the impact of growth through demand management and infrastructure investment;
- Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service;
- Identifying, assessing and appropriately controlling risks; and
- Linking to Council's Financial Plan which identifies required, affordable expenditure and how it will be allocated.

Discussion Draft

3 LEVELS OF SERVICE

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

3.1 Strategic and Corporate Goals

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

Our vision is:

Building a Better Buloke – A healthy, connected, inclusive and prosperous community

Relevant Council goals and objectives and how these are addressed are:

Strategic Objective	Council Plan Key Objective	Operational Plan Action
Our Council and Community Leadership	<ul style="list-style-type: none"> Continuous Service Improvement for Efficient and Flexible Services 	<ul style="list-style-type: none"> Undertake regular reviews of Council services
	<ul style="list-style-type: none"> A Well Governed and Healthy Organisation. 	<ul style="list-style-type: none"> Develop responsible cash flow budgets to achieve long term financial sustainability and report quarterly against delivery
Our Built and Natural Environment	<ul style="list-style-type: none"> A Safe and Active Buloke 	<ul style="list-style-type: none"> Prioritise capital works investment into renewal of roads and road-related infrastructure, informed by Council’s Asset Plans
		<ul style="list-style-type: none"> Strengthen relationship with Regional Roads Victoria and other transport authorities to engage and inform the community

Table 2 – Link to Council Objectives

3.2 Functional Hierarchy

All roads and footpaths within the municipal road network are classified according to a hierarchy in terms of their specific function, types of users, user numbers and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

Limited resources can be used more effectively by allocating funds to those roads in greater need. The road hierarchy provides the basis for setting varying inspection frequencies and the repair response times is also based on the road hierarchy and risks arising.

At a state level there are 3 different levels of hierarchies as stated below;

Road type	Coordinating Road Authority
Freeway (except privately operated)	VicRoads
Freeway (privately operated)	Varies
Arterial (urban)	VicRoads

Road type	Coordinating Road Authority
Arterial (non-urban)	VicRoads
Municipal	Council
Non-arterial State	eg. DELWP, Parks Victoria (VicRoads for small number of these roads)

The road Hierarchy for Council’s roads and footpaths are detailed below. local

Road Classification	Functional Definition	General Road Description
Arterial	Refer to State Controlled Roads above	
Link Road	<p>Collects and distributes traffic from local areas to the wider road network:</p> <ul style="list-style-type: none"> Can link significant towns, locations and industries; High percentage of through traffic; Includes access to abutting properties; and Caters generally higher traffic volumes, heavy vehicles and traffic speeds. 	<p>All weather road, catering for two-way traffic, predominantly sealed, two-lane roads:</p> <ul style="list-style-type: none"> Good quality surface, maintained to a high standard; Roads of high local priority; Direct property access generally permitted; Delineation provided by guideposts and often centreline marking on sealed rural roads; Typical design speed 60 – 100km/hr depending on terrain; Generally for higher traffic volumes (>150 Average Daily Traffic (ADT)), heavy vehicles and higher travel speeds.
Collector Road	<p>Provides a feeder service and links to Link roads:</p> <ul style="list-style-type: none"> Provides property access in both urban and rural areas; Provides access to minor locations and industries; Moderate percentage of through traffic; and Caters for moderate traffic volumes and speeds. 	<ul style="list-style-type: none"> All weather two-lane road, at least formed and gravelled or single lane sealed road with gravel shoulders in rural areas, and sealed two-lane road in urban areas; Medium quality road surface, maintained to a good standard; Direct property access permitted; Delineation generally provided by guideposts at times within the rural areas; Typical design speed 50 – 80kmh depending on terrain; and Generally cater for moderate traffic volumes (50 - 100 ADT), and medium travel speeds.
Access Road	<p>Provides predominantly for direct access to properties and industries:</p> <ul style="list-style-type: none"> Caters for low traffic volumes and generally for low traffic speeds; and Low percentage of through traffic. 	<p>All weather road where required for house access, usually formed and gravelled in rural areas, and sealed in urban areas:</p> <ul style="list-style-type: none"> Maintained to moderate standard, equal to or less than service roads; Delineation generally provided by guideposts; and Typical design speed 40 – 60kmh depending on terrain. Generally for lower traffic volumes (20 – 100 ADT), and low travel speeds.
Minor Road	<p>Predominantly provides access for fire management purposes:</p>	<ul style="list-style-type: none"> Fire trails are managed in accordance with the Municipal Fire Prevention Plan; Access in wet conditions may at times be difficult.

Road Classification	Functional Definition	General Road Description
	<ul style="list-style-type: none"> Caters for very low traffic volumes at for very low speed; and At times provides access to environmental lands 	<ul style="list-style-type: none"> Limited Access roads / Tracks cater for very low speeds, low traffic volumes (<10 ADT) <p>No periodic inspections, inspections are discretionary along with repairs if necessary.</p>

Table 3 – Asset Functional Hierarchy: Roads

Note: Traffic facilities and kerb and channel have their hierarchies determined by the relevant road hierarchy

Pathway Classification	Functional Definition
Primary Access Route	<ul style="list-style-type: none"> Provides services to areas with expected high volumes of pedestrian traffic; Generally confined to commercial areas; Council may as grants or funding become available, replace or build new footpaths. Request from a resident or landowner for new or additional footpaths are at the cost of the resident/landowner and needs to be approved by Council and to Council specification.
Secondary Access Route	<ul style="list-style-type: none"> Provides services to areas with lower expected volumes of pedestrian traffic; Predominantly confined to residential areas; Council may as grants or funding become available, replace or build new footpaths; Bike path and walking trails; Requests from a resident or landowner for new or additional footpaths are at the cost of the resident/landowner and needs to be approved by Council and to Council specification.

Table 4 – Asset Functional Hierarchy: Footpaths

3.3 Levels of Service

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which are the Long Term Community Vision and Council Plan 2021-25, the Financial Plan, the Asset Plan and the Annual Budget. Service performance results are reported through Council’s Annual Report of Operations.

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

- Residents’ feedback to Council and staff.
- Operations staff feedback to management.
- Feedback from other stakeholders.
- Service requests and related correspondence entered in Council’s Customer Request System.
- Physical measurements of quality standards.
- Legislative standards (minimum requirements).

In future, the Council may undertake specific customer surveys to validate these levels of service.

3.3.1 Customer Levels of Service

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

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

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

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

The current and expected customer service levels are detailed in Table 5.

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

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

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Quality	Roads and footpaths of an appropriate condition and standard	Annual Community Satisfaction Survey	Sealed Roads 38 Unsealed Roads 31 Footpaths N/A	To be determined
Function	A primary place of residence will have access to an all-weather road	Percentage of primary places of residence with all-weather access	To be determined	To be determined
	Roads and footpaths will be safe to use	Number of public liability claims where Council has been found to be liable	1	0
Capacity/ Utilisation	Roads and footpaths will be wide enough	Percentage of new constructions which meet Council's designed standards	To be determined	100%

Table 5 – Customer Level of Service

3.4 Technical Levels of Service

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

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

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

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

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

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Level of Service	Desired Level of Service
Operations and Maintenance	Compliance with Councils Road Management Plan	Inspections to be carried out as per the frequency set out in the Road Management Plan.	100%	100%
		Reported defects above intervention levels are responded to within the timeframe set out in the Road Management Plan.	To be determined	100%
Asset Renewal	Preserving the condition of transport infrastructure	Annual renewal program	100% of scheduled program delivered	100% of scheduled program delivered
Asset Improvements	Providing a safe network of well-connected transport routes	Annual upgrade program	100% of scheduled program delivered	100% of scheduled program delivered

Table 6 – Technical Levels of Service

Council's *Road Management Plan* set out the policies, objectives, and relevant standards which apply in the discharge of Council's responsibilities as a road manager. These documents will provide further guidance on technical levels of service.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

3.4.1 Actual Levels of Service

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

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

3.5 Customer Research and Expectations

3.5.1 Community Consultation

At this stage, target customer research has not been undertaken for Council’s roads and footpaths.

Council is committed to transparent and informed decision making in relation to the management of its assets and services through engagement with the community. Council undertakes inclusive community consultation to define service levels and performance measures through the development of its Long-Term Community Vision and Council Plan 2021-25, Finance Plan, Asset Plan, and Annual Budget. These discussions provide input to Council’s strategic directions which are supported by the various services, projects and programmes which its delivers.

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

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

3.5.2 Community Satisfaction

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

This survey measures community views towards, and satisfaction with, the services delivered by Council. The results from the survey conducted in 2022 are summarised in Table 7

Customer Satisfaction Index	Buloke Shire Council	Regional/Rural	State Wide Avg.
	2022	2022	2022
Condition of sealed local roads	38	50	53
Condition of unsealed roads	31	42	41
Condition of footpaths	N/A	N/A	N/A

Table 7 – Customer Satisfaction Results

The result of this community satisfaction survey indicates that maintenance of unsealed roads and the condition of sealed roads are Council’s lowest performing areas; given they are rated significantly lower than the Small Rural group average, attention should be paid to delivery of these services.

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

3.6 Legislative Requirements

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

Legislation	Requirement
Local Government Act 2020	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Financial Plan supported by asset management plans for sustainable service delivery.
Road Management Act 2004 and associated Regulations and Codes of Practice	Establishes a coordinated management system for public roads that promotes safe and efficient State and local road networks. This also includes the responsible use of road reserves for other legitimate purposes (e.g. provision of utility services). Defines the responsible authorities for all roads within the state. It makes Council the controlling authority for Public Local Roads, Boundary Roads, and parts of Declared Roads within the municipal area.
Transport Act 1983	Relates to the operation of the road network
Road Safety Act 1986	Safety requirements relating to the use and operation of the road network.
Occupational Health and Safety Act 2004	Applicable to working within the road reserve
Disability Discrimination Act 1992 - The Transport Standards	The Transport Standards came into effect in October 2002 and place certain requirements on the providers and maintainers of public transport infrastructure to do certain things. This Standard includes access paths to bus stops and taxi stands. The <i>Transport Act 1983</i> places the responsibility of public transport infrastructure on the Public Transport Corporation. Maintenance responsibilities of public transport infrastructure need to be clarified.
All other State and Federal Acts and Regulations	For example: <i>Financial Management Act 1994, Road Safety Act 1986</i> , etc
Relevant Council Policies, Local Laws and Contracts	Amenity controls, construction standards, maintenance contracts etc.

Table 8 – Legislative Requirements

4 FUTURE DEMAND

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

4.1 Demand Forecasts and Impact on Assets

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

Demand Factor	Projection	Impact on Assets
Population change	Census figures estimate the population of Buloke Shire is declining at 1.2% per year.	<ul style="list-style-type: none"> Population decline reduces the capacity of Council to raise revenue through rates and increases the per capita cost of services and maintaining infrastructure Reduction of population reduces need for transport infrastructure.
Climate change	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events.	<ul style="list-style-type: none"> Accelerated degradation of and reduced road and footpath life expectancy. Increased likelihood of natural disasters. Increased lifecycle costs.
Increased weight, size and volumes of heavy vehicles	Crop, Stock and Intensive Farming industries are growing and both have a high dependence on B-double trucks and higher productivity vehicle access from farm gate to port or market is a challenge for the current transport network.	<ul style="list-style-type: none"> Accelerated degradation of road life expectancy. Road upgrade required to cater for heavier loads and larger machinery.
Council operational and services priority changes	Acceleration of trend in Council taking up new operations and services due to divestment by other levels of government. Limited revenue growth to fund them placing pressure on all operations and services including asset provision and maintenance.	<ul style="list-style-type: none"> Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. Increased need for maintenance and repairs.
Ageing infrastructure	Council has a legacy whereby road and footpath assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.	<ul style="list-style-type: none"> Without adequate funding the declining condition of Council's road and footpath assets will result in reduced levels of service and increased risk of failure.
Changes in customer expectations	A wide number of factors may lead to a change in expectations from the community.	<ul style="list-style-type: none"> Depending on the expectations, the level of service that Council is expected to provide may increase or decrease.
Technological Change	Technology changes will enable alternative materials to be considered in the maintenance and replacement of assets in the future. There will also be changes to asset management technology, in particular the monitoring and data collection. These advancements in technology may require consideration of modifications to the published service levels, as and when appropriate.	<ul style="list-style-type: none"> This is difficult to predict and necessitates monitoring internal and external trends to discover, test and establish new technologies.
Design standards and construction materials	Use of alternative materials/techniques	<ul style="list-style-type: none"> Improved effectiveness and reduced life cycle cost.

Table 9 – Demand Drivers, Projections and Impact on Services

4.2 Demand Management Strategy

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

Demand management components may include:

Component	Applicable Strategy(s)
Operation (<i>modification of access to an asset</i>)	<ul style="list-style-type: none"> Design guidelines which consider future demand factors and good design principles
Regulation (<i>restriction on the type of use of an asset</i>)	<ul style="list-style-type: none"> Restriction of types of vehicles accessing road network Introduction of load limits to prolong the useful life of roads and to maintain public safety
Incentives (<i>Influence the use of an asset</i>)	<ul style="list-style-type: none"> Plan network improvements to coincide with major land use changes Work with others to delineate a priority freight network to meet the needs of the increased freight task and to guide future investment in road upgrades
Education (<i>promotion of alternatives</i>)	<ul style="list-style-type: none"> Involve industry in determining alternative routes to inform the future investment in road upgrades Monitor trends in traffic movements alongside continuing to develop works programs with consideration of land use change and population growth

Table 10 – Demand Management Strategies

4.3 Strategic Direction

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

- The Long Term Community Vision and Council Plan 2021-25
- Infrastructure Design Manual
- Road Management Plan
- Central Murray Regional Transport Strategy 2019
- Wimmera Southern Mallee Regional Transport Strategy 2014

5 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this asset management plan are shown in Table 1.

The road network infrastructure for which Council is responsible is extensive and includes 5,302 Km of roads (991 km sealed and 4,311 km unsealed), 63 km of footpaths and walking tracks, and 105 km of kerb and channel.

Council's network of public roads, including footpaths, is infrastructure provided to the community to facilitate a safe, convenient and defined means for transporting people and goods around and through the municipal area.

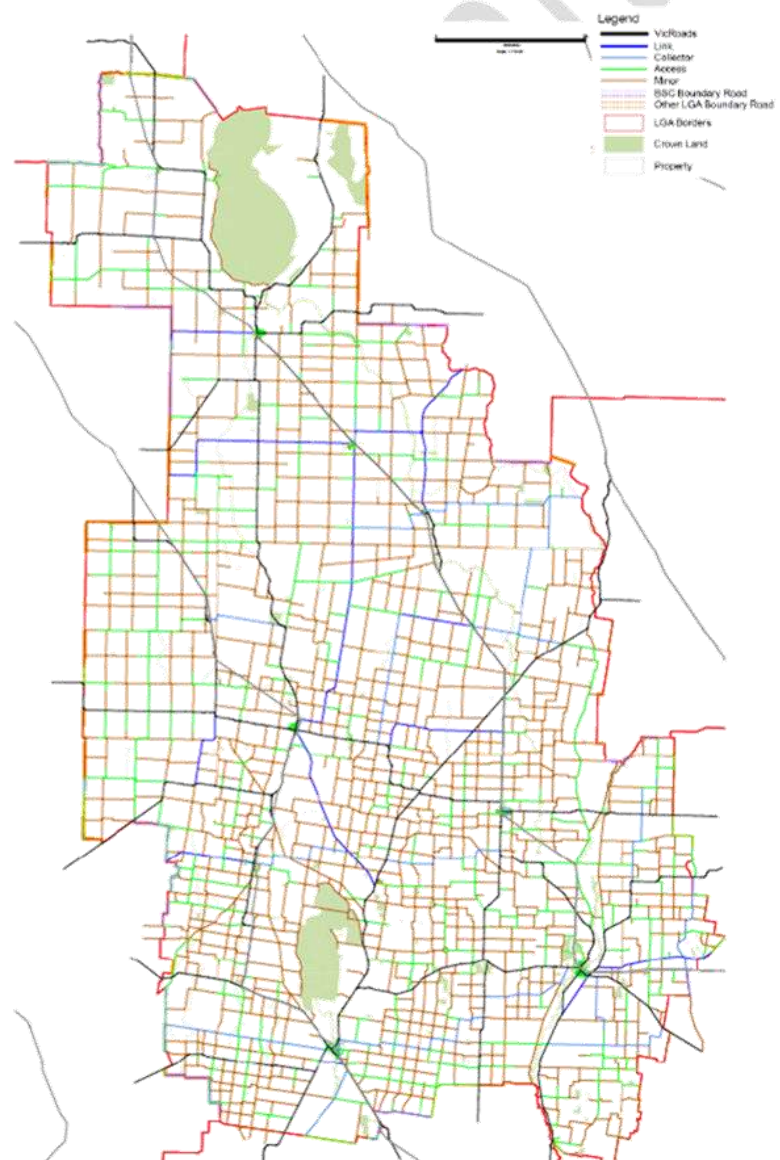


Figure 2 – Buloke Shire Council Road Hierarchy

5.1.2 Asset Condition

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

Council measures the condition of its assets using a standardised 0 to 10 grading system. A summary of the condition rating scale used for the assets covered by this asset management plan is detailed in Table 11. Council’s condition grading system follows good practice guidance as provided by various industry standards including the International Infrastructure Management Manual.

Condition data for Council’s roads and footpaths is recorded in its asset register and is used for financial renewal modelling and capital works planning.

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

Table 11 – Condition Rating System

The following figures provide an overview of the condition of Council's transport assets:

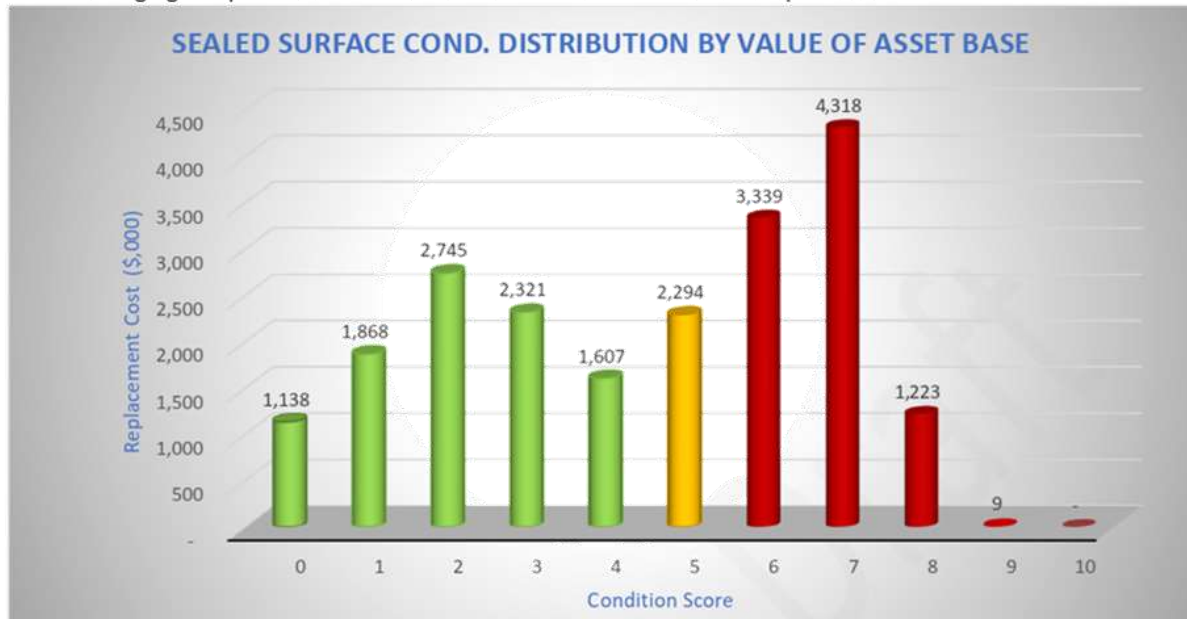


Figure 3 – Condition Profile – Sealed Surfaces



Figure 4 – Condition Profile – Sealed Pavements



Figure 5 – Condition Profile – Unsealed Roads

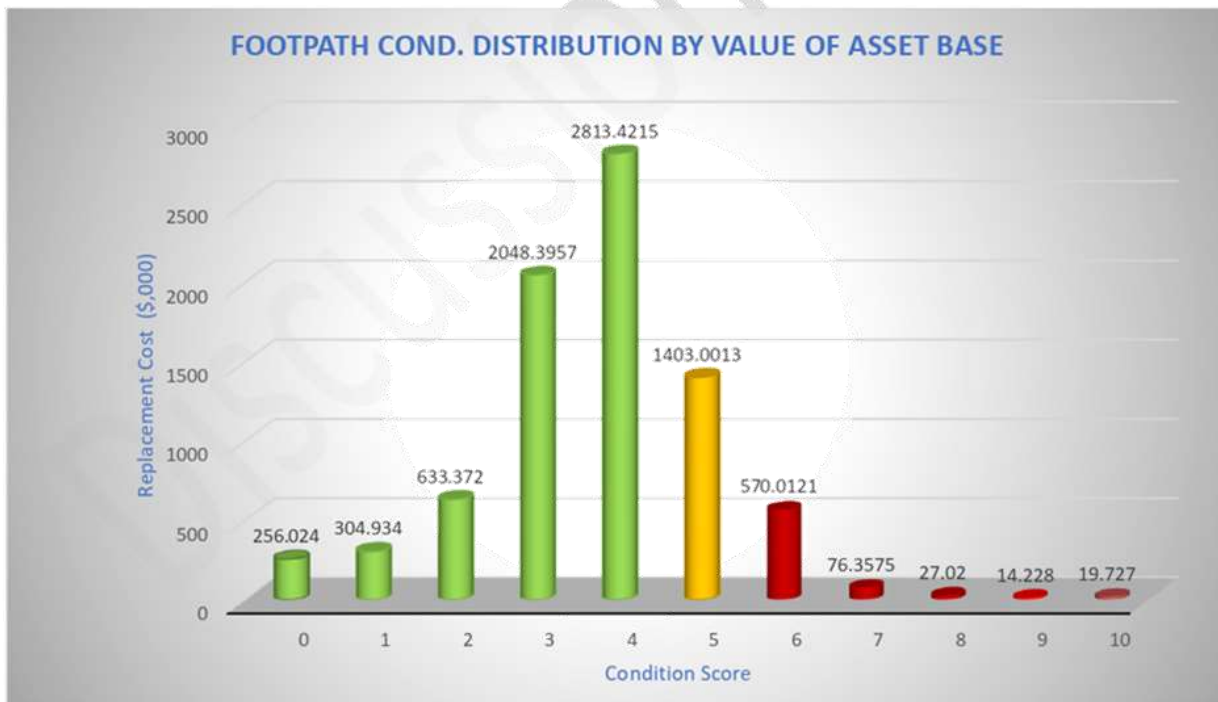


Figure 6 – Condition Profile – Footpaths



Figure 7 – Condition Profile – Kerb and Channel

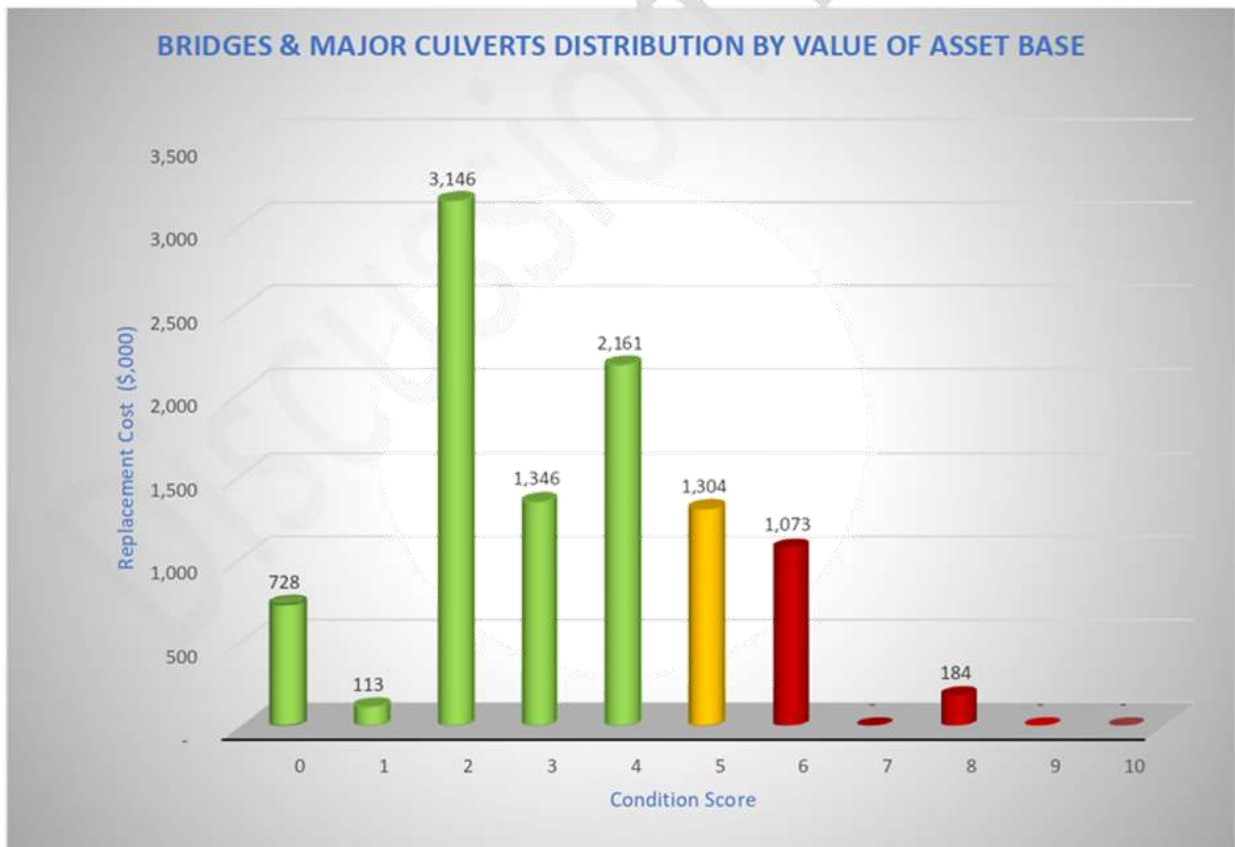


Figure 8 - Condition Profile - Bridges

What does this mean?

There has been a very strong condition improvement for the sealed road pavement, sealed surface and unsealed road pavement assets since the last survey in 2016, a small decline in asset condition was found for the kerb and footpath.

Approximately 26% of Council’s sealed surfaces are in ‘Poor’ to ‘Very Poor’ condition indicating that there is a backlog of resealing or resurfacing works which needs to be addressed in the immediate to short term. It is important that Council invests adequate levels of funding towards the resurfacing of its sealed roads. The spray seal or asphalt surface serves to protect the expensive pavement below the surface. As sealed surfaces age they become brittle and crack leading to the ingress of water into the underlying road pavement. This would require costly major repairs if the structural integrity of the pavement becomes compromised.

5.1.3 Asset Capacity and Performance

Assets are generally provided to meet design standards where available. Infrastructure Design Manual provide the standards in this regard.

Locations where deficiencies in service performance are known are detailed in Table 12.

Location	Service Deficiency
Footpaths – General	Gaps and discontinuities in footpath network identified in Council’s Pedestrian Access Management Plan.
Footpaths – General	Missing pram crossing (kerb ramp)
Roads – General	Narrow sealed roads across the road network do not cater for traffic demands
Roads – General	There are many rural intersections which are substandard according to design parameters for safe sight distances and heavy vehicle turning movements.
Roads – Charlton	Lack of seal to kerb.
Roads – General	Trees allowed to grow to close to the road
Bridges - McIvers Rd Bridge	McIvers Rd Bridge (Ch2,700) Requires urgent attention

Table 12 - Known Service Performance Deficiencies

The above service deficiencies were identified from feedback from Council’s operational staff.

5.2 Routine Operations and Maintenance Plan

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

Operations	Includes regular activities to provide services such as public health, safety and amenity.
Maintenance	Maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset safe and operational again.

5.2.1 Maintenance Strategy

The following general maintenance and operations strategies are applied to Council's transport assets:

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

Table 13 - Maintenance Strategy Summary

Council's Road Management Plan outlines a more detailed approach and methodology to the maintenance of transport assets, in particular roads. The following 3 sections identify current deficiencies or challenges associated with operations, reactive and planned maintenance activities.

5.2.1.1 Deficiencies or challenges for General Operations

General operations	Current deficiencies or challenges in the OPERATIONS of transport assets
All	<ul style="list-style-type: none"> ▪ Challenge in rolling out of the maintenance management system and customer service request system; ▪ Staffing and budget levels.
Strategies to improve the performance the operations of transport assets	
<ul style="list-style-type: none"> ▪ Review Road Management Plan, intervention levels and response time; ▪ Provide staff with training in the Confirm software; ▪ Develop simple procedures for Confirm; ▪ Review how Works are notified of Capital Works, ideally from Asset Management System; and ▪ Implement additional Confirm functionality to more effectively record, monitor and report on maintenance, operations and capital for Council's transport assets. 	

5.2.1.2 Deficiencies or Challenges to Reactive Maintenance

Asset Type	Current Deficiencies or challenges to REACTIVE MAINTENANCE
All	<ul style="list-style-type: none"> High level of reactive maintenance due to renewal gap
Roads	<ul style="list-style-type: none"> Defects identified through Council’s inspections are recorded and works orders are generated using the <i>Confirm</i> works management system, however not all issues are captured in this system; Allocation of resources is not efficient given the highly reactive nature of Council’s current road maintenance practices.

5.2.1.3 Deficiencies or challenges Planned or Preventative Maintenance

Asset Type	Current deficiencies or challenges in the PREVENTATIVE MAINTENANCE of transport assets
Roads	With our current staff numbers and machinery that we have available it is difficult to set up a long term grading program. Our grading program has become very reactionary in regards to customer requests, which has led to our grading resources spending concentrated in particular areas where council gets a lot of complaints.
Strategies to improve the performance the operations of transport assets	
<ul style="list-style-type: none"> Implement proactive maintenance programs to reduce reactive maintenance and the costs associated. 	

5.2.2 Maintenance Arrangements

Maintenance of Council’s roads and footpaths is delivered by its own operational team which are supplemented by externally sourced resources during peak periods.

5.2.3 Maintenance Prioritisation

Maintenance activities are objectively planned in order to achieve cost and operational efficiencies. The works program and schedule are based on seasonal/annual events and routine servicing needs.

The Road Management Plan details response times for the rectification of various hazards or defects associated with Council’s roads and footpaths once they are identified. The response time is directly related to the level of risk which the defect or hazard poses.

5.2.4 Maintenance Standards

All maintenance work undertaken is in accordance with Council’s standard design guides, standard drawings, and specifications for relevant water or sewer assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer

recommendations on maintenance in order to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

5.2.5 Inspections

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

The inspection frequency regime uses a risk approach which considers the road/path hierarchy. The higher up the road hierarchy, the higher the risk exposure and the more frequent the inspections and the quicker the response time.

Council’s inspection activities are detailed in the Road Management Plan and can be grouped into the following categories based on definition and purpose:

Inspection Type	Description	Current Status	Inspection Frequency
Reactive / Safety Inspections	Reactive inspections are initiated generally by requests for maintenance received from asset users. Safety issues may be detected either as a result of programmed defect inspection or by customer request. Council’s objective in relation to maintenance requests is to inspect and prioritise the work requests within specific timeframes.	<ul style="list-style-type: none"> Inspections or site assessments are undertaken in response to customer requests by Council’s Works Department and officers from the Assets Unit 	<ul style="list-style-type: none"> Reactive inspections are undertaken as required in accordance with Council’s RMP.
Planned Inspections (Programmed Defect Inspections)	Planned or maintenance inspections involve a visual investigation to assess the condition of sub-elements or asset components. These inspections provide a basis for urgent, preventative, cyclic maintenance needs and, capital works planning.	<ul style="list-style-type: none"> Cyclic inspections are coordinated by the Works department. 	<ul style="list-style-type: none"> Cyclic inspections are undertaken in accordance with Council’s RMP
Condition Inspections	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets. The purpose of these inspections is to provide an input for life-cycle cost analysis, and asset planning purposes. This level of inspection does not identify detailed maintenance requirements but provides a basis for managing the asset portfolio from a strategic perspective.	<ul style="list-style-type: none"> Condition inspections are coordinated by the Assets Unit. The last formal condition audit of Council’s transport assets was completed in 2019. 	<ul style="list-style-type: none"> There is presently no formal schedule for condition audits of Council’s footpath network. Council should formalise an inspection schedule to align with its financial reporting requirements and overall asset planning needs.

Figure 9 - Asset Inspection Type Summary

5.2.6 Maintenance and Operations Costs

Figure 10 summarises previous maintenance and operations expenditure for the assets covered by this asset management plan, including forecast budgets for these activity areas:

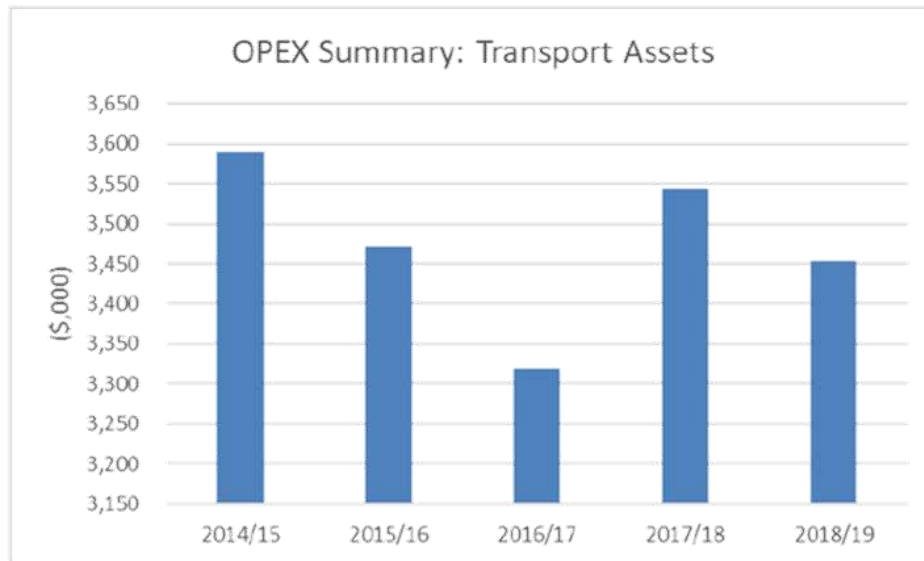


Figure 10 - Maintenance and Operations Funding Summary

5.3 Renewal/Replacement Plan

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

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

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

5.3.1 Renewal Strategy

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

- Criticality;
- Maintenance and/or failure history (i.e. when do ongoing maintenance works become uneconomic);
- Age;
- Expected life;
- Remaining useful life;
- Condition (where known);
- Condition prediction;
- Geographical grouping; and
- Timing in relation to linked asset renewal plans.

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its condition deterioration rate and a prediction of the optimum time to renew. As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

5.3.2 Renewal Standards

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

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

- Infrastructure Design Manual
- Australian Standards
- Austroads Design Guidelines
- Commonwealth Disability Standards
- Disability Discrimination Act 1992

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

5.3.3 Renewal Ranking Criteria

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

- Safety issues;
- Physical condition;
- Risk and asset criticality;
- Community/user feedback; and
- Location and use type and patterns.

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

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

Council's Infrastructure renewal demand forecasts are developed using the predictive modelling provided by the Moloney Asset Management System. These forecasts are annually reviewed and updated as new information (e.g. Condition assessments) becomes available. The Renewal Gap Module has the capability to assess the predicted asset renewal requirements versus the forecast renewal expenditure on a network basis over a long term planning horizon.

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

The process used for the formulation of the renewal works program submitted for budget consideration is as follows:

- A full condition assessment of the network provides a preliminary priority listings of candidate projects indicating, by modelling, that they require renewal;
- This draft program is then created by the Senior Asset Engineer whereby the project modelling outcomes are validated based on field inspections and network performance knowledge to ascertain if the draft program is appropriate and then recommends changes to be made where necessary;
- In addition the Asset Inspector lists additional projects that may not been highlighted by the modelling but which do in fact require attention; and
- Finally, the program may also be subject to change when presented to Council for review and adoption.

The final program of works forms the ongoing rolling capital works renewal program.

5.3.4 Future Renewal and Replacement Expenditure

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 11 - Projected Capital Renewal and Replacement Expenditure. The proposed renewal expenditure is based on the current level of \$5,005,000 pa with 1.9% annual compounding increase for the next 10 years, this is predicted to maintain the level of over intervention assets over the next 10 years.

The following graph shows a comparison between the:

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



Figure 11 - Projected Capital Renewal and Replacement Expenditure

5.4 Creation/Acquisition/Upgrade Plan

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

Within the context of roads and footpaths, asset or upgrade creation includes:

- Those works that create a new asset that did not exist in any shape or form, i.e. new roads typically resulting from land development.

- Works which improve an existing asset beyond its existing capacity or performance.
 - Pavement strengthening;
 - Safety improvement projects;
 - Traffic calming works; and
 - Road or footpath widening

Council recognises that it is difficult to increase funding for the existing road network asset, for both maintenance and renewals, therefore is very cautious about undertaking creation of new assets outside of development proposals.

Generally, any request made by the resident or landowner for an upgrade or new access roads, minor roads and footpaths (secondary access route), will be at the cost of the resident or landowner and require Council approval.

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

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

This consequential additional cost is 'non-discretionary' as it will be incurred if the new asset is provided. As new projects are brought forward for consideration with the annual budget, they will also have an assessment of these ongoing operational (recurrent) costs presented to Council as part of the overall project cost projections.

5.4.1 Standards and Specifications

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

Council's transports assets are designed to ensure future operation and maintenance can be conducted easily and safely.

5.4.2 Summary of Future Upgrade/New Assets Expenditure

There is currently no planned new or upgrade works allocated in LTFP to transport assets, Council will continue to prioritise renewal, followed by upgrade with expansion and new, the most discretionary.

It is important to note that when new assets are constructed and/or gifted to Council the whole of life costs must be included in the Long Term Financial Plan. This includes the operational, maintenance, management, financial and eventual renewal costs.

5.5 Disposal Plan

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

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

In conjunction with detailed service planning, there may be opportunities to review the status of parts of Council's extensive road network to determine if various routes could be managed to a lower level of service. For example, there may be cases of parallel roads which are all currently being maintained to the same standard. Stakeholder engagement may identify a preferred strategic route which is managed to an agreed level of service while the other alternative parallel roads are delivered at a reduced level of service.

Discussion Draft

6 RISK MANAGEMENT PLAN

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

6.1 Risk Management Process

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

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

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

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

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

6.1.1 Risk Assessment

Network or system risks assessed as ‘Very High’ - requiring immediate corrective action and ‘High’ – requiring prioritised corrective action identified by Council’s asset risk assessment process are summarised in the Table 14.

Risk Event	Cause	Risk Rating (VH, H)	Risk Treatment Mitigation Plan
Roads deteriorate to a lesser service standard and higher risk situation	<ul style="list-style-type: none"> ▪ Rudimentary asset management practices do not support effective decision making 	High	<ul style="list-style-type: none"> ▪ Improvement plan to increase confidence in data and support effective decision making
Damage to roads as a result of major storm events	<ul style="list-style-type: none"> ▪ Inadequate planned maintenance to mitigate impacts of major storm events ▪ Climate resilience not considered as part of project planning or design 	High	<ul style="list-style-type: none"> ▪ Flooding studies will help inform action in relation to storm events and impacts
Personal injury or property damage due to the condition of roads and footpaths	<ul style="list-style-type: none"> ▪ Ineffective road management systems and processes ▪ Not meeting technical standards (eg minimum viewing distance) 	High	<ul style="list-style-type: none"> ▪ Assessment of assets against technical standards as part of condition assessment inspection program.
Unexpected failure of critical assets	<ul style="list-style-type: none"> ▪ Incomplete asset inventories ▪ Incomplete knowledge of condition and remaining life of critical infrastructure ▪ Insufficient renewal and maintenance funding 	High	<ul style="list-style-type: none"> ▪ Maturing asset management including maintenance strategy for transport asset. Particular emphasis on critical assets.

Table 14 - Infrastructure Risk Register

6.2 Asset Criticality Process

Asset criticality is a component of overall ‘asset risk’ which is an assessment of different consequences or impacts and what their respective likelihood or probability of occurring is. Asset criticality represents the consequences of asset failure. Figure 15 shows the components of risks and their relationship in relation to asset management.

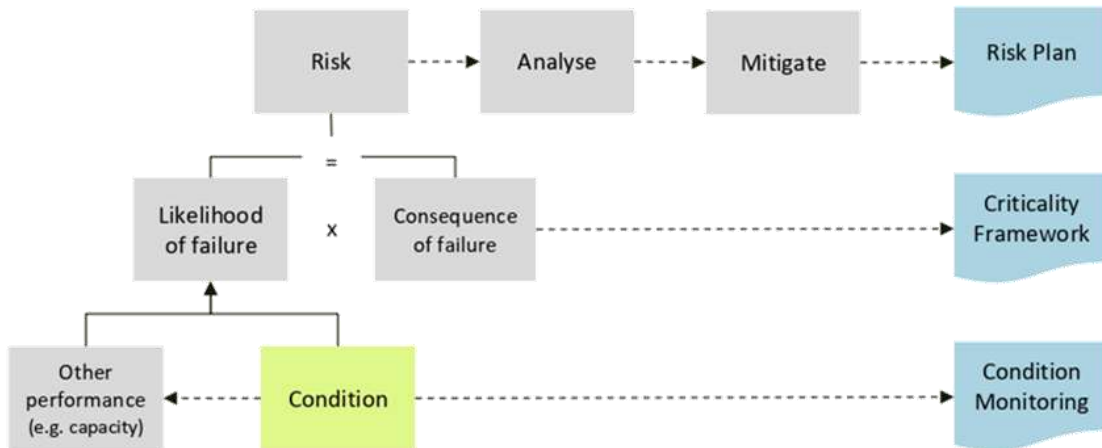


Figure 12 - Risk and Criticality Interrelationship

Given that criticality is the consequence of a given risk event (asset failure), the consequences associated with the failure of each asset, criticality will be manually assessed against the consequence table within the Council’s risk management framework.

The criticality rating will be taken as the maximum criticality level when measured across the impact categories as defined in Table 15.

The Criticality Assessment table has been derived and condensed from the consequence table within Council’s risk management framework to emphasise those impact categories which correspond to service delivery and the management of Council’s assets.

Category	Consequence				
	Very High	High	Medium	Low	Very Low
Environment	Minimal environmental impact; isolated release only	Minor environmental impact; on-site release immediately controlled	Significant environmental impact; on-site release contained with assistance	Major environmental impact; release spreading off-site; contained with external assistance	Fatalities occur; extensive release off-site; requires long term remediation
Financial	Negligible financial loss (< 2.5% annual budget); no impact on program or business operation	Minor financial loss (<10% annual budget); minimal impact on program or business operation	Significant financial loss (<20% annual budget); considerable impact on program or business operations	Major financial loss (<25% annual budget); severe impact on program or business operation	Extensive financial loss (> 25% annual budget); loss of program or business operation

Category	Consequence				
	Very High	High	Medium	Low	Very Low
Public Liability	First aid only required; minimal loss to organisation	Some medical treatment required; medium loss to organisation	Significant injury involving medical treatment or hospitalisation; high loss to organisation	Severe injuries or individual fatality; very high loss to organisation	Multiple fatalities or extensive long term injuries; worst case loss to organisation
Property and Infrastructure	Isolated or minimal loss; short term impact; repairable through normal operations	Minor loss with limited downtime; short term impact; mostly repairable through normal operations	Significant loss with temporary disruption of services; medium term impact on organisation	Critical loss or event requiring replacement or property or infrastructure; long term impact on organisation	Disaster with extensive loss and long term consequences; threat to viability of service or operation
Reputation	Isolated, internal or minimal adverse attention or complaint	Heightened local community concern or criticism	Significant public criticism with or without media attention	Serious public or media outcry, broad media attention	Extensive public outcry; potential national media attention

Table 15 - Criticality Assessment

Once measured, asset criticality should be recorded in Council's asset management system, Confirm.

Implementing the criticality framework outlined in Table 19 will support a consistent approach to measuring the impact or consequence of asset failure. A review of the register consistent with the proposed framework in line with the importance of the service to which the assets support is a key component of the improvement plan for transport assets.

The adopted criticality framework will guide future data collection activities so that attributes which underpin these aspects to enable criticality modelling to be systemised. Recording and investigating asset failures, or early deterioration of assets, will inform future asset management decisions.

Identifying critical assets and failure modes enables Council to optimise its investigative activities, maintenance plans and capital works plans at the appropriate time to mitigate critical asset failure and maintain service delivery and performance.

Council's lifecycle management response to asset criticality is detailed in Table 16.

Criticality	Description	Current Management Approach
Very High	Asset failure has an immediate impact and causes major disruption to services. Serious consequences on safety and the environment	<ul style="list-style-type: none"> ▪ Council has yet to conduct a formal process of assigning criticality to its transport assets. ▪ Planned inspections are carried out for local roads, footpaths and bridges ▪ Ongoing condition monitoring
High	Asset failure will increase the risk of service disruption or increase the risk to safety or the environment	

Criticality	Description	Current Management Approach
Medium	Asset failure has limited consequences on service delivery or increased risk to safety or the environment	<ul style="list-style-type: none"> Annual maintenance and capital works planning
Low	Asset failure has only marginal consequences on continued service delivery with little increase in the risk to safety or the environment	
Very Low	Failure has no consequence on service delivery or on associated risks	<ul style="list-style-type: none"> Run to failure Corrective maintenance only

Table 16 - Critical Assets Management Response Approach

6.2.1 Assessing Risk of Deterioration Failure

AS/NZS ISO 31000:2009 defines risk in terms of the effect of uncertainty on objectives. Risk severity is a function of both the consequences of a given event and the likelihood it will occur. This is interpreted as:

$$\text{Risk} = \text{Consequence} \times \text{Likelihood}$$

The two key parameters in assessing where to best invest Council's capital resources to mitigate the risks associated with failure of assets are:

- Consequence of failure expressed as asset criticality; and
- Likelihood of failure which is aligned with asset condition as determined from Table 17 as derived from the likelihood table within Council's risk management framework.

Likelihood	Frequency of Occurrence	Description	Asset Condition
Almost Certain	Once a year or more frequently	The event will occur on an annual basis	Very Poor
Likely	Once every three years	The event has occurred several times in your career	Poor
Possible	Once every 10 years	The event might occur once in your career	Average
Unlikely	Once every 30 years	The event does occur somewhere from time to time	Good
Rare	Once every 100 years	Heard of it occurring elsewhere	Excellent

Table 17 - Likelihood of Failure

The risk of deterioration based failure has been defined in accordance with Council's organisational risk severity definition table, as presented in Table 18 and is used to inform the prioritisation of investment in asset renewal.

Asset Condition	Criticality				
	Very Low	Low	Medium	High	Very High
Very Poor	Priority 4	Priority 3	Priority 2	Priority 1	Priority 1
Poor					
Average					
Good					
Excellent					

Table 18 - Risk Based Capital Investment Prioritisation

The suggested asset renewal investment strategies according to condition based risk prioritisation are as follows:

Priority Group 1	Programme for short-term renewal (1 -2 years)
Priority Group 2	Programme for mid-term renewal (3 – 5 years). Manage proactively with ongoing planned inspections.
Priority Group 3	Programme for long-term renewal (5 – 10 years). Manage proactively with ongoing planned inspections.
Priority Group 4	Manage reactively, 'run to failure'. Inspections limited to representative sampling to understand network condition.

Table 19 - Risk Based Capital Investment Strategies

7 FINANCIAL SUMMARY

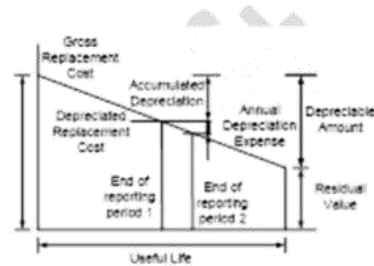
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 Financial Statements and Projections

7.1.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below.

Gross Replacement Cost	\$354,995,960
Depreciable Amount	\$178,614,741
Depreciated Replacement Cost	\$176,381,219
Annual Average Asset Consumption	5,265,705



The value of assets recorded in the asset register at the time of the last revaluation in 2019 are covered by this asset management plan.

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

7.1.2 Sustainability of Service Delivery

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- Asset renewal funding ratio, and
- Medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

7.1.3 Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio is the most important indicator and outlines the funds required for the agreed renewal and replacement of assets.

7.1.4 Medium Term – 10-year Financial Planning Period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10-year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is **\$10,752,667** on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is **\$10,581,467** on average per year giving a 10-year funding shortfall of **\$171,200** per year. This indicates that Council is projected to be fully fund asset consumption, as well as targeting over intervention transport assets.

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

- Continued deterioration of its assets;
- Poor performing assets;
- Asset failure;
- Public health and safety liability;
- Loss of financial and economic viability;
- Reputational and political impacts; and
- Ultimately, declining community satisfaction and public confidence.

7.1.5 Projected Expenditures for Long Term Financial Plan

Table 20 shows the projected expenditures for the 10-year, Long Term Financial Plan. Expenditure projections are in 2020/21 real values.

Year	Renewal (,000)	Upgrade (,000)	New (,000)	Expansion (,000)	Maintenance & Operations (,000)
2021/22	7,600	-	-	-	3,588
2022/23	5,710	-	-	-	3,695
2023/24	5,853	-	-	-	3,806
2024/25	6,032	-	-	-	3,920
2025/26	6,182	-	-	-	4,038
2026/27	6,337	-	-	-	4,159
2027/28	6,496	-	-	-	4,284
2028/29	6,658	-	-	-	4,412
2029/30	6,824	-	-	-	4,545
2030/31	6,996	-	-	-	4,681

Table 20 - Projected Expenditures for Financial Plan

7.2 Funding Strategy

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

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

7.3 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- Forecasted on present day dollars

- Staffing needs are resourced adequately
- No significant changes in legislation
- Provide for grant income of an additional \$400,000 per annum to part fund Council’s road pavement renewal program;
- Roads to Recovery income assumed to continue at current level, spread across relevant projects within the Roads Program. The LTFP allows approximately \$1.28M per annum for this source;
- Increases in maintenance and operational budgets are consistent with the Strategic Resource Plan and Long Term Financial Plan

7.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale in accordance with Table 21.

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

Table 21 - Data Confidence Grading System

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

8 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

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

Module	System
Customer Request Management	<ul style="list-style-type: none"> ▪ Confirm ▪ CSS
Financial/Accounting	<ul style="list-style-type: none"> ▪ Xero
Records Management	<ul style="list-style-type: none"> ▪ Recfind
Mapping (GIS)	<ul style="list-style-type: none"> ▪ MapInfo ▪ Spectrum
Asset Register	<ul style="list-style-type: none"> ▪ Confirm
Strategic Asset Management	<ul style="list-style-type: none"> ▪ Moloney Asset Management System
Mobile Solutions	<ul style="list-style-type: none"> ▪ VPN
Works Management	<ul style="list-style-type: none"> ▪ Confirm ▪ Ad-hoc systems as required

Table 22 - Overview of Corporate Systems

The asset management system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting. While it is understood that Council has committed to Confirm as its asset management system, it is important that a clear road map is developed for the implementation of the additional functionality of this system which is either being performed by other non-integrated solutions or manual processes.

8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown below

	Task	Responsibility	Resources Required	Timeline
1	Confirm functional hierarchy system for the classification of Council's roads and footpaths and update asset register with this information.	Engineering		12months
2	Implement a criticality framework to identify and record critical road assets along with intended management responses.	Engineering		2 years
3	Document community levels of service through engagement with public. Community service levels should then be translated into technical levels of service.	Organisation		4 years
4	Review current funding allocations made to road maintenance to ensure that it is enough to deliver documented levels of service.	Engineering and Finance		18 months

	Task	Responsibility	Resources Required	Timeline
5	Review and implement processes to measure the community's level of satisfaction with Council's footpath network on at least annual basis.	Organisation		2 years
6	Develop a project-based ten (10) year Capital Works Program for renewals, upgrades and new works and integrate with Council's Long Term Financial Plan.	Engineering		12 months
7	Develop schedules for various routine road maintenance activities (e.g. grading, slashing, weed spraying, etc) according to levels of service and budget allocations.	Engineering		2 years
8	Undertake a review of Council's road network to identify opportunities for standard adjustment to optimise service delivery outcomes.	Engineering		2 years
9	Develop asset management responsibility matrix. Identify asset owner, service manager, maintenance responsibility.	Engineering		12 months
10	Document Road Condition Survey frequency and confirm parks, aerodrome and car parks roads assets are included.	Engineering		2 years
11	Review useful lives of assets.	Engineering		2 years
12	Upload condition and financial data into Confirm.	Engineering		2 years
13	Align maintenance management system with Road Management Plan defects and response times.	Engineering		2 years
14	Business process to be developed to report overdue hazard defects.	Engineering		2 years
15	Adopt Draft Pedestrian Access Management Plan.	Engineering		3 years
16	Review response times detailed in the Road Management Plan to guide maintenance and operations for Council's transport assets.	Engineering		2 years
17	Train staff in the basics of Confirm software.	Engineering		Ongoing
18	Implement additional Confirm functionality to more effectively record, monitor and report on maintenance, operations and capital for Council's transport assets.	Engineering		2 years
19	Create a central repository for all Asset Management documentation (Asset Management Manual). May be on the intranet or shared drive. Ensure this is part of Engineering staff induction.	Organisation		Ongoing
22	Investigate the reclassification of roads identified in the 2022 RMP Review.	Engineering		2 years
21	Undertake traffic counts to confirm traffic volumes on roads where there is ambiguity around existing traffic movements.	Engineering		12 months

	Task	Responsibility	Resources Required	Timeline
22	Investigate communication tools with the ratepayer with particular reference to level of expenditure on the road network.	Organisation		2 years
23	Review customer contact standards. Council should look at informing residents on the steps taken in the investigation process of a road maintenance request.	Organisation		2 years
24	Seek advice with relation to risk to have residents conduct work on Council's road network.	Organisation		12 months
25	Review techniques and funding of roadside vegetation and weed spraying program.	Engineering		3 years
26	Establish a community reference group to provide industry-specific feedback on strategic decision-making in relation to the road network.	Organisation		2 years
27	Investigate financial partnerships with industry.	Organisation		4 years

Table 23 - Improvement Plan

Council's Asset Management Steering Committee will be responsible for determining the priority of the actions in this improvement plan and also to allocate a responsible officer and to identify resource needs. This is to ensure that the implementation of these improvement actions align with Council's overall asset program.

8.3 Monitoring and Review Procedures

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

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

The asset management plan will have a life of four (4) years and will be completely reviewed and updated in order to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long Term Financial Plan.

8.4 Performance Measures

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

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

- Maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- Inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation including Council's.
- Scheduled condition surveys – to confirm that they were undertaken as required.
- Maintenance of asset information systems - to ensure that stored data is current and accurate.

- External factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

Discussion Draft

8.2.7 2022/23 SWIMMING POOL SEASON

Author's Title: Acting Director Works and Technical Services

Department: Works and Technical Services

File No: CP|19|01

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Built and Natural Environment

PURPOSE

The purpose of this report is to seek Council approval to confirm the opening date of 12 November 2022 and the closing date of 20 March 2023 for the 2022/2023 swimming pool season.

SUMMARY

The Council reviews the season dates and operational times of its aquatic facilities on an annual basis.

RECOMMENDATION

That Council:

1. Sets the 2022/2023 swimming pool season to operate from Saturday 12 November 2022 until Monday 20 March 2023 for all seven swimming pools
2. Make no change to opening days and hours across all seven swimming pools
3. Advertises the 2022/2023 pool season dates through its media platforms and displays them at each pool for the duration of the season
4. Continue to waive the Lifeguard fee of \$50.00 per hour for all swimming pool hire bookings in the 2022/2023 swimming pool season
5. Cessation of 'banking' cold weather days for use at the end of the 2022/2023 season to minimise the impact of waiving fees to Council's budgeted position.

Attachments: Nil

DISCUSSION

Council has historically opened all seven swimming pools in the second week of November and closed them at the end of the second week in March. The recommendation is consistent with last year, with the proposed opening and closing dates being 12 November 2022 and 20 March 2023.

Council Officers conducted a community survey following the 2021/2022 season which presented a desire to change the opening and closing dates, as well as the hours of operation. The changes will not be implemented this season as Council are currently in the process of developing a new Aquatic Strategy.

RELEVANT LAW

Not applicable.

RELATED COUNCIL DECISIONS

Not applicable.

OPTIONS

Alternative options in relation to pool season opening and closing dates, and hours of operation, have been discussed internally; these alternative options have not pursued

SUSTAINABILITY IMPLICATIONS

Not applicable.

COMMUNITY ENGAGEMENT

Information in relation to pool operations will be made available to the community via traditional and social media channels.

INNOVATION AND CONTINUOUS IMPROVEMENT

Not applicable.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

The 2022/23 Annual Budget provides for operational and capital expenditure required for effective aquatic service delivery. The proposal not to proceed with banking cold weather days during the 2022/23 season will allow the Council to offset any costs associated with waiving pool and lifeguard hire fees for not-for-profit community groups.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

Not applicable.

TRANSPARENCY OF COUNCIL DECISIONS

Not applicable.

CONFLICTS OF INTEREST

No Officer involved in the preparation of this report has a conflict of interest.

8.2.8 DRAFT AUDIT AND RISK COMMITTEE MEETING MINUTES 11 MAY 2022

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Council and Community Leadership

PURPOSE

To provide Council with the draft minutes of the Audit and Risk Committee Meeting held on 11 May 2022.

SUMMARY

The draft Audit and Risk Committee minutes are attached for the information of Council.

RECOMMENDATION

That Council notes the draft Minutes of the Audit and Risk Committee meeting held on 11 May 2022.

Attachments: 1 Audit and Risk Committee Minutes 11 May 2022

DISCUSSION

The Audit and Risk Committee (the Committee) is a statutory committee of Council which considers matters of governance, finance and risk management. The Committee is comprised of three independent members and the Mayor. The Committee provides advice on the integrity and effectiveness of Council's financial reporting and risk management system.

At the meeting held, the Committee considered the following matters:

- Outstanding Action Items
- Audit and Risk Committee Work Plan
- Insurance Summary
- Audit and Risk Committee Charter Review
- Risk Management
- Legislative Compliance Register
- Asset Management Update
- VAGO Audit Strategy 2021
- Internal Audit Update
- Internal Audit Progress
- Councillor reimbursements
- Draft Financial Performance Report as at 31 March 2021
- Draft Annual Budget

RELEVANT LAW

Council is required under the *Local Government Act 2020* to establish and maintain an Audit and Risk Committee.

RELATED COUNCIL DECISIONS

The Committee was established by Council at its meeting held on 12 August 2020.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

Not applicable.

COMMUNITY ENGAGEMENT

Not applicable.

INNOVATION AND CONTINUOUS IMPROVEMENT

The Committee provides guidance and recommendations that result in improvements to methods and systems of Council.

COLLABORATION

Councillors and senior staff are invited to attend, and present as required at Committee meetings. Recommendations from the Committee are communicated to relevant staff members for action.

FINANCIAL VIABILITY

The costs associated with the Committee are considered in the Annual Budget.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

The Audit and Risk Committee Charter was adopted by Council on 12 August 2020.

TRANSPARENCY OF COUNCIL DECISIONS

The Audit and Risk Committee is considered an essential element of good governance, monitoring Council's financial and performance reporting, monitoring and providing advice on risk management and overseeing internal and external audit functions. The draft minutes are provided to Council to consider the activities undertaken by the Committee.

CONFLICTS OF INTEREST

No officer involved in the preparation of this report has a conflict of interest.



AUDIT AND RISK COMMITTEE MEETING

MINUTES

Wednesday 11 May 2022

Commencing at 1 pm

**Wycheproof Hall Supper Room
367 Broadway
Wycheproof**

**Wayne O'Toole
Chief Executive Officer
Buloke Shire Council**

ORDER OF BUSINESS

1. WELCOME

The Chair opened the meeting and welcomed those present.

2. RECEIPT OF APOLOGIES

Cr Milne, Cr Getley

3. ATTENDEES

Margaret Abbey PSM (Chair), Dean Sleigh (Member), Bernard Young (Member), Cr Daryl Warren (Mayor), Wayne O'Toole (CEO), Hannah Yu (Acting Director Works and Technical Services), Travis Fitzgibbon (Director Community Development) Aileen Douglas (Manager Finance), Cecilia Connellan (Manager Business Transformation), Cr Simpson, Paul Harrison (RSD Audit), Martin Thompson (Crowe)- via electronic means, Jen Hewett (Governance) Dan McLaughlan (Manger Assets), Kim McLnerney (Minutes)

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

MOTION:

That Council adopt the Minutes of the Audit and Risk Committee Meeting held on Wednesday, 2 February 2022.

MOVED: DEAN SLEIGH

SECONDED: BERNARD YOUNG

CARRIED.

Minutes were confirmed and signed by Chair.

5. CHIEF EXECUTIVE BRIEFING

Briefing by Chief Executive Officer to the Audit and Risk Committee Meeting including any legal matters.

The Chief Executive Officer advised the Committee one planning matter is due to go to VCAT, and provided a brief update on the following topics

- Enterprise bargaining process has commenced
- Current VBI for the Vision Super Defined Benefits Superannuation Fund is at 108.5%
- The Interim Economic Development and Tourism strategy has been adopted, in a short form due to the absence of Census data from the ABS.
- Gender Equality Strategy has been completed and has been submitted
- Council adopted a revised Complaints Handling Policy
- The *Regulatory Legislative Amendment (Reform) Act 2022* commenced resulting in changes to the *Local Government Act 2020*.
- Recent Funding announcements have been made, including \$900k for Wycheproof Wetlands and funding was announced by the federal government to upgrade NBN services including for Sea Lake and Birchip.
- Funding has also been received from the Rural Councils Transformation Program to enable Council, with Ararat and Yarriambiack to replace records management systems.

- Work is continuing to develop Council's Strategic Asset Management Plan and Road Management Plan (RMP). An outcome of the consultation with the community in relation to the RMP is a recommendation to conduct a Road Services Review.

6. DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

There were no declarations of interest.

7. MATTERS FOR DECISION / DISCUSSION / NOTING

7.1	OUTSTANDING ACTION ITEMS	4
7.2	REVIEW OF AUDIT AND RISK COMMITTEE WORK PLAN	5
7.7	INSURANCE SUMMARY	6
7.8	AUDIT AND RISK COMMITTEE CHARTER REVIEW	9
7.9	RISK MANAGEMENT	10
7.10	LEGISLATIVE COMPLIANCE REGISTER	12
7.3	ASSET MANAGEMENT UPDATE	14
7.4	VAGO AUDIT STRATEGY 2021	16
7.5	INTERNAL AUDIT UPDATE	18
7.6	INTERNAL AUDIT PROGRESS UPDATE	19
7.11	COUNCILLOR REIMBURSEMENTS	20
7.12	DRAFT FINANCIAL PERFORMANCE REPORT AS AT 31 MARCH 2022	21
1.1	DRAFT ANNUAL BUDGET 2022/23	25

8. ANY OTHER BUSINESS

9. MEETING CLOSE

NEXT MEETING

THE NEXT AUDIT AND RISK COMMITTEE MEETING WILL BE HELD IN WYCHEPROOF HALL SUPPER ROOM

367 BROADWAY

WYCHEPROOF ON TUESDAY, 13 SEPTEMBER 2022 AT 10 AM.

Wayne O'Toole
CHIEF EXECUTIVE OFFICER

7. MATTERS FOR DECISION / DISCUSSION / NOTING

7.1 OUTSTANDING ACTION ITEMS

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To inform the Audit and Risk Committee of the current status of actions from internal and external audit and relevant regulatory reports.

MOTION:

That the Audit and Risk Committee:

- 1. Notes the status of the outstanding actions
- 2. Approves item 31 as completed

MOVED: BERNARD YOUNG

SECONDED: DEAN SLEIGH

CARRIED.

Attachments: 1 Outstanding Action Items

KEY POINTS / ISSUES

Council staff are required to provide updated commentary and to advise when an action is complete. Once completed items are to the satisfaction of the Audit and Risk Committee, the action will be removed from the report.

Current comments are indicated by red font.

DISCUSSION

The Committee noted the report and approved the completion of item 31

7.2 REVIEW OF AUDIT AND RISK COMMITTEE WORK PLAN

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To provide an updated status of the Audit and Risk Committee Work Plan

RECOMMENDATION

That the Audit and Risk Committee note and review the work plan

NOTED

Attachments: 1 2022 Audit and Risk Committee Work Plan

KEY POINTS / ISSUES

The work plan incorporates all matters that have been considered or will be considered by the Audit and Risk Committee over a twelve-month period.

The attached annual work plan has been populated to show the status of current documents and processes, and key documents and initiatives to be considered within the 2022 meeting schedule, that are known.

The proposed internal audit for ICT general controls has been delayed and fieldwork will commence in early May, the report is now due to be presented at the September meeting. A project has been initiated to undertake the review of the Risk Management and Business Continuity Policies, with the draft policies expected to be presented at the September Meeting.

The draft Financial Statements and draft Performance Statements will not be available until the September meeting.

The work plan is a dynamic document. It will be reviewed and adjusted at each meeting of the Audit and Risk Committee and additional items shall be added as they become known.

DISCUSSION

The Committee noted the report

7.7 INSURANCE SUMMARY

Author’s Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To inform the Audit and Risk Committee on current insurance policies held by Council and claims history against the policies.

<p>RECOMMENDATION</p> <p>That the Audit and Risk Committee note the report on Council’s insurance.</p> <p style="text-align: right;"><u>NOTED</u></p>

Attachments: Nil

KEY POINTS / ISSUES

Jardine Lloyd Thompson (JLT) (a division of Marsh) is Council’s current broker for insurance. Each year Council provides information in the form of questionnaires to JLT to enable them to go to market and obtain competitive quotes for insurance. Whilst completing these questionnaires are somewhat time consuming to Council, they do provide sufficient information to enable JLT to assess the level of cover required and the risk controls that are in place for them to negotiate and place insurance. When analysed against Council’s risk register, the questionnaires also provide an opportunity for Council to assess some risks and identify gaps in controls.

Insurance Type	Policy Coverage
Cyber Liability	<ul style="list-style-type: none"> • Incident Response • Business Interruption • Data Systems Recovery • Cyber Extortion
JMAPP Discretionary Trust (Assets)	<ul style="list-style-type: none"> • Based on declared value of assets • Covers buildings, unregistered plant, artworks, play equipment etc.
Councillor and Officer liability	<ul style="list-style-type: none"> • Employment Practices Liability • Councillor Statutory Liability • Defamation, Libel and Slander Limits of liability per policy schedule
Motor Vehicles	Covers Registered fleet and plant (note: unregistered plant is covered under JMAPP) <ul style="list-style-type: none"> • 124 units <ul style="list-style-type: none"> ○ 46 light fleet ○ 53 Mobile Plant, Heavy Fleet ○ 25 specialty trailers and trailers > 2 tonne

Buloke Shire Council Audit and Risk Committee Meeting Minutes

Wednesday, 11 May 2022

Community Liability	Public Liability for Hire of Council-owned/controlled facilities where hirer does not have public liability insurance (limited number of instances)
Major Airport	<ul style="list-style-type: none"> Covers Councils registered and unregistered airports/aerodromes
Personal Accident	<ul style="list-style-type: none"> Councillors Members of Council Committees Volunteers Limits of liability as per policy schedule
Travel	<ul style="list-style-type: none"> All employees, whilst on Council business Councillors, whilst on Council business Limits of liability as per policy schedule
LCIS – Public and Product Liability	<ul style="list-style-type: none"> Senior Citizens Clubs
MAV LMI – PPL	<ul style="list-style-type: none"> Public Liability Professional Indemnity
MAV Commercial Crime	<ul style="list-style-type: none"> Fraud, theft of cash etc.
Brokerage Fee	JLT Fee

The premium for the JMAPP Discretionary Trust is a mutual scheme operated by JLT. In 2021/22 an increase of 94% of the premium price was experienced. The significant increase was due in part with the value of assets increasing by 92% after an asset revelation was undertaken, extensive work undertaken to identify all assets, the inclusion of new assets and reinsurance market prices. The value of assets has not increased in the 2022/23 renewal year.

The Councillor and Officers policy premium saw a significant increase of 70% in 2020/21, however this was only 8% in the 2021/21 renewal. The trend in the market for this insurance class, whilst still increasing signs of stabilising are starting to appear.

Cyber risk continues to provide challenges with an increasing number of threat actors. Cyber risk alerts have increased as a result of the situation in the Ukraine. Council experienced several incidents during the year, which resulted in one claim made.

Council continues to receive third party damage and injury claims resulting from incidents involving Council infrastructure, such as footpaths and roads, each claim is investigated and documented and treated on its own merits. No claim against insurance has been made in relation to these as the claim amounts are under Council's insurance excess, any reimbursements or ex-gratia payments would be from Council Funds.

Motor Vehicles remain the highest rate of claims, so far in 2021/22 there have been 4 claims against a rolling 5-year average of 5 per year, with collusion with animals being the main cause (2 claims).

Council still has an open property claim relating to the 2020/21 financial year, as it has taken some time to locate tradespeople to undertake the repair and we have recently been notified that obtaining materials have a 6 month lead time.

Buloke Shire Council Audit and Risk Committee Meeting Minutes

Wednesday, 11 May 2022

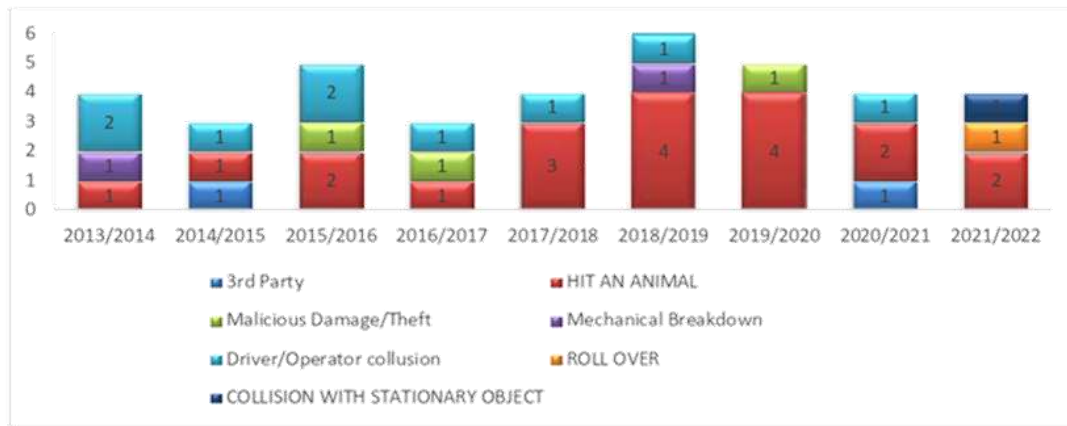
Claims made

(excludes workcover, public and professional liability and commercial crime)

(Data is current to 19 April 2022)

Insurance Class	2021/22	2020/21	2019/20	2018/19	2017/18
Motor Vehicle	4	4	5	5	6
Property	1	1	2	1	1
Cyber	1	0	0	0	
Other	0	0	1	0	2
Total	6	5	8	6	8

Motor Vehicle Claims by cause



DISCUSSION

The Committee concurred with the comment regarding the current insurance market. In response to a question regarding the timing of the next asset revaluations, the Committee was informed that this will occur in 2023.

7.8 AUDIT AND RISK COMMITTEE CHARTER REVIEW

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

Provide a copy of the Audit and Risk Committee Charter adopted by Council 12 August 2020 and give the Committee and opportunity to provide feedback on the adequacy of the Charter.

RECOMMENDATION

That the Audit and Risk Committee reviews and provides feedback on any proposed amendments to the Audit and Risk Committee Charter.

NOTED

Attachments: 1 Audit and Risk Committee Charter - 08/2020

KEY POINTS / ISSUES

The Buloke Shire Audit and Risk Committee was established by Council in accordance with s53 of the *Local Government Act 2020 (LGA)* on 12 August 2020. The functions and responsibilities of the Committee are defined in section 54 of the *LGA*, and in the Audit and Risk Committee Charter.

In accordance with the Audit and Risk Committee Charter last adopted by Council 12 August 2020, a review of the charter to assess its adequacy is to be undertaken every 2 years.

The charter has been attached for Audit and Risk Committee members to consider its adequacy during the review process and provide feedback to Council prior to the next meeting.

It is proposed that the draft revised charter will be tabled at the next Audit and Risk Committee for endorsement by the Committee prior to its adoption by Council at its October 2022 meeting.

DISCUSSION

The Committee commented that the charter was read in detail and that other Audit and Risk Committee Charters have specific duties regarding Fraud Prevention and Control. Discussion was held with respect to options to include a second Councillor as a member of the Committee.

The Committee noted the report and would provide suggestions and comments for consideration during the review of the charter, prior to the next meeting.

7.9 RISK MANAGEMENT

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To provide an update on the status of Risk Management within Council.

RECOMMENDATION

That the Audit and Risk Committee note the status of Council's Risk Register.

NOTED

Attachments: Nil

KEY POINTS / ISSUES

Council and management are responsible for reviewing all major strategies, plans and actions to identify risks to the organisation. Additionally, management is responsible for establishing and maintaining an effective system of internal controls that support the achievement of Council's objectives.

The Risk Register is a useful tool in providing an analysis of Council's key risks. It ensures there is a common and consistent understanding of risks to Council. The Risk also Register a means of communicating key risks to the Audit and Risk Committee.

As outlined in previous reports to the Committee, Council's risk management maturity is low. To further address some of the outstanding actions from the Risk Management Audit, RSD Audit have been engaged to assist Council to review the current Risk Management Policy and Framework and Business Continuity and Disaster Recovery Policy incorporating the recommendations from the Audit undertaken in 2021.

Once the revised policy and framework has been adopted, work will be undertaken to align the risk register to the framework and additional reporting will be developed.

In the interim, new risks that are identified are being added to the register and assessed in accordance with the current framework. The current organisational risk profile which reports residual risk is produced below. Not all risks have been reassessed and some will still show an assessed inherent risk.

**Organisational Risk Profile
Buloke Shire Council
May 2022**

Likelihood	Consequences				
	1 : Insignificant	2 : Minor	3 : Moderate	4 : Major	5 : Extreme
RARE: A. Highly unlikely to occur in the next 5 years	2	5	5	3	2
UNLIKELY: B. Slight possibility of occurring in the next 5 years	2	18	35	5	0
POSSIBLE: C. 50/50 chance of occurring in the next 3 - 5 years	1	16	25	6	0
LIKELY: D. 50/50 chance of event occurring in next 3 years	0	5	8	2	0
ALMOST CERTAIN: E. likely to occur once in the next 12 months	0	7	5	1	0

DISCUSSION

The Committee noted the report.

7.10 LEGISLATIVE COMPLIANCE REGISTER

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To provide the Audit and Risk Committee with the status of legislative compliance obligations.

RECOMMENDATION

That the Audit and Risk Committee note the Legislative Compliance Report.

NOTED

Attachments: 1 Compliance Report - May 2022

KEY POINTS / ISSUES

A Legislative Compliance Register has been developed containing items for compliance pursuant to the *Local Government Act 1989* (LGA89), the *Local Government Act 2020* (LGA20) and associated regulations.

Compliance obligations have been included in the report, taking into consideration the commencement dates of the various sections of the LGA20. Items for compliance to other legislation are being added progressively as these items are identified.

The Legislative Compliance Framework places the responsibility on individual departments to identify compliance items and to notify the Governance Team for inclusion into the Register. The subscription service provided through the Reliansys compliance module provides Council with alerts when there is new or changed obligations to key legislation.

The Register provides for:

- Providing updates for new and changed legislation
- Identification of legislative obligations and assignment to staff members.
- The setting of due dates and review cycles. The system will send reminder emails to staff members when their assigned obligation is near due.
- The obligations "Not yet Assessed" are those obligations that have come from new or changed legislation and have not yet reached their first due date.

The Register is monitored to ensure that compliance obligations are met.

DISCUSSION

In response to a question from the Committee with regards to monitoring of the compliance obligations, it was noted that the system will automatically email reminders to responsible officers near to the due

date. In addition to this, the obligations are also monitored by an officer via a dashboard in the system. Random audits are also undertaken to ensure that the compliance obligations have been met.

The Committee was also informed that whilst the system contains subscribed legislation, at present, obligations from the *Local Government Act 1989* and *Local Government Act 2020* have been identified, with a small number of obligations from other Acts also, and more obligations will be assigned in the future.

7.3 ASSET MANAGEMENT UPDATE

Author's Title: Acting Manager Works and Technical Services

Department: Works and Technical Services

File No: FM/02/09

PURPOSE

To provide Audit and Risk Committee an update on the status of the Asset Management processes and frameworks.

RECOMMENDATION

That the Audit and Risk Committee note the report.

NOTED

Attachments: Nil

KEY POINTS / ISSUES

Strategic Asset Management Plan

The Asset Management Committee is currently preparing a draft Strategic Asset Management Plan which will be distributed for review prior to public consultation on Tuesday 24 May 2022.

Road Management Plan

The Community Consultation Report was released for public comment following the March Council Meeting. The feedback provided was consistent with the information received during consultations held in late 2021. The report recommendations include a FY23 budget allocation for a service review of road maintenance operations, legal advice with relation to risks associated with residents conducting work on Council's Road network and engaging a sub-contractor to confirm traffic volumes of roads where there is ambiguity around existing traffic movements.

Capital Program FY23

Council was presented with the draft Capex budget at the May Councillor Briefing. The capital works budget recommendations align with the principle of "finish what we started" and the application of 15% contingency to key stimulus projects intends to address any further price increases known or reasonably anticipated at the time of draft Budget development.

DISCUSSION

The Committee were advised that the Asset Plan was to be adopted by 30 June 2022.

Community consultation has been undertaken in relation to the Road Management Plan, feedback was consistent, a summary report was provided in March 2021. Budget allocations are yet to be approved for the recommendations, which also included;

- Service review of Road Management
- Legal obligations
- Checking real traffic numbers.

Buloke Shire Council Audit and Risk Committee Meeting Minutes

Wednesday, 11 May 2022

The capital program in the proposed budget includes a 15% contingency, based on market value based in the area. At recent non-compulsory pre-tender meetings 2 contractors attended in Charlton, none attended in Sea Lake. Fuel levy was also requested to be added to tenders.

With regards to maintenance, Council needs to consider a 6 -10-year journey, in the 10-year plan, Council has a heavy reliance on external funding.

A question was raised regarding staffing, the Committee was advised that staffing is challenging with gaps in the ability to staff projects.

In response to a question from the Committee regarding the raising of special rates, they were advised that Council cannot satisfy everybody, going forward something needs to give and Council will need to innovate.

7.4 VAGO AUDIT STRATEGY 2021

Author's Title: Manager Finance

Department: Office of the CEO

File No: FM/02/09

PURPOSE

To inform the Audit and Risk Committee of the VAGO Audit Strategy for conducting the audit of Council's financial report performance statement, Roads to Recovery Program and Local Roads and Community Infrastructure Program for the year ending 30 June 2022.

RECOMMENDATION

That the Audit and Risk Committee Meeting note the VAGO Audit Strategy Memorandum.

NOTED

Attachments: 1 VAGO - Audit Strategy Memorandum

KEY POINTS / ISSUES

The Victorian Auditor-General's Office, through Crowe Melbourne, Geelong, has released the 2022 Audit Strategy Memorandum for the Buloke Shire Council. The Memorandum is provided for consideration by the Audit and Risk Committee.

DISCUSSION

The Committee were advised that Crowe have been providing services to VAGO for over 20 years and with a recent restructure at VAGO, Crowe are a leading regional provider.

There have been no major changes to the financial standards or the Local Government Model. It was noted that Buloke was not as significantly impacted by COVID-19 as other regional shires.

The Department of Treasury and Finance's rules around annual reports in parliament together with the State Election due in November may be impact timeframes on VAGO, with the last sitting of Parliament being by 15 September 2022.

In terms of risk, plant and equipment are a key risk, and valuation of existing infrastructure and valuation of infrastructure added to base must meet the requirements of capitalisation. Movement around accounting of government grants. Employee charges may be significant as the band rates increase, if inflation doesn't go up at the same rate, significant variables need to be managed.

The Audit will also cover the Performance Statement which includes the data capture for the non-financial data.

The Interim Audit timetable will be provided to Council before the end of May and final audit will be within the timelines.

Buloke Shire Council Audit and Risk Committee Meeting Minutes

Wednesday, 11 May 2022

The Audit will have a broadly consistent approach, challenges are grant income and understanding the clauses, variations due to time - not measures, user fees and charges.

In response from a question from the Committee regarding the external audit reliance on internal audit, the Committee was advised that the internal audit reports inform Crowe. Crowe also advised that the interim audit will be reviewing IT controls including cyber security, training aspects and social engineering.

7.5 INTERNAL AUDIT UPDATE

Author's Title: Governance Officer

Department: Corporate Services

File No: FM/02/09

PURPOSE

To provide an update to the Audit and Risk Committee from Council's Internal Auditors on recent reports and publications of interest.

RECOMMENDATION

That the Audit and Risk Committee note the Internal Audit Update Report received from Council's Internal Auditors – RSD Audit.

NOTED

Attachments: 1 Internal Audit Update Report

KEY POINTS / ISSUES

RSD Audit has provided a summary of recent reports and publications by government agencies and other sources that may impact on public sector agencies.

The Internal Audit Update Report is attached.

DISCUSSION

The Committee noted the report

7.6 INTERNAL AUDIT PROGRESS UPDATE**Author's Title:** Governance Officer**Department:** Corporate Services**File No:** FM/02/09**PURPOSE**

To provide an update to the Audit and Risk Committee on the status of the Internal Audit Plan.

RECOMMENDATION

That the Audit and Risk Committee note the status of the Internal Audit Plan.

NOTED**Attachments:** 1 Internal Audit Status Report - May 2022**KEY POINTS / ISSUES**

The Strategic Internal Audit Plan 2022 – 2024 was endorsed by the Audit and Risk Committee on 1 December 2021. The objectives of the Internal Audit program are to provide a risk based, cyclical, strategic plan which focuses on the organisations risks and internal control systems. The status update provides an update on the status of the Internal Audit program.

The Audit and Risk Committee Status Report dated May 2022 is attached.

DISCUSSION

The Committee was informed the ICT Controls internal has commenced and the Procurement Audit will be tabled at a future Audit and Risk Committee Meeting for consideration..

7.11 COUNCILLOR REIMBURSEMENTS

Author's Title: Manager Finance

Department: Office of the CEO

File No: FM/02/09

PURPOSE

To note the report on reimbursement of Councillor expenses in accord with section 40(2) of the *Local Government Act 2020* and reimbursements to the Chief Executive Officer.

RECOMMENDATION

That the Audit and Risk Committee note the report of reimbursements of Councillor expenses and reimbursement of CEO expenses.

NOTED

Attachments: 1 Councillor Reimbursements 26 Jan 22 to 30 Apr 22

KEY POINTS / ISSUES

Section 40 of the *Local Government Act 2020* requires Council to reimburse Councillors or members of a delegated committee for out-of-pocket expenses, and to provide details of all reimbursements under this section to the Audit and Risk Committee.

Council has adopted a Councillor Expenses Policy that provides information on what expenses can be reimbursed, and the conditions of the reimbursement;

- Must be a bona fide expense;
- Have been reasonably incurred in the performance of the role of Councillor or member of a delegated committee; and
- Are reasonably necessary for the Councillor or member of a delegated committee to perform that role.

The attached report itemises all reimbursements to Councillors during the period from 26 Jan 2022 to 30 Apr 2022. There were no reimbursements to the CEO during this period.

DISCUSSION

The Committee noted the report.

7.12 DRAFT FINANCIAL PERFORMANCE REPORT AS AT 31 MARCH 2022

Author's Title: Manager Finance

Department: Office of the CEO

File No: FM/19/01

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Council and Community Leadership

PURPOSE

To present to the Council the financial statements for the period ending 31 March 2022.

SUMMARY

The forecasted year-end surplus in the approved budget was \$10.816m. The current forecasted year-end surplus is now \$3.832 less after assessing capital project progress delays.

The budget amendments approved after formal budget process, increase both Council's income and expenses as most are generated by additional grants received and related expenditure. However, some budget amendments have negatively impacted to the forecasted year-end Operating Net Surplus by approximately \$600K.

RECOMMENDATION

That Council:

1. That Council receives and notes the Financial Performance Report for the month ending 31 March 2022.

NOTED

- Attachments:**
- 1 Income Statement - 31 March 2022
 - 2 Balance Sheet - 31 March 2022
 - 3 Cashflow Statement - 31 March 2022
 - 4 Cashflow Forecast - 31 March 2022
 - 5 Cashflow Chart - 31 March 2022
 - 6 Capital Works Statement - March 2022

DISCUSSION

Report:	Report explanation:	Year to date performance to Budget and Forecast outcome:
Balance Sheet	<i>The Balance Sheet summarises the value of Assets (what Council owns) and our Liabilities (what Council owes), and the difference between assets</i>	<ul style="list-style-type: none"> • Cash has decreased \$800k since 30 June reporting as the bulk of Rates receipts in with the February annual payment date. • The Cash balance includes \$5.8m of unearned grant income that is restricted to specified expenditure for the completion of capital projects.

Buloke Shire Council Audit and Risk Committee Meeting Minutes

Wednesday, 11 May 2022

	<i>and liabilities (Net Assets or Equity) reflects Council's net worth as at the end of the month reported.</i>	
Cashflow Statement	<i>The Cashflow Statement reflects actual results for the reporting period in line with statutory financial reporting.</i>	<ul style="list-style-type: none"> Approximately \$18.0m cashflow has been used to support the capital works program year-to-date.
Cashflow Forecast	<i>The Cashflow Forecast is a projection of cashflow for the remainder of the year based on the month-end cash balance, the monthly budgets, specified timing parameters (such when BAS/super are due and quarterly rate receipts) and capital expenditure.</i>	<ul style="list-style-type: none"> Report provides cashflow projection updated for the 2021-22 Forecast and the 2022-23 Draft Budget. Timing assumptions have been made regarding Capital project income and expenditure for 2022-23 while this is being confirmed.
Cashflow Chart	<i>The Cashflow Chart visually depicts the cashflow forecast and the updated format is illustrated in a dual design, based on best practice reporting.</i>	<ul style="list-style-type: none"> Report provides cashflow projection updated for the 2021-22 Forecast and the 2022-23 Draft Budget.
Capital Works Program	<i>The Capital Works Program lists the income and expenditure for each project incurred to date.</i>	<ul style="list-style-type: none"> Capital project forecasting has been completed and results in significant variations to budget. As some carry forwards for multi-year projects was not included in the 2021-22 budget an additional column comparing the total project budget and expenditure is added for reference. The "Forecast Carry Forward FY23" reported is reconciled to the 2022-23 budget. "Approved Budget variance" includes any forecast increased expenditure for carry forwards into 2022-23.

RELEVANT LAW

This report is consistent with the requirements of the *Local Government Act 1989*.

RELATED COUNCIL DECISIONS

The Council adopted its Annual Budget 2021/22 in June 2021. Variations identified at the July Council Meeting have been incorporated into the Council's current budget. Council's current budget will be used for financial report comparison for the remainder of the 2021/22 financial year.

OPTIONS

Not applicable.

SUSTAINABILITY IMPLICATIONS

Not applicable.

COMMUNITY ENGAGEMENT

Not applicable.

INNOVATION AND CONTINUOUS IMPROVEMENT

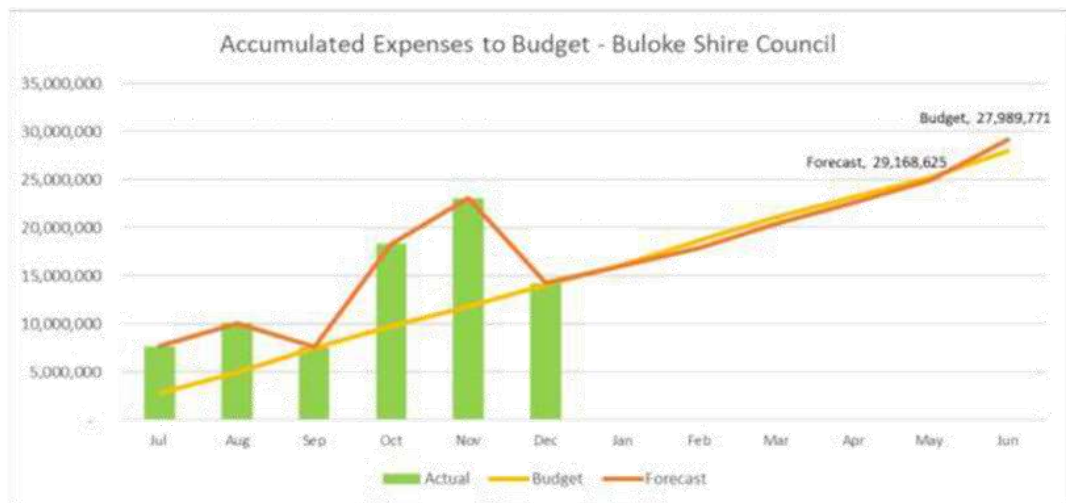
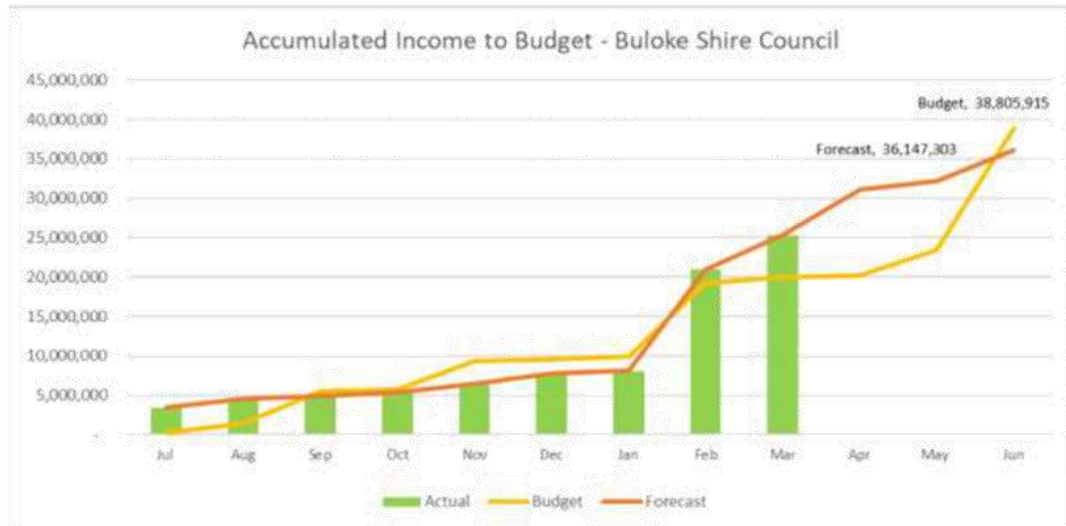
Not applicable.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

The tables below provide an overview of Council’s financial performance against Approved budget income and expenses as at 31 March 2022.



REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable.

COUNCIL PLANS AND POLICIES

Council adopted its Annual Budget 2021/22 in June 2021. The Buloke Shire Council Plan 2017-21 outlines Council’s commitment to providing clear and concise reporting on a monthly basis to Council meetings.

TRANSPARENCY OF COUNCIL DECISIONS

Financial reporting ensures the Council and the Buloke community are aware of financial implications of decisions and actions. Reporting Council’s financial position allows the Council to monitor and respond to financial risk.

CONFLICTS OF INTEREST

No officer involved in the preparation of this report had a conflict of interest.

DISCUSSION

The Committee was advised that a revenue shortfall of \$5.8m in the budget. Some of the variances in Income have been due to grant income, including small Covid-19 grants.

Variances in the expenditure have resulted from adjustments to prior year reserves, cost of insurance, staffing changes catch up in waste, and some unspent grant funds.

In relation to the variances identified in the balance sheet the Committee were advised that there are works to be undertaken and 70% of the leases are becoming due. There is \$9.5m committed for capital works, and a \$2.5m adjustment is expected by the end of the financial year.

1.1 DRAFT ANNUAL BUDGET 2022/23

Author's Title: Manager Finance

Department: Office of the CEO

File No: FM/02/09

PURPOSE

To provide the Audit and Risk Committee with the Draft Annual Budget 2022/23 and the Draft updated schedules for the Financial Plan.

RECOMMENDATION

That the Audit and Risk Committee Meeting note the Draft Annual Budget 2022/23 and the Draft updated schedules for the Financial Plan.

NOTED

Attachments: 1 DRAFT 2022-23 Budget
2 LTFP from 2022-23

KEY POINTS / ISSUES

Section 94 of the Act requires the Council to prepare an Annual Budget. The Draft Budget outlines the revenue raising activities and financial resourcing of Council's key initiatives for the 2022/23 financial year. Prior to budget adoption a period of community engagement must be undertaken.

DISCUSSION

The Act requires Council to prepare and adopt an Annual Budget. The Annual Budget is required to contain certain information about the rates and charges the Council intends to levy, as well as a range of other information required by Regulations which support the Act.

The Draft Budget reflects Council's focus to delivering on key initiatives and maintaining current services across its programs, services, facilities and infrastructure. The Draft Budget has been developed alongside the draft Financial Plan and builds on Council's commitment to long term financial sustainability and continued support for the community with a range of initiatives.

The Draft Budget highlights a general rating increase of 1.75% in line with the Fair Go Rates System and a further shift in the farming differential to 60% down from 70%.

DISCUSSION

The Committee were advised that the 1.75% rate cap has an impact requiring a change in valuations of bringing the revenue from rural down from 70% to 60%

Expenses for swimming pools, building condition works, legal consulting, caravan parks and capital project have increased.

Council will look to hire or lease as opposed to purchasing, and leasing costs expected to increase by \$50m.

In relation to the Capital budget, income is projected to be down from previous year. Consistent expenditure in capital works reflect that without external funding Council we cannot continue to achieve what has previously been done to close the gap. The Committee noted that the likelihood in the future, that grants from state and federal government may be significantly reduced.

In response to a question from the Committee regarding community thoughts about borrowing within the next 5 years, Officers advised the Council is reasonably confident that grants will be received, and that Council needs to target grants to direct funds to needed projects.

The Committee were invited to direct any further comments to the Senior Manager Finance and Procurement.

8. ANY OTHER BUSINESS

9. MEETING CLOSE

Meeting was closed at 2:31 pm

8.3 FINANCIAL REPORTS

Nil

8.4 ORGANISATIONAL REPORTS

Nil

8.5 REPORTS FROM COUNCILLORS

Nil

9. OTHER BUSINESS

9.1 NOTICES OF MOTION

9.1.1 LIFEGUARD QUALIFICATION FITNESS ASSESSMENT

Author's Title: Councillor

Department: Office of the CEO

File No: PE/22/01

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Council and Community Leadership

PURPOSE

For the Council to consider writing to Life Saving Victoria and Royal Life Saving Australia requesting a review of the current fitness test required to successfully complete the Lifeguard Course.

SUMMARY

The governing policy framework, Guidelines for Safe Pool Operations (Guidelines) is maintained by Royal Life Saving Australia. These Guidelines include detailed specifications and requirements for best practice design and operations including the supervision of aquatic locations nationwide.

Royal Life Saving Australia, through a revision of the Guidelines, introduced a timed swim fitness test as part of the lifeguard qualification in 2017. This fitness test is used to determine swimming competency, but its primary purpose is to ensure that Lifeguards can respond appropriately in an aquatic emergency situation or rescue scenario. Information relating to the fitness test is outlined in the Discussion of this Report, and notes that there is no opportunity to apply a different fitness test which reflects the different aquatic environments.

RECOMMENDATION

That the Council:

1. Writes to Life Saving Victoria and Royal Life Saving Australia requesting the Lifeguard Course include an alternative fitness test, and
2. In writing to Life Saving Victoria and Royal Life Saving Australia outline the Council's concern that:
 - (a) the long-distance swim does not reflect the requirements of the Lifeguard role; and
 - (b) the use of the long-distance swim as a standardised fitness test is a barrier to the Council's ability to attract and retain Lifeguards, and consequently creates greater disadvantage to small rural councils in providing aquatic services to their communities.

Attachments: Nil

DISCUSSION

Royal Life Saving Australia (RLSA) is the National Peak Body that was established in 1894 with a focus on drowning prevention, education and training and holds the responsibility for all inland waterways and still water (pool) environments.

In the 1990's RLSA developed the first Pool Lifeguard Program which is now the industry standard Lifeguard Qualification for those supervising inland waterways and pools.

Life Saving Victoria (LSV) is the state subsidiary of RLSA and plays a key role in drowning prevention, education, training, and water safety initiatives such as VIC SWIM, Bush Nippers, and beach-based programs.

LSV is also a registered training organisation (RTO) and delivers the nationally recognised Lifeguard and First Aid courses.

RLSA has maintained and developed the Guidelines for Safe Pool Operation (GSPO) since 1992. The GSPO is a set of detailed specifications and recommendations establishing best practice design and operations including the supervision of aquatic locations nationwide.

Under a variety of legal standards and frameworks, facility designers, owners and operators are charged with the responsibility of ensuring public and worker health and safety arising from the operations of aquatic facilities and their activities. For 30 years, RLSA has written the GSPO, which compiles and contextualises these standards and frameworks, making them easier to understand and apply to aquatic facilities.

Although published by RLSA, the GSPO represents the collective opinion of the aquatic industry across Australia, through an extensive and consultative development and review process undertaken by the National Aquatic Industry Committee (NAIC). As such, the GSPO is written and authorised for industry by industry - leveraging a formal network of collaborators both nationally and internationally.

The GSPO outlines the minimum qualification for the employment of Lifeguards, it also recommends and provides details on emergency management, supervision strategies, operational procedures, and key responsibilities of the role.

The timed swim was introduced into the Lifeguard qualification for the first time in 2017 as a basic measure of fitness. As much as the test is about swimming competency, it is more focused on ensuring that any lifeguard can respond appropriately in an aquatic emergency situation or rescue scenario.

For example, the effort and level of fitness required to pull someone from the pool to the edge, get them out of the pool, assess the patient, call for assistance, manage bystanders and if required administer CPR until emergency services arrive is quite significant and in a rural location this could be an extended period.

The timed swim is one measure that actively encourages and ensures all lifeguards maintain a level of fitness year-round that would allow them to confidently be able to respond to a range of first aid, aquatic rescues, and other emergency situations, ensuring a duty of care is maintained for all swimmers who access the facilities.

The pool lifeguard test is set at a level so that anyone with a basic or moderate level of fitness and some entry level experience in the water should be able to easily meet the requirements. Regardless of whether a Lifeguard is employed at a 25-metre low patronage pool in a rural area or on deck at a large metro based indoor facility with a 50-metre pool or even lifeguarding a wave pool in metropolitan councils, there is no differentiation in the qualification required.

The standardisation of the fitness test for Lifeguards is considered a significant barrier to attracting and retaining Lifeguards from small communities to oversee small low patronage pools. This has a direct impact on the ability of the Council to provide aquatic services to the municipality each season, noting that access to aquatic facilities plays a vital part in recreational and social activities within small rural towns.

9.1.2 NOTICE OF MOTION - TO MARK PASSING OF HER ROYAL HIGHNESS QUEEN ELIZABETH II

Author's Title: Councillor

Department: Office of the CEO

File No: 14092022

Relevance to Council Plan 2021 - 2025

Strategic Objective: Our Council and Community Leadership

PURPOSE

The purpose of this Notice of Motion is for Council to mark the passing of Her Royal Highness, Queen Elizabeth II on 8 September 2022 and honour her life.

Queen Elizabeth is for many Buloke residents, the only monarch they have known. She was the first British monarch to visit Australia back in 1954 and she held a deep affection for Australia.

Council opened this, our September 2022 Council Meeting with a minute's silence in honour of Her Royal Highness, Queen Elizabeth II.

RECOMMENDATION

That Council continues to observe all national protocols in relation to honouring the late Queen Elizabeth and avails itself to writing an official message of condolence to the Royal Family.

Attachments: Nil

9.2 QUESTIONS FROM COUNCILLORS

Nil

9.3 URGENT BUSINESS

Nil

9.4 ANY OTHER BUSINESS

Nil

10. MATTERS WHICH MAY EXCLUDE THE PUBLIC**RECOMMENDATION:**

That pursuant to section 66(1) and (2)(a) of the *Local Government Act 2020* the meeting be closed to the public to consider the following reports that are considered to contain confidential information on the grounds provided in section 3(1) of the *Local Government Act 2020* as indicated:

8.6.1	CONTRACT NO.C113 2021/22 TENDER EVALUATION PANEL REPORT	(g(ii)) private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage
-------	---	---

11. MEETING CLOSE