



# **COUNCIL MEETING**

## **AGENDA**

**Wednesday 10 November 2021**

**Commencing at 7:00pm**

**Remote via Livestream**

**Wayne O'Toole  
Interim 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, 13 October 2021.

### **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

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	NIL	
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8.6.4	CONTRACT C105 2021/22 - SUPPLY & DELIVERY OF ONE (1) SINGLE OPERATOR ROAD PATCHING UNIT	
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	NIL	
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	NIL	
<b>10.</b>	<b>MEETING CLOSE</b>	

**NEXT MEETING**

THE NEXT MEETING OF COUNCIL WILL BE HELD IN ACCORDANCE WITH THE ADOPTED COUNCIL MEETING SCHEDULE FOR 2021/2022.

**Wayne O'Toole**  
**INTERIM 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 on 6 October and 20 October 2021.

- Attachments:**
- 1 [Councillor Briefing Record - 6 October 2021](#)
  - 2 [Councillor Briefing Record - 20 October 2021](#)

**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 23 November 2020, 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 6 October and 20 October 2021 is attached for public information.

## BULOKE SHIRE COUNCIL

### Record

#### Councillor Briefing

<b>Date and Time:</b>	6 October 2021	<b>Time:</b> 5:00pm – 8:00pm
<b>Location:</b>	Zoom	

### ITEMS

NO.	TOPIC	PURPOSE
	<b>Councillor only time 5.00pm - 5.30pm</b>	
1.	<b>Welcome</b>	
2.	<b>Apologies</b>	
3.	<b>Attendees</b>	Cr Simpson, Cr Milne, Cr Getley, Cr Warren, Cr Vis, Cr Stewart, Cr Pollard, Hannah Yu, Wayne O'Toole, Travis Fitzgibbon, Amber Ricks
4.	<b>Visitors</b>	Anna Arkoudis (7.2), Dan McLoughlan (7.2), Ahmed Elmohandis (7.3)
5.	<b>Declarations of Pecuniary Conflicts of Interest</b>	Cr. Vis item 9.1 re item 8.2.5 Council Meeting Agenda
6.	<b>Confirmation of Councillor Briefing Notes</b>	Agreed
7.	<b>Presentations</b>	
7.1	Mt Wycheproof Draft Emu Management Plan Consultation – Travis Fitzgibbon and Anna Arkoudis	
7.2	Road Management Plan – Dan McLoughlan, Ahmed Elmohandis	
8.	<b>Councillor Matters</b>	
8.1	Donald Community Precinct	
8.2	Streetscape Plan in Sea Lake and update on Tyrrell	
8.3	On-farm accommodation	
9.	<b>CEO Updates</b>	

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**9.1** Draft Council Meeting Agenda 13 October 2021

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**9.2** Vaccination Business Trials

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**9.3** Compulsory Staff Vaccinations

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**11. Next Briefing:**

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<b>Date and Time:</b>	20 October 2021	<b>Time:</b> 3.00pm – 6.00pm
<b>Location:</b>	Nandaly Hall or Zoom (pending restrictions)	

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**12. Briefing Close**

7.34pm

## BULOKE SHIRE COUNCIL

### Record

#### Councillor Briefing

<b>Date and Time:</b>	20 October 2021	<b>Time:</b> 3:00pm – 6:00pm
<b>Location:</b>	Zoom	

### ITEMS

NO.	TOPIC	PURPOSE
	<b>Councillor/ CEO only time</b> 3pm – 3:30pm	
1.	<b>Welcome</b>	
2.	<b>Apologies</b>	Cr Vis
3.	<b>Attendees</b>	Cr Simpson, Cr Milne, Cr Getley, Cr Warren, Cr Stewart, Cr Pollard, Hannah Yu, Wayne O'Toole, Travis Fitzgibbon, Amber Ricks
4.	<b>Visitors</b>	Margaret Abbey PSM (7.1); Beverley McArthur MP (7.2) Dan McLoughlan (7.3; 7.4); Darci Tierney (7.3; 7.4; 7.5); Ken Rowe (7.3)
5.	<b>Declarations of Pecuniary Conflicts of Interest</b>	Nil
6.	<b>Confirmation of Councillor Briefing Notes</b> 6 October 2021	6 October 2021
7.	<b>Presentations</b>	
7.1	ARC Biannual Report Margaret Abbey – Chair Audit and Risk Committee	
7.2	Beverly McArthur MP	
7.3	Monthly Projects Update Dan McLoughlan, Darci Tierney , Ken Rowe	
7.4	Local Roads and Community infrastructure, Dan McLoughlan	

	<b>7.5</b>	Swimming Pool Hire Fees Update <b>Darci Tierney</b> - Recreation and Facilities Project Officer
<b>8.</b>		<b>Items for Discussion</b>
	<b>8.1</b>	
<b>9.</b>		<b>Councillor Matters</b>
<b>9.1</b>		Rates Payments instalments
<b>9.2</b>		Hard rubbish collection
<b>9.3</b>		Watchem Landfill
<b>9.4</b>		Funding for street activation
<b>10.</b>		<b>CEO Updates</b>
<b>10.1</b>		Vaccinated Economy Trial;
<b>10.2</b>		Rural Councils Transformation Program – next round;
<b>10.3</b>		COVID-19 Roadmap
<b>10.4</b>		Draft Statutory Meeting Agenda 10 November 2021.

**11. Next Briefing:**

<b>Date and Time:</b>	3 November 2021	<b>Time:</b> 5:00pm – 8:00pm
<b>Location:</b>	Donald District Office Council Chamber	

**12. Briefing Close**

## 7.2 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	Date	Purpose for Recognition

### 7.3 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	Correspondence sent to/to be sent to	Date sent	Date of Response	Summary of Response/Purpose of Letter
Damaged Telstra Pits within Shire	Telstra	Not yet sent		Letter to be drafted and sent regarding the lack of action on the damaged pits within the Shire, including Nullawil, Culgoa and Watchem

## 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 October 2021 to 31 October 2021.

### RECOMMENDATION

That the Council note information contained in the report on Building Permits approved by staff from 1 October 2021 to 31 October 2021.

**Attachments:** Nil

### LIST OF BUILDING PERMITS APPROVED BY COUNCIL SURVEYOR

Permit No.	BAMS Permit No.	Address	Project Description	Date Approved
20210116	8003481816254	84 Nicholls Road, Teddywaddy	Garage/Storage Shed	30/09/21
20210117	3857569724680	41 Campbell Street, Birchip	Swimming Pool & Safety Barrier	30/09/21
20210118	6050019504547	340 Broadway, Wycheproof	Repairs to External Fire Escape Stairs	30/09/21
20210126	7551267429619	28-30 Mount Street, Wycheproof	Carport	07/10/21
20210127	2273176056417	1597 Curyo West Road, Curyo	Hay Shed	07/10/21

**LIST OF BUILDING PERMITS APPROVED BY PRIVATE SURVEYOR**

<b>Permit No.</b>	<b>Address</b>	<b>Project Description</b>	<b>Date Approved</b>
20210119	1615 Dumosa-Birchip Road, Dumosa	Farm Shed	11/08/21
20210120	224 Yeungroon-Woosang Road, Yeungroon East	Yard Cover	23/08/21
20210121	9 Jenkins Street, Charlton	Shed	24/08/21
20210122	95 Hannon Street, Sea Lake	Carport	26/08/21
20210123	489 Brim East Road, Wilkur	Farm Shed	27/08/21
20210124	2 Hillview Street, Wycheproof	Extension & Alterations to Existing Dwelling	02/09/21
20210125	Birchip-Wycheproof Road, Birchip	Erection of Sign	09/09/21

## 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

Application No	Applicant	Address	Date Rec	Summary of Proposal	Status
PPA928/21		2 Campbell Street, Birchip (Lot 6, 7, 8, 9 PS58023)	13/05/2021	Development of land for a service station, construct and display a business identification sign and alter access to a Road Zone, Category 1	Awaiting report
PPA933/21		11 Learmonth Street, Charlton	21/07/2021	Use and development of land for four dwellings on a lot	Permit Issued
PPA934/21		13 Learmonth Street, Charlton	21/07/2021	Use and development of land for four dwellings on a lot	Permit Issued
PPA936/21		Calder Highway, Woosang (Lot 5 PS641954)	26/07/2021	Use and development of land for a dwelling	Awaiting report
PPA937/21		86 Lanes Road, Jeffcott	28/07/2021	Two lot subdivision of land (rural dwelling excision)	Permit Issued

Application No	Applicant	Address	Date Rec	Summary of Proposal	Status
PPA939/21		90 Mullane Road, Watchem	26/07/2021	Use and development of land for animal production (free range chicken farm), construction of four sheds and increase capacity to 267,000 birds	Permit Issued
PPA940/21		Taylor Road, Ballapur (CA 20 & 20B Parish of Ballurpur)	26/07/2021	Use and development of land for a single dwelling, create access to Road Zone, Category 1	Permit Issued
PPA941/21		350 Broadway, Wycheproof (Lot 1 PS391928)	18/08/2021	Building and works to locate a shipping container for storage	Request for further information
PPA943/21		41 Cumming Avenue, Birchip	03/09/2021	Demolition of an outbuilding and extension to existing retail premises	Permit Issued
PPA945/21		5 Woods Street, Donald (Lot 1, 2 & 3 PS 895619)	03/09/2021	Use and development of land for a service station, construct and display a business identification sign and alter access to a Road Zone, Category 1	Notice of application  Referral
PPA946/21		95 Railway Avenue, Sea Lake (Lot 2 PS408935)	03/09/2021	Use and development of land for a service station, construct and display a business identification sign and alter access to a Road Zone, Category 1	Notice of application  Referral
PPA947/21		80 Horace Street, Sea Lake (Lot 1 PS885043)	10/09/2021	Construct and display a major promotion sign	Notice of application  Referral
PPA948/21		1-3 Wright Street, Charlton (CA24 & 25 Section 10A Parish of Charlton)	15/09/2021	Construction of a dwelling and domestic shed	Permit Issued
PPA950/21		Mildura Way, Charlton (CA 17 Section A Parish of Charlton)	17/09/2021	Building and works for the construction of undercover stabling and pavilion area	Awaiting report

<b>Application No</b>	<b>Applicant</b>	<b>Address</b>	<b>Date Rec</b>	<b>Summary of Proposal</b>	<b>Status</b>
PPA951/21		11 Enterprise Drive, Donald (Lot 77 PS526871)	16/09/2021	Building and works to construct a shed for machinery storage and maintenance	Permit Issued
PPA952/21		Five Mile Road, Yeungroon East (Lot 3 PS526871)	20/09/2021	Building and works to extend a shearing shed within setback of road reserve	Permit Issued
PPA953/21		Back St Arnaud Road, Charlton (CA 2004 Parish of Charlton East)	12/10/2021	Building and works for the construction of a training shed	Notice of application Referral
PPA954/21		92 Best Street, Sea Lake (Lot 1 PS227425)	12/10/2021	Building and works for the construction of a verandah	Permit Issued
PPA955/21		645 Fawcetts Road, Wycheproof (CA 14 Sec A & 14A Sec A Parish of Bunguluke)	12/10/2021	Three-lot subdivision of land, boundary realignment and rural dwelling excision)	Notice of application Referral
PPA956/21		22 Racecourse Road, Donald (Lot 7 PS705962)	13/10/2021	Building and works for the construction of a machinery storage shed associated with existing food production facility	Notice of application Referral
PPA957/21		25 Napier Street, Donald (Lots 23, 24 & 25 LP8761)	13/10/2021	Building and works for the construction of a shed for storage of machinery and equipment	Notice of application Referral
PPA958/21		Borong Highway, Gil Gil (CA2 Section 5 Parish of Banyenong)	19/10/2021	Amendment to PPA765/18 to increase patron capacity to 7000 and extend permit by one year	Referral

**8. GENERAL BUSINESS**

**8.1 POLICY REPORTS**

Nil

## 8.2 MANAGEMENT REPORTS

### 8.2.1 AUDIT AND RISK COMMITTEE CHAIR REPORT

**Author's Title:** Director Corporate Services

**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 annual assessment of the Audit and Risk Committee's performance against the Audit and Risk Committee Charter and biannual audit and risk report from the Chair of the Audit and Risk Committee.

#### SUMMARY

The biannual audit and risk report from the Chair of the Audit and Risk Committee was provided to the Chief Executive Officer on 30 September 2021. It describes the activities of the Committee and includes its findings and recommendations.

#### RECOMMENDATION

That Council notes the report from the Chair of the Audit and Risk Committee.

**Attachments:** 1 [Audit and Risk Committee Chair's Report - September 2021](#)

#### DISCUSSION

The *Local Government Act 2020* (the Act) provides that the Audit and Risk Committee (the Committee) must prepare a biannual audit and risk report that describes the activities of the Committee and includes its findings and recommendations.

The Act further provides that these reports must be provided to the Chief Executive Officer for tabling at the next Council meeting.

#### RELEVANT LAW

Section 54(5)(b) of the Act requires the Chief Executive Officer to provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting, following the audit and preparation of the report.

#### RELATED COUNCIL DECISIONS

The Committee was established by Council at its ordinary meeting held on 12 August 2020. The Audit and Risk Committee Charter was adopted on 12 August 2020. The last report by the Chair of the Audit and Risk Committee was noted by Council at its ordinary meeting held on 12 May 2021.

#### OPTIONS

Not applicable

**SUSTAINABILITY IMPLICATIONS**

Not applicable

**COMMUNITY ENGAGEMENT**

Not applicable

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable

**COLLABORATION**

Not applicable

**FINANCIAL VIABILITY**

The Committee is required to monitor financial and performance reporting.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Not applicable

**COUNCIL PLANS AND POLICIES**

Not applicable

**TRANSPARENCY OF COUNCIL DECISIONS**

The Audit and Risk Committee Charter's purpose and objectives are to ensure good governance and provide guidance on how Council will work with the Committee for the benefit of the organisation and the community.

**CONFLICTS OF INTEREST**

In providing this advice to the Council as the Director Corporate Services I, Hannah Yu, have no interests to disclose in this report.

# Buloke Shire Council

## AUDIT AND RISK COMMITTEE CHAIR'S REPORT

### PURPOSE

To advise the Councillors and Chief Executive Officer at Buloke Shire Council of the activities of the Audit and Risk Committee over the past six months since the last Chair's report in March 2021.

### INTRODUCTION

The Buloke Shire Council Audit and Risk Committee Charter provides that the Chair will prepare a biannual audit and risk report that "describes the activities of the Audit and Risk Committee and includes its findings and recommendations." The Charter also provides that this report will be tabled at the next Council meeting by the Chief Executive Officer and that the Chair may present the report to Councillors at that meeting if desired.

The Audit and Risk Committee is established in accordance with s53 of the Local Government Act 2020 which provides that the Committee is not a delegated committee but rather fulfils an advisory role.

### AUDIT AND RISK COMMITTEE CHARTER

The Charter was reviewed by the Committee and subsequently approved by Council on 12 August 2020. It outlines the Scope of Authority, Composition and Responsibilities of the Committee.

### COMMITTEE MEMBERSHIP

The membership of the Committee comprises four members – the Mayor and three external, independent members and has not changed during this reporting period.

The Committee has met on two occasions during this period and all members have been in attendance. These meetings were held on:

- 12 May 2021 (in person)
- 22 September 2021 (via zoom)

The Committee continues to be ably supported by the Council's capable and professional staff who have ensured there has been the timely provision of reports and requested information thus enabling the Committee to meet its stated objectives.

**AUDIT FUNCTIONS**

The Committee continues to assist the Council in addressing financial, strategic and operational risks and also ensuring that the Council maintains a reliable system of internal controls. The Committee reviewed its Work Plan at the two meetings held during this reporting period.

**GOVERNANCE**

In order to ensure accountability, compliance and transparency, in addition to this biannual report, the minutes of each Committee meeting are presented to the next available Ordinary Council meeting.

The Committee also receives a report from the Chief Executive Officer at each Committee meeting regarding any legal, significant OH&S issues, fraud events, or any other events or issues affecting Council as an organisation at a strategic level.

The Committee wishes to recognise the outstanding support it has received from the Chief Executive Officer, Anthony Judd and also acknowledges his contribution to Buloke Shire Council and the broader community over many years. We wish Anthony all the very best in his move to a position with the Victorian Government.

**EXTERNAL AUDITORS**

In accordance with the Local Government Act, Council's Auditor is appointed by the Victorian Auditor General (VAGO). For the 2020/2021 financial year VAGO's contracted Agent, Accounting and Audit Solutions Bendigo (AASB) undertook the external audit.

The Committee met on 22 September 2021 and received the Victorian Auditor General's Closing Report for the 2020/21 financial year. Pleasingly, the External Auditor confirmed that there were no material issues raised during this audit.

The Committee also received the draft financial statement and draft performance statement for the 2020/21 financial year. The Committee was very pleased to recommend to Council that it adopt and approve the 2020-21 Financial and Performance Statements in principle and certify the 2020-21 Financial and Performance Statements.

The external auditor advised at the September 2021 meeting of the Committee that this is their last year of appointment by VAGO to conduct the external audit.

The Committee expressed its thanks to the external auditor, and in particular their representative David Pell, for their diligence in conducting the external audit functions and their continued support to, and attendance at, Committee meetings.

The Committee also commended the Council staff for the outstanding work they did to ensure that the draft financial and performance statements were ready for the external auditor given the very challenging times that the Council continues to face.

## **INTERNAL AUDITORS**

Buloke Shire Council engages RSD Audit Bendigo as its Internal Auditors. The Committee receives a regular Internal Audit Progress report which provides not only a progress report on the Buloke internal audit program but also a very useful summary of recent reports from public bodies.

During this reporting period the Committee received the Business Continuity and Disaster Recovery Internal Audit Report.

## **MANAGEMENT REPORTS**

In addition to the External and Internal audit functions of the Committee, in order to meet its advisory functions, the Committee also receives regular management reports at each meeting which have incorporated the following:

- Progress on implementing outstanding actions arising from past internal and external audits and other regulatory reports.
- An asset management update is received at each meeting, recognising its importance of Council. In addition, the Committee also received the Asset Management Policy and Strategy at its May meeting.
- A risk management update is also presented to each meeting.
- The regular updating of the legislative compliance register is an important tool for Council to be assured that it is meeting its legal obligations.
- Financial Performance reports are received by the Committee for the preceding quarter enabling discussion on management reports, the statutory accounts, performance statements and forward looking reports such as the budget and strategic resource plan.
- The Committee also undertakes various management duties such as preparing and reviewing its annual work plan, setting meeting dates and also undertaking its annual self-assessment.

Specific reports and presentations were also received in relation to the:

- Presentation from Vision Super
- Presentation by JTL Insurance Brokers
- Procurement Policy
- Insurance Summary
- Aged Rates and Debtors Review
- Revenue and Rating Policy
- CEO Employment and Remuneration Policy
- Working for Victoria Report

**CONCLUSION**

The Committee acknowledges the significant challenges faced by Council with the ongoing Covid-19 pandemic and other disruptions to its operations over recent months. Councillors and staff are commended for the outstanding manner in which they continue to meet their responsibilities and provide service to the Buloke community.

The work of the Audit and Risk Committee has been greatly assisted by the diligence and professionalism of both Councillors and officers. The Committee encourages all Councillors to attend Committee meetings when they are able to do so, and looks forward to continuing to fulfil its obligations to Council as set out in its Charter and the Local Government Act.

Margaret Abbey PSM

Chair

Audit and Risk Advisory Committee

Buloke Shire Council

## 8.2.2 DRAFT AUDIT AND RISK COMMITTEE MEETING MINUTES 22 SEPTEMBER 2021

**Author's Title:** Director Corporate Services

**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 22 September 2021.

### 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 22 September 2021.

**Attachments:** 1 [Draft Audit and Risk Committee Minutes](#)

### 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
- Asset Management update
- Internal Audit progress update and status report
- Internal Audit – Business Continuity and Disaster Recovery
- VAGO Interim Management letter
- Draft Financial and Performance Statements 2020-21 Financial year
- Risk Management
- Legislative Compliance
- CEO Employment and Remuneration Policy
- Working for Victoria
- Councillor and CEO reimbursements
- Audit and Risk Committee Self-Assessment

**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 Audit and Risk 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 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 22 September 2021**

**Commencing at 11:00am**

**Via Zoom**

**Anthony Judd  
Chief Executive Officer  
Buloke Shire Council**

## **ORDER OF BUSINESS**

### **1. WELCOME**

The Chair opens the meeting and welcomes those present.

### **2. RECEIPT OF APOLOGIES**

Cr Simpson

### **3. ATTENDEES**

Margaret Abbey PSM (Chair), Dean Sleigh (Member), Bernard Young (Member), Cr Daryl Warren (Mayor), Anthony Judd (CEO), Hannah Yu (Director Corporate Services), Wayne O'Toole (Director Works and Technical Services), Travis Fitzgibbon (Director Community Development), Aileen Douglas (Manager Finance), Zoe Watts (Manager Governance), David Pell (AASB), Kathie Teasedale (RSD Audit), Blessing Mendoza (RSD Audit), Dan McLoughlan (Manager Assets), Ken Rowe (Manager Works), Jen Hewett (Governance Officer).

### **4. CONFIRMATION OF MINUTES OF PREVIOUS MEETING**

#### **MOTION:**

That Council adopt the Minutes of the Audit and Risk Committee Meeting held on Tuesday, 14 September 2021.

**MOVED: DEAN SLEIGH**

**SECONDED: BERNARD YOUNG**

**CARRIED.**

Minutes were confirmed and signed by Chair.

### **5. CHIEF EXECUTIVE BRIEFING**

*The independent member, Bernard Young declared a conflict of interest in an item being raised in the Chief Executive Officer Briefing relating to the Rural Councils Transformation Program and left the meeting at 11:05am.*

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

A VCAT privacy matter was settled, and there is an infrastructure related matter (amenities block) which Council has engaged legal representatives to assist with.

Travis Fitzgibbon has commenced as Director Community Development. Recruitment for Chief Executive Officer will commence shortly, with an interim Chief Executive Officer to be appointed by Council 22 September 2021.

Council resolved to leave the Rural Councils Transformation Program as the benefits from the business case could not be realised. The ongoing costs of licence fees were also not covered by the grant and the program no longer aligned with Council's strategic direction. Council has implemented a new rating system, which integrates with its financial platform.

In response to question regarding the consequences of withdrawing from the Rural Council Transformation Program staff advised one project benefit was to be able to have a platform for shared services. The uptake of CouncilWise by more Councils still allows for this strategy. In the early phases of

the project, Council had to implement new financial and payroll systems to meet ATO requirements and CouncilWise works with this financial platform. The Business Transformation Strategy was based on the Regional Councils Transformation Project outcomes, so will now be reviewed in light of the withdrawal from the project.

Council experienced a cyber event at the end of June and whilst it was significant in terms of disruption to staff, there were no security or privacy breaches found. Council worked with State and Federal Government Agencies and Council's insurer to resolve the issue. A post Incident review was undertaken with Council's internal auditor.

The Superannuation Defined Benefits VBI is sitting at 109%.

Implementation of the *Local Government Act 2020* is progressing well with the following documents adopted after significant community engagement:

- Budget
- 10 year Financial Plan
- Revenue and Rating Strategy
- Community Vision
- Council Plan
- Public Health and Wellbeing Plan

Council also adopted its Year 1 Annual Plan, and Advocacy Strategy.

The Domestic Animal Management Plan is out for consultation, and Council is looking to adopt the Climate Change Adaption and Mitigation Plan shortly.

The Community Satisfaction Survey showed improved results (with the highest levels since 2012), some of which are reflected in the Performance Statement.

By the end of the year Council will also finalise:

- Procurement Policy
- Staff Recruitment Policy
- Staff Code of Conduct
- Workforce Plan
- CEO Employment and Remuneration Policy
- Complaints Policy

Other reforms and activities are:

- Local Government Culture project to be undertaken by Price Waterhouse Coopers, focussing on at Councillor culture and gaps in mechanisms and legislative arrangements to get to a desired state.
- Annual Report deadline has been extended to 30 November 2021
- Gender Equality Action Plan deadline has been extended to March 2022
- Rural Council Transformation Program has had 2 programs which have failed, with funds being returned to Local Government Victoria.
- \$1.4m for asset management support for the 11 smallest councils has been announced but how to achieve best returns is yet to be determined
- Waste and Recycling is still being worked through with respect to the "glass out policy".

**COVID-19:**

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The majority of corporate administration staff are still working from home.

Working for Victoria program has finished, however the role of Local Government in supporting the incident response, relief and recovery is significant. Council is part of the State Government Control Team, and funding for recovery and relief is continuing. Council is recruiting for a volunteer support recovery role, and has a number of business concierge roles.

The Victorian Government construction industry requirements has impacted our staff and current contractors.

#### Project Management:

Council has continued to progress in improving the use of systems, such as Pulse.

Capital accountants are currently being recruited.

*Bernard Young returned to the meeting at 11:25am.*

#### 6. DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

Independent Member, Bernard Young declared a Conflict of Interest in a matter being discussed in item 5 of the agenda.

#### 7. MATTERS FOR DECISION / DISCUSSION / NOTING

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#### 9. ANY OTHER BUSINESS

#### 10. MEETING CLOSE

#### NEXT MEETING

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

367 BROADWAY WYCHEPROOF ON WEDNESDAY, 1 DECEMBER 2021 AT 10:00 AM.

**Anthony Judd**  
**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 the completed actions

**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 was informed that the main factors for adjusting due dates is many of the commitments were made pre-COVID, and also a reflection of the internal resourcing requirements required to support Council's significant capital works program. Risk Management and Business Continuity have funding in the current budget and staff hope to address these later this year.

The Committee approved the completion of items 9, 13, 26 and 27

## 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 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 2021 meeting schedule, that are known.

It should be noted that the proposed internal audit program may be subject to change based on the revised internal audit program to be undertaken by Council's Internal Auditor.

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 Work Plan and accepted that the items that were listed in the Work Plan for this meeting have been delayed and will be rescheduled to a later meeting.

The Chair advised that the Biannual report to Council will be provided after this meeting.

### 7.3 ASSET MANAGEMENT UPDATE

**Author's Title:** Manager Assets

**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

Previous internal and external audits conducted at Council have highlighted a number of concerns with its asset management processes and frameworks. Prior year open findings are incorporated into Council's regular Outstanding Action report.

The Asset Management Policy and Strategy was adopted by Council at the June 2021 Meeting.

Subsequent to the Policy and Strategy, Officers have commenced the production of our Asset Management Manual (AMM), comprising all strategic and operational plans and documentation. This will be used by decision makers at every level.

The development of a suite of Asset Management Plans will form the spine of AMM with current operational plans referenced, and future operational plans identified in the improvement plans.

The Asset Management Plans will be 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 the asset management plans 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.

Officers have the following Asset Management Plans in final draft:

- Transport Asset Management Plan (Encompassing Roads, Footpaths, Kerb and Channel and Bridges)

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- Drainage Management Plan

Officers are currently working on the Buildings Asset Management Plan and expect the initial draft by 30 September 2021. The remaining Plans will be developed:

- Open Space Asset Management Plan
- Recreation Asset Management Plan

Concurrently Officers are developing the Road Management Plan (RMP). The RMP delivery road map including communications plan will be presented at the October Council briefing.

**DISCUSSION**

The Committee was informed that the Asset Management Policy and Strategy were adopted at the June 2021 Council Meeting.

The preparation of the Asset Management Plan has commenced for the different classes of assets, as follows:

- Transport Asset Management Plan and Drainage Management Plan are in final draft.
- Building Asset Management Plan is underway, with first draft expected at the end of September 2021.
- Open Space and Recreation Asset Management Plan is yet to commence.
- Communication Plan is currently being developed for the Road Management Plan.

In addition to the preparation of the Asset Management Plans for the different classes of Assets issues have been identified with the current road classifications resulting from increased intensive farming activities and 'Tree Change' properties that do not currently have access roads.

In response to a question regarding funding requirements for this body of work, the Committee was advised that more funding will be required and will be addressed in the Financial Plan.

The Committee recognised the volume of work that has been undertaken.

## 7.4 INTERNAL AUDIT PROGRESS UPDATE AND STATUS REPORT

**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 update and Status Report.

### RECOMMENDATION

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

**NOTED**

**Attachments:**

- 1 Internal Audit Status Report - Sept 2021
- 2 Internal Audit Update Report

### KEY POINTS / ISSUES

The Strategic Internal Audit Plan 2021 – 2023 and Annual Plan 2020-2021 was endorsed by the Audit and Risk Committee at its meeting on 10 February 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.

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 and Status Report dated September 2021 is attached.

### DISCUSSION

The Committee was informed that the next audit will be for Procurement.

The Debtor Management Audit is awaiting management responses before it can be finalised. The Debtor Management Audit report is expected be presented to the Committee in December 2021. Whilst management responses have not yet been provided, the Committee were advised that significant work has been undertaken by Council's finance area in addressing the issues around debt collection.

## 7.5 INTERNAL AUDIT - BUSINESS CONTINUITY AND DISASTER RECOVERY

**Author's Title:** Manager Governance

**Department:** Corporate Services

**File No:** FM/02/09

### PURPOSE

To inform the Audit and Risk Committee of the Business Continuity and Disaster Recovery audit undertaken by RSD Audit.

### RECOMMENDATION

That the Audit and Risk Committee note the Business Continuity and Disaster Recovery Internal Audit Report undertaken by RSD Audit.

**NOTED**

**Attachments:** 1 Internal Audit - Business Continuity and Disaster Recovery - 2021

### KEY POINTS / ISSUES

Council's Internal Auditors, RSD Audit, undertook a review of Council's Business Continuity and Disaster Recovery processes in accordance with Council's Internal Audit Plan.

The internal audit was undertaken in April 2021 and actions arising from the report will be incorporated into the Outstanding Action Items Report.

### DISCUSSION

The Committee were advised that since the Audit was undertaken a risk rated as High in relation to ICT critical systems has now been reduced due to the an out of date system that has now replaced.

The Committee noted that it was a comprehensive report.

## 7.6 VAGO INTERIM MANAGEMENT LETTER

**Author's Title:** Governance Officer

**Department:** Corporate Services

**File No:** FM/02/09

### PURPOSE

To make the Audit and Risk Committee aware of the contents of the interim management letter.

### RECOMMENDATION

That the Audit and Risk Committee note the attached interim management letter for the year ending 30 June 2021 from Accounting and Audit Solutions Bendigo, on behalf of VAGO

**NOTED**

**Attachments:** 1 Interim Management Letter - VAGO

### KEY POINTS / ISSUES

The purpose of this report is for the Audit and Risk Committee to be aware of the contents of the interim management letter from Accounting and Audit Solutions Bendigo, on behalf of VAGO, providing a summary of audit findings from the interim phase of their audit.

### DISCUSSION

The Committee was informed that there was no issues with the interim and final reports. The processes from the audit perspective to undertake the audit were different due to the impacts of COVID-19, however these processes had worked well. The changes to the financial systems has also made the process more efficient.

## **7.7 DRAFT FINANCIAL STATEMENTS AND PERFORMANCE STATEMENT FOR 2020-21 FINANCIAL YEAR**

**Author's Title:** Director Corporate Services

**Department:** Corporate Services

**File No:** FM/02/09

### **PURPOSE**

To provide Audit and Risk Committee with the draft Financial Statements and Performance Statement for the 2020-21 Financial Year.

### **RECOMMENDATION**

That the Audit and Risk Committee note the draft Financial Statements and Performance Statement for 2020-21 Financial Year.

### **ALTERNATIVE MOTION:**

That the Audit and Risk Committee:

1. Endorse the draft Financial Statements and draft Performance Statement for the 2020-21 Financial Year.
2. Recommends to Council to adopt and approve the 2020-21 Financial and Performance Statements in principle and to certify the 2020-21 Financial and Performance Statements.

**MOVED:** DEAN SLEIGH

**SECONDED:** BERNARD YOUNG

**CARRIED.**

- Attachments:**
- 1 Draft Annual Financial Statements 2020-21
  - 2 Draft Performance Statement 2020-21

### **KEY POINTS / ISSUES**

Under s 131 of the *Local Government Act 1989* a council must in respect of each financial year, prepare an Annual Report that includes audited Statements for the financial year. These Statements must be prepared in the prescribed manner and form and be certified by the Auditor General.

This year the Victorian Auditor General's Office agents Accounting and Audit Solutions Bendigo (AASB) acted as Council's auditors.

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The Statements are a report back to the community on Council's performance against the adopted 2020/21 Annual Budget, along with performance against measures and targets for Key Strategic Activities specified in the 2020/21 Annual Budget.

Council is required to approve, in principle, the Statements prior to receiving certification from the Auditor General. The Audit and Risk Committee must endorse the Statements prior to presentation to the Council for adoption.

The Statements form part of Council's Annual Report that must be submitted to the Minister in accordance with the *Local Government Act 1989*.

**DISCUSSION**

The Manager Finance informed the Committee that the attachments to this report have been updated to reflect a last minute adjustment to Note 7. The unusual transactions show a large \$1m donation which relates to federal funding received by Council that will contribute to a VicRoads asset.

In relation to capital expenditure some expenditure previously reported was not capital in nature (\$600k-\$800k) and has been reclassified to operational.

Working for Victoria impacted on the result for expenses per head. If this is excluded and the re-classification of some expenditure went from the capital expenditure to operational, the expenses per head of population comes back to similar levels to previous years.

The cash levels may appear high, however this is also reflective of the commitments at item 5.6 which are expenses that don't yet meet the accounting standards criteria to report as liabilities as at the end of the financial year.

The Committee acknowledged the efforts made in regard to rate debtors and the re-education process for rate payers "pre-paying" rates, which hinders the ability to project cash flows.

## 7.8 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 Register also a means of communicating key risks to the Audit and Risk Committee.

Council is currently documenting the risks that exist within each directorate into Council's Risk Management System. This work is ongoing and the identified risks, the registers they are located in, controls and tasks will be further refined as part of the ongoing review process over the coming months.

The system used by Council to identify, rate and monitor risks has been upgraded to incorporate a number new functionalities, some of which are recommendations from the Internal Audit on Risk Management undertaken by RSD Audit in June 2020.

The system now has the ability to:

- Assign risks to individuals
- Include review dates and review frequencies, and send reminder emails to assigned individuals
- Have inherent risk assessment and residual risk assessment
- Include risk appetite for each of the consequence areas
- Show the control type
- Record treatments and actions to reduce risk frequency or impact, and assign these to individuals.

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Population of data in response to the above changes has commenced, however the software vendor has not yet provided the ability to generate reports following these updates. The vendor has indicated that improved reporting functionality will be available in future software updates.

The current Risk Management framework provides the frequency for monitoring and reviewing risks, which will be added to each identified risk in the system. The risk monitoring and review cycles will be considered when the framework is reviewed.

Below is the current organisational risk profile which reports residual risk. Not all risks have been reassessed and some will still show an assessed inherent risk.

**Organisational Risk Profile  
Buloke Shire Council  
September 2021**

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

To further address some of the outstanding actions from the Risk Management Audit, provision has been made in the 2021/22 budget. Council staff are currently seeking quotations for the additional external support required to undertake the next steps in addressing the outstanding actions, now that the new Council Plan has been adopted. Further staff training in risk management will occur this financial year, noting that some training was undertaken with staff in the last financial year to assist with procurement/project-related risk mitigation for the organisation. An Occupational Health and Safety Audit has also been undertaken in the Works & Technical Services Department and a dedicated Occupational Health and Safety Officer has now been appointed.

#### DISCUSSION

The Committee noted the report.

## 7.9 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 items in the Legislative Compliance Register.

### RECOMMENDATION

That the Audit and Risk Committee note the Legislative Compliance Register

**NOTED**

**Attachments:** 1 Compliance Register

### 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.

Council staff have recently undertaken work in Council's compliance module in Reliansys to create a new register. 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 offered through the Reliansys compliance module also provides Council with alerts when there are changes to key legislation monitored by that service provider.

The new Register provides for:

- identification of legislative obligations and assignment to staff members.
- the setting of due dates. The system will send reminder emails to staff members when their assigned obligation is near due, minimising non-compliance risks.
- an assessment of items of compliance / non-compliance (labelled as "Complies", "Partially Complies", "Does not comply" and "Not yet assessed"). Comments are required to be added into the Register when signing off as "Complies" or "Partially Complies". 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.

### DISCUSSION

The Committee noted the report

**7.10 CEO EMPLOYMENT AND REMUNERATION POLICY****Author's Title:** Director Corporate Services**Department:** Corporate Services**File No:** FM/02/09**PURPOSE**

To provide the Audit and Risk Committee with the draft CEO Employment and Remuneration policy for consideration and feedback.

**RECOMMENDATION**

That the Audit and Risk Committee Meeting note the draft CEO Employment and Remuneration policy.

**NOTED****Attachments:** 1 CEO Employment and Remuneration Policy**KEY POINTS / ISSUES**

The *Local Government Act 2020* requires the Council to develop and adopt a CEO Employment and Remuneration policy.

The policy has been developed in draft form for consideration and feedback by the Audit and Risk Committee prior to presenting to the Council for adoption at its October Council Meeting.

**DISCUSSION**

The Committee were advised the CEO Employment and Remuneration Policy is a requirement under the *Local Government Act 2020*, and is due to be adopted by 31 December 2021. It has been brought forward due to the current circumstances around the CEO's resignation. It is anticipated that the policy will be adopted at the October Council Meeting, pending any feedback from the Committee. The policy relates only to the CEO, a separate recruitment policy covers all other staff.

The Committee commented that it was good that the policy provides for the engagement of a consultant for recruitment and a different consultant to undertake performance reviews.

## 7.11 WORKING FOR VICTORIA

**Author's Title:** Manager Customer Engagement

**Department:** Office of the CEO

**File No:** FM/09/02

### PURPOSE

To acknowledge the contribution of those that took employment at Buloke Shire Council under the Victorian Government's Working for Victoria Program and the benefits to the community.

### RECOMMENDATION

That the Audit and Risk Committee Meeting notes the achievements of the organisation and individuals employed during the Working for Victoria Program

**NOTED**

**Attachments:** 1 Working for Victoria Report

### KEY POINTS / ISSUES

It was announced in May 2020 that Council would participate in the State Government's Working for Victoria initiative to employ up to 50 people for up to 6 months.

The \$500 million Working for Victoria initiative was designed to support communities and contribute to the state's ability to respond to the coronavirus (COVID-19) pandemic by helping jobseekers find work and employers find those workers.

53 staff passed through the program to fill the 51 positions including 32 Buloke Shire residents and a further 13 from neighboring shires.

3 internal staff were given official roles in delivery of the program as well as many staff supporting the program in addition to their regular duties.

14 staff have since found employment with Council following the completion of the program and several others with other Councils.

Some other highlights of the program include:

- Launch of a Community Reference Group for information sharing during the pandemic
- Development and launch of the Buy Buloke website and Buy Buloke campaign
- Painting of the Golden Grains Museum in Charlton
- Business Support program
- Reusable Face Mask program
- COVID Safe planning support
- Dedicated tree trimming crew, drainage crew and town crews
- Soft fall replacements Shire wide
- Reinvigoration of empty spaces with easy to maintain gardens
- Compilation of a Relief and Recovery Plan.

Included in this report are details of what was delivered under the program.

## **DISCUSSION**

The Committee noted the quality of the report and recognised the amount of work that was involved in the recruitment and on boarding of the additional staff, and also the work that was achieved by the additional staff.

## 7.12 COUNCILLOR REIMBURSEMENTS

**Author's Title:** Manager Finance

**Department:** Corporate Services

**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 Expenses Reimbursements  
2 CEO Expenses Reimbursements

### 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 and to the CEO from 1 May 2021 to 8 September 2021.

### DISCUSSION

The Committee noted the report.

**7.13 AUDIT AND RISK COMMITTEE SELF ASSESSMENT****Author's Title:** Governance Officer**Department:** Corporate Services**File No:** FM/02/09**PURPOSE**

The purpose of this report is to advise the Audit and Risk Committee of the proposed Self-Assessment Survey questions and the timing of the survey.

**MOTION:**

That the Audit and Risk Committee endorse the questions and the proposed timing for the survey.

**MOVED:** DEAN SLEIGH**SECONDED:** BERNARD YOUNG**CARRIED.****Attachments:** 1 Audit and Risk Committee Self-Assessment Survey**KEY POINTS / ISSUES**

The Self-Assessment survey is conducted in accordance with s54(4)(a) of the *Local Government Act 2020* ('the Act') and the Audit and Risk Committee Charter. The Act provides that an Audit and Risk Committee must undertake an annual assessment of its performance against the Audit and Risk Committee Charter. The survey is an opportunity for the Audit and Risk Committee to provide feedback to Council in areas that can be improved.

Councillors are also provided with the option to respond to the survey.

It is proposed that the survey be conducted during October – November 2021 so that the responses can be consolidated and included in the Agenda for the December Audit Committee meeting. An online survey is proposed.

**DISCUSSION**

The Committee commented that they would like to invite Councillors, staff and the auditors to complete the survey to ensure there is a 360° view of feedback.

**8. ANY OTHER BUSINESS**

The Chair acknowledged that this would be the last meeting for the current Chief Executive Officer and thanked him for his contributions to both the Committee and the broader Buloke community. In response the Chief Executive Officer thanked the Committee for their support. He also expressed thanks to the Internal Auditors RSD Audit and External Auditors AASB.

David Pell from AASB made comment on the Auditors closing report, stating that the Councils Financial Statements and Financial Performance report in their opinion have been presented fairly.

Mr Pell also indicated that this will be the last Audit they undertake for Council as they are no longer on the approved suppliers list for VAGO, therefore this is also his last meeting. Mr Pell reminded Council to provide the printers brief of the Annual Report and notify them when the Annual Report is published on Council's website.

The Committee acknowledged the enormous amount of work that is undertaken between meetings and thanked everyone for their contributions.

**9. MEETING CLOSE**

The meeting was closed at 12:42 pm

### 8.2.3 BULOKE SHIRE COUNCIL CLIMATE CHANGE MITIGATION AND ADAPTATION STRATEGY AND PLAN

**Author's Title:** Director Community Development

**Department:** Community Development

**File No:** EM/13/20

**Relevance to Council Plan 2021 - 2025**

**Strategic Objective:** Our Built and Natural Environment

#### PURPOSE

The purpose of this report is for Council to consider adopting the Climate Change Mitigation and Adaptation Strategy and Plan.

#### SUMMARY

Buloke Shire Council has developed a 10-year Climate Change Mitigation and Adaptation Strategy and Plan (the Strategy), which is a clear, concise and actionable plan for implementation into the Council and community. Ndevr Environmental was engaged to gather information and build the evidence base to inform the Strategy.

#### RECOMMENDATION

Council adopts the Climate Change Mitigation and Adaptation Strategy and Plan.

**Attachments:**

- 1 [Buloke Shire Climate Change Mitigation and Adaptation Strategy and Plan](#)
- 2 [Buloke Shire Climate Action Plan](#)

#### DISCUSSION

Climate change can have direct and indirect impacts on our environment, economy and people. These impacts can be in the form of both risks and opportunities arising from physical impacts, or transitional impacts (from the process of adjusting to a changing climate and a low carbon economy).

The works undertaken by Ndevr Environmental follow through previous works undertaken by Buloke Shire Council.

General projection for climate scenarios in Buloke that we can expect are;

- Average temperature increases across all seasons
- Increase in the number of extreme temperatures
- Reduced annual rainfall
- Increase in heavy rainfall intensity
- Increased evaporation
- Reduced humidity and frosts

The wide-reaching impacts associated with climate change present an adaptation challenge for the Buloke Shire. Plenty of opportunity is also present in this adaptation challenge. Innovating new ways to

achieve outcomes with a softer touch on the planet, adapting to a climate with more extremes, enhancing renewable options and understanding the combined community approach needed for the long-term risk reduction.

The community survey and internal discussion with Ndevr, identified risks and opportunities under the themes of people, natural resources, built environment, economy and council operations.

Climate mitigation and adaptation actions have been identified to reduce Buloke Shire Council's corporate and community climate risks and enhance climate-related opportunities. Climate change mitigation refers to measures to avoid and reduce greenhouse gas emissions, while adaptation refers to measures to adjust to current and expected impacts of climate change. Mitigating climate change will help to avoid future climate change scenarios and adaptation will help manage the effects of climate change impacts that are unavoidable.

Actions have been categorised into 13 goals for climate action;

- Integrate climate into Council operations;
- Robust emissions measurement;
- Ongoing emergency management;
- Waste and landfill emissions reductions;
- Council building improvements;
- Community building improvements;
- Energy security and technology switching;
- Low emission transport;
- Transport infrastructure improvements;
- Improve septic tank management;
- Enhance biodiversity, conservation and revegetation;
- Adaptive agriculture; and
- Shared community vision

#### **RELEVANT LAW**

Federal Government - The Paris Agreement

State Government - Victoria's Climate Change Act 2017

Victoria's Climate Change Strategy 2021-2025 has set interim targets to reduce the state's emissions from 2005 levels by 28-33% for 2025 and 45-50% for 2030

Local Government - The *Local Government Act 2020 (Vic)*

#### **RELATED COUNCIL DECISIONS**

The delivery of a Buloke Climate Change Adaptation and Mitigation Strategy and the implementation of actionable plans is a key strategy in the Buloke Shire Council Plan 2021-2025 and is deliverable under the Year 1 Annual Plan.

#### **OPTIONS**

Council could elect not to adopt the Climate Change Mitigation and Adaptation Strategy and Plan.

#### **SUSTAINABILITY IMPLICATIONS**

The Strategy contains a high-level Action Plan that outlines achievable actions categorised into 13 goals for climate action.

#### **COMMUNITY ENGAGEMENT**

Consultations with Councillors, the community and key partners to identify key themes and priorities.

In April Ndevr organise a Stakeholder Consultation –Community Forum via zoom. Some Councillors were present including a community representative and council staff.

An online survey was also organised and advertised through our Facebook pages and website. We received 39 responses from the community.

Council adopted the Draft Climate Change Mitigation and Adaptation Strategy and Plan at its October 2021 Council Meeting for the purpose of further community engagement, inviting submissions in writing. This opportunity was advertised in local newspapers, Council's website, social media and local radio. After consulting directly with stakeholders and stakeholder groups during the composition of the document, no further submissions were received.

## **INNOVATION AND CONTINUOUS IMPROVEMENT**

Council has many roles in the delivery of the Action Plan including:

- Leader. Planning and providing direction
- Provider. Delivering services and projects
- Partner. Forming partnerships with other stakeholders in the interest of the community
- Facilitator. Bringing groups and interested parties together
- Supporter. To support and advocate for the community
- Regulator. Regulating some activities through legislation

## **COLLABORATION**

The Gap Analysis involved a review of existing BSC data in relation to climate change mitigation and adaptation, including relevant plans and strategies, and conducted a comparison with best practice and latest climate science.

Ndevr Environmental also facilitated a Climate Risk workshop to the BSC project team to present initial findings from the gap analysis and to build capacity within BSC and ensure collaboration in the identification of climate risks and actions specific to the Shire.

Key Partner engagement were also undertaken with representatives from:

- Birchip Cropping Group
- Central Victorian Greenhouse Alliance
- Victorian Government Department of Environment, Land, Water and Planning (DELWP) Sustainability Victoria
- South-East Mallee Landcare
- Buloke and Northern Grampians Landcare
- North Central Catchment Management Authority
- Victorian Government Department of Jobs, Precincts and Regions (DJPR)

## **FINANCIAL VIABILITY**

The outlined actions contained in the Strategy and Plan will utilise internal staff as resourcing. Other actions that require investment and that don't rely on staff or collaborative partnerships will be guided by Council's Financial Plan and Annual Budgeting.

## **REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

### **Federal Government**

The Paris Agreement is an agreement within the United Nations Framework Convention on Climate Change (UNFCCC) which seeks to avoid a global temperature increase of more than 2°C above pre-industrial levels, and ideally keep them below 1.5°C. Under the Paris Agreement, countries must set climate change targets. Australia currently has a target to achieve between 26-28% emissions reduction on 2005 levels by 2030. This target is ranked in line with a <3°C temperature increase.

**State Government**

*Victoria's Climate Change Act 2017* and *The Local Government Act 2020 (Vic)* identifies several overarching governance principles which create obligations for councils in the context of climate change.

**COUNCIL PLANS AND POLICIES**

Municipal Emergency Management Plan

Municipal Flood Emergency Plan

Long-Term Community Vision and Council Plan 2021-2025

Municipal Heat Health Plan

**TRANSPARENCY OF COUNCIL DECISIONS**

This report is brought to open Council to ensure transparency of decisions and budgetary processes.

**CONFLICTS OF INTEREST**

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

# BULOKE SHIRE COUNCIL CLIMATE CHANGE MITIGATION AND ADAPTATION STRATEGY & PLAN



## Buloke's Climate Change Mitigation & Adaptation Strategy & Plan

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### VERSION CONTROL RECORD

Version	Date	Author/Editor	Reviewed by	Description of Change
vA.0	4.06.2021	Juliana Bedggood	Hannah Meade, Jacinta Young	Draft report
vA.1	12.08.2021	Juliana Bedggood	Jacinta Young	Final report incorporating BSC feedback from draft
vA.2	17.08.2021	Juliana Bedggood	NA	Edit to Figure 18 for relevance
vA.3	4.10.2021	Juliana Bedggood	NA	Updated Action Table that Buloke completed

# Buloke's Climate Change Mitigation & Adaptation Strategy & Plan

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# Buloke's Climate Change Mitigation & Adaptation Strategy & Plan

## Executive Summary

Buloke Shire Council (BSC) aims to develop a 10-year Climate Change Mitigation and Adaptation Strategy and Plan (the Strategy), a clear, concise and actionable plan for implementation into the Council and community. Ndevr Environmental was engaged to gather information and build the evidence base to inform the Strategy.

An overview of the process to develop the Climate Change Mitigation and Adaptation Strategy and Plan is illustrated in Figure 1, highlighting the objective of this project. This report constitutes the final deliverable of this project and provides detailed findings from the works conducted by Ndevr Environmental, including a review of relevant documents and past projects, consultations with Councillors, the community and key partners, and desktop research on best practice. These findings were synthesised into recommendations for inclusions and priorities for the Strategy.



Figure 1: Overview of process to develop the Climate Change Mitigation and Adaptation Strategy and Plan, and the objective of this project.

Climate change can have **direct** and **indirect** impacts on our environment, economy and people. These impacts can be in the form of both **risks** and **opportunities** arising from **physical** impacts, or **transitional** impacts (from the process of adjusting to a changing climate and a low carbon economy). Risks and opportunities were identified for Buloke Shire under the themes of people, natural resources, built environment, economy and council operations.

Climate mitigation and adaptation actions have been identified to reduce BSC's corporate and community climate risks and enhance climate-related opportunities. Climate change **mitigation** refers to measures to avoid and reduce greenhouse gas emissions, while **adaptation** refers to measures to adjust to current and expected impacts of climate change. Mitigating climate change will help to avoid future climate change scenarios and adaptation will help manage the effects of climate change impacts that are unavoidable.

A high-level mitigation and adaptation plan has been recommended for BSC's consideration in Table 1. Actions have been categorised into **13 goals** for climate action: integrate climate into Council operations; robust emissions measurement; ongoing emergency management; waste and landfill emissions reductions; Council building improvements; community building improvements; energy security and technology switching; low emission transport; transport infrastructure improvements; improve septic tank management; enhance biodiversity, conservation and revegetation; adaptive agriculture; and shared community vision. Further detail on actions is provided in sections 7 and 8.

Table 1: Climate Change Mitigation and Adaptation Plan Completed by Buloke

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Integrate climate into Council operations</b>	<ul style="list-style-type: none"> <li>• Include climate scenario and risk profile in Councillor briefing packs and staff induction</li> <li>• Ensure climate mitigation and adaptation is represented in all relevant documents, policies and procedures – This can be guided through the Climate Emergency declaration process</li> <li>• Develop climate mitigation and adaptation guidance through the local planning scheme – more specific guidance has been provided in the report</li> <li>• Provide professional development training to planning staff on how to influence customers to design climate ready developments</li> <li>• Use the How Well Are We Adapting tool to monitor impacts of climate change on Council services and develop responses</li> </ul>	9, 17, 18, 25	Leader, Regulator	Chief Executive Officer  Community Development  Works and Technical Services  Corporate Services  Community Development	Update relevant documentation in line with review/renewal periods	BSC internal staff resourcing Shared resourcing with WAGA for the How Well Are We Adapting tool New funding required for professional development (approx. \$500pp)	Number of staff to complete training
<b>Robust emissions measurement</b>	<ul style="list-style-type: none"> <li>• Measure baseline corporate and community emissions in line with robust standards</li> <li>• Set a net zero emissions target and interim targets</li> <li>• Annual measurement and reporting</li> </ul>	16, 19, 30, 39	Leader	Community Development	<b>Immediate:</b> emissions profile <b>Quick win:</b> set a net zero target by 2030 Interim targets can be done upon completion of profiling <b>Ongoing:</b> reporting	New funding required to establish measurement and reporting (approx. \$25k for external support of corporate & community profiling and target setting)	Annual reporting

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
Ongoing emergency management	<ul style="list-style-type: none"> <li>Continue with the MEMP – review and update regularly</li> <li>Include planning for alternative transport routes in MEMP and protection of shelters</li> <li>Ongoing community education campaigns and training on MEMP</li> <li>Assist community groups and businesses with business continuity planning during times of emergency or extreme events</li> </ul>	4, 7, 8, 18, 24, 27	Leader, Provider	Community Development  Partner with all responsible entities identified in MEMP  Potential partnership with ADAPT Loddon Mallee for continuity planning	Update relevant documentation in line with review/ renewal periods (MEMP currently being updated)  Ongoing: community support	BSC internal staff resourcing	Number of organisations received continuity training
Waste and landfill emissions reductions	<ul style="list-style-type: none"> <li>Develop composting program to divert green and food organic waste from landfill</li> <li>Develop Container Deposit Scheme and Soft Plastic Recycling for the region</li> <li>Investigate feasibility of recycle and/or compost processing plant in Buloke. Explore partnership options such as BCG for FOGO circular economy</li> <li>Investigate feasibility of Emissions Reduction Fund landfill gas capture project and implement if successful</li> </ul>	16, 19, 39	Leader, Provider, Partner	Works and Technical Services  Partnerships: BCG	Begin planning of a composting program, Container Deposit Scheme and soft plastic recycling program in <b>FY22</b>  Roll out in <b>FY23</b> and continue annually  Recycle/compost plant feasibility in <b>FY22</b>  ERF feasibility in <b>FY25</b>	New funding (approx. \$30k for each feasibility study, potentially large costs for program roll out)  Consider partnering with neighbouring councils for programs (as with the mobile glass crushing unit)	Tonnes of waste deposited to landfill versus organic and recycling sites  Number of households or businesses participating in programs  Meeting Recycling Victoria Policy targets

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Council building improvements</b>	<ul style="list-style-type: none"> <li>Conduct facility assessments, targeting high emitting or at-risk Council-owned facilities first</li> <li>Identify specific reduction/adaptation measures for each facility and implement</li> <li>Keep track of assessments and improvements in line with asset management</li> <li>Sustainable Building Policy for new buildings and refurbishments</li> </ul>	4, 5, 6, 7, 9, 20, 21, 22, 32, 34	Leader	Works and Technical Services	<b>Ongoing, starting FY22</b> (can be done simultaneously with emissions profiling)  Internal Sustainable Building Policy endorsed by FY23	BSC internal staff resourcing  New funding (approx. \$20k for external support with assessments and opportunity identification)  Draw upon Sustainable Building Policy developed in other councils	Number of buildings assessed, and improvements implemented  Reduction in BSC emissions
<b>Community building improvements</b>	<ul style="list-style-type: none"> <li>Encourage community to participate in schemes and programs that help them to understand their energy bills and seek advice/funding on how to reduce energy consumption and make their buildings more resilient</li> <li>Advocate for equitable access to insurance and policies which include climate considerations</li> </ul>	4, 5, 6, 7, 9, 20, 21, 22, 32, 34	Supporter, Facilitator	Community Development	<b>Quick win:</b> provide links to existing schemes on website, send newsletter (BSC could provide guidance to community groups during this process)  Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding insurance	BSC internal staff resourcing	Number of households and residents participating in programs  Community emissions reductions

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Energy security and technology switching</b>	<ul style="list-style-type: none"> <li>Advocate for suitable transmission and distribution infrastructure to support renewable energy projects</li> <li>Complete Microgrid Feasibility Study and implement upon successful study</li> <li>Participate in CVGA project for getting communities off gas</li> </ul>	7, 10, 29	Supporter, Partner, Provider	Community Development CVGA to lead Microgrids and transitioning from projects	Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding transmission  Microgrid Study: <b>2021-2024</b>  CVGA project participation dependent on CVGA new strategy	BSC internal staff resourcing and CVGA contributions  Microgrid rollout approx. \$1M	Roll-out of microgrid  Approval of new transmission lines  Sign CVGA project contract
<b>Low emission transport</b>	<ul style="list-style-type: none"> <li>Participate in CVGA project which aims to help member councils to electrify fleet by 2030 – If this does not go ahead, Buloke should conduct its own feasibility study and transition planning</li> <li>Update relevant council documents to prioritise zero emission vehicles</li> <li>Raise community awareness of EVs (e.g., through visibility of BSC's own transition) and encourage community to take up State packages (e.g., grant for EV purchase)</li> <li>Continue to assess community EV use and advocate for State to (co-)fund chargers</li> <li>Collaborate with the Mallee Hydrogen Technology Cluster to identify opportunities as they arise</li> </ul>	29, 32, 34, 38	Partner, Provider	CVGA to lead council project  Vic Government transport programs - BSC to advocate	<b>Quick win:</b> Promote opportunities provided by the State  Update relevant documentation in line with review/ renewal periods (prioritise low emission vehicles in fleet policy)  CVGA project participation dependent on CVGA new strategy	BSC internal staff resourcing for document reviews, advocating and CVGA contributions  Feasibility and transition plan ~\$30k  New funding (~\$40k-\$80k for zero emission light vehicle)  Grant/co-fund opportunities	Sign CVGA project contract  Increase in number of EVs registered in Buloke

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Transport infrastructure improvements</b>	<ul style="list-style-type: none"> <li>Update asset management in line with mitigating climate risks</li> <li>Advocate for public transport infrastructure</li> <li>Advocate for rail freight</li> </ul>	8, 27, 32	Supporter, Partner	Partnership: VicRoads, neighbouring councils  Chief Executive Officer and Works and Technical Services	Update relevant documentation in line with review/ renewal periods  <b>FY24-25 and ongoing:</b> advocating	BSC internal staff resourcing for document review and advocating	New rail incorporated in State planning  Release of new asset management framework
<b>Improve septic tank management</b>	<ul style="list-style-type: none"> <li>Community education on correct septic tank management to reduce risk of health and financial risks to community</li> <li>Increase frequency of inspections</li> <li>Advocate for improved domestic wastewater management in townships currently without formal sewerage systems</li> </ul>	1	Leader	Community Development  Partnership with Landcare	<b>Immediate:</b> devise septic tank management education program  Update relevant management documentation in line with review/ renewal periods	BSC internal staff resourcing for community engagement and advocating	Number of inspections conducted  Percentage of compliant systems  Number of complaints
<b>Enhance biodiversity, conservation and revegetation</b>	<ul style="list-style-type: none"> <li>Ecological mapping and planning</li> <li>Continue use of tools and tree asset management from CVGA project</li> <li>Help promote existing initiatives</li> </ul>	1, 11, 12, 13, 14	Leader, Provider, Partner	Community Development  Partnership with Landcare and Traditional Custodians	<b>Ongoing:</b> CVGA tools and promoting initiatives  Partnership for ecological mapping, planning and monitoring by <b>FY23</b> and ongoing	BSC internal staff resourcing for tree asset management  Use resourcing from partnerships	Number of trees planted in Buloke region (by Council and other groups)

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Adaptive agriculture</b>	<ul style="list-style-type: none"> <li>Organise educational events (e.g., Kiss the Ground movie event)</li> <li>Showcase existing wins</li> <li>Collaborate with State and farming/agriculture groups to provide co-funding opportunities to small farmers that are not eligible for other schemes</li> </ul>	4, 15, 23	Provider, Facilitator	Community Development  Partnership with DJPR, BCG, Landcare	<b>Ongoing:</b> annual events and promote events organized by others  <b>Quick win:</b> Showcase existing wins through Council communications and events  Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding small business access to schemes	BSC internal staff resourcing for community campaigns]	Number of participants at events  Number of small farmers with approved funding
<b>Shared community vision</b>	<ul style="list-style-type: none"> <li>Develop a communication strategy to encourage positive discussion and acceptance of climate change</li> <li>Encourage community networking through participation in existing programs</li> <li>Facilitate community participation in grassroots educational campaigns (e.g., climate chats for schools)</li> </ul>	Help to gain support for all risks/ops	Provider, Supporter, Facilitator	Community Development  Partnership with DELWP, ADAPT Loddon Mallee	<b>Immediate:</b> communication strategy  <b>Quick win:</b> Promote opportunities for networking (see report)  <b>FY23 and ongoing:</b> grassroots education programs	BSC internal staff resourcing for community engagement	Number of participants in programs/ attending events

## 1 Introduction

Buloke Shire Council (BSC) aims to develop a 10-year Climate Change Mitigation and Adaptation Strategy (the Strategy) which will include a clear, concise and actionable plan for implementation into the Council and community. Ndevr Environmental was engaged to gather information and build the evidence base to inform the Strategy.

This project included an initial gap analysis of relevant documents and past projects, followed by consultations with Councillors, the community and key partners to identify key themes and priorities. These findings were synthesised into recommendations for inclusions and priorities for the Strategy.

This report is structured as follows:

- **Gap Analysis.** Presents the key findings of the gap analysis.
- **Buloke Shire Context.** Provides an overview of the Buloke region and outlines the 2030 climate scenario for the Buloke region and presents Council and community emissions profiles.
- **Climate Risks and Opportunities.** Provides an overview of the climate risk frameworks and outlines the climate-related risks and opportunities for the Buloke region and Council as identified in previous works and through this project. Each risk and opportunity are given a priority score and identifies Council's role.
- **Consultation Findings.** Key findings from the community survey and stakeholder consultations, identifying key focus areas.
- **Mitigation and Adaptation Options.** Drawing on previous works, consultations and best practice, options for mitigation and adaptation are discussed for key themes: People, Natural Resources, Built Environment, Economy and Council Operations.

## 2 Strategic Context

### 2.1 Federal Government

The Paris Agreement is an agreement within the United Nations Framework Convention on Climate Change (UNFCCC) which seeks to avoid a global temperature increase of more than 2°C above pre-industrial levels, and ideally keep them below 1.5°C. Under the Paris Agreement, countries must set climate change targets. Australia currently has a target to achieve between 26-28% emissions reduction on 2005 levels by 2030. This target is ranked in line with a <3°C temperature increase<sup>1</sup>.

The Australian Government has expressed confidence that it will meet the Paris targets. However, Ndevr Environmental has been tracking Australia's performance against its commitments under the Paris Agreement. Ndevr Environmental's quarterly emissions projections show that overall, Australia is not on track to meet the Paris targets that were set, with the exception of emissions trends during COVID-19. COVID-19 cannot and should not be viewed as a climate change mitigation strategy and trends during COVID-19 are expected to be temporary only.

Nonetheless, Federal recovery plans, as well as State budgets announced in 2020, include various allocations and plans for cleantech and renewable initiatives. Further, the Australian Government is rolling out its Technology Investment Roadmap which is a strategy to accelerate development and commercialisation of low emissions technologies. Annual low emissions statements are key milestones of the roadmap process. These statements prioritise low emissions technologies with potential to deliver the strongest economic and emissions reduction outcomes for Australia. The first Low Emissions Technology Statement prioritises clean hydrogen, energy storage, low carbon materials (steel and aluminium), carbon capture and storage, and soil

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<sup>1</sup> Climate Action Tracker. (2020). <https://climateactiontracker.org/countries/australia/>

carbon. Federal and State government investments will help to drive a low carbon economy which BSC could harness for its own agenda.

Given the increasing momentum towards taking positive climate action, and the likelihood of stronger policy, Buloke Shire Council is wise to be taking steps towards mitigation and adaptation.

## **2.2 State Government**

Victoria's *Climate Change Act 2017* (the Act) provides Victoria with a legislative foundation to manage climate change risks, maximise the opportunities that arise from decisive action, and drive Victoria's transition to a net zero emissions, climate resilient community and economy. The Act sets out a clear policy framework and a pathway to 2050 that is consistent with the Paris Agreement to keep global temperature rise well below 2 degrees Celsius above pre-industrial levels.

The Act requires a Climate Change Strategy every five years to set out how Victoria will meet its emissions reduction targets, adapt to the impacts of climate change, and transition to a net zero emissions future. Victoria's Climate Change Strategy 2021-2025 has set interim targets to reduce the state's emissions from 2005 levels by 28-33% for 2025 and 45-50% for 2030. The Strategy has also prepared emissions reduction pledges for each of the 7 sectors: energy, transport, agriculture, waste, industrial, land use and whole-of-government.

In addition, the Act introduces system-based planning for adaptation, focusing on key systems that are either vulnerable to the inevitable impacts of climate change, or are essential to ensure Victoria is prepared. Under the Act, Adaptation Action Plans are required to be developed every 5 years, following the release of the Climate Change Strategy, for 7 systems: built environment, natural environment, education and training, human and health services, primary production, transport, and water. The first five-yearly Adaptation Action Plans will take effect from 2022.

BSC should both be guided by the above regulations and strategies as well as identify opportunities to harness or to collaborate with the State.

## **2.3 Local Government**

Victoria's *Climate Change Act 2017* stipulates the following regarding climate change and decision-makers.

Subsection 17(2) states:

In considering climate change, the relevant decision-maker must have regard to:

- a. the potential impacts of climate change relevant to the decision or action; and
- b. the potential contribution to the State's greenhouse gas emissions of the decision or action; and
- c. any guidelines issued by the Minister under section 18.

Subsection 17(3) states:

- a. In having regard to the potential impacts of climate change, relevant considerations are:
- b. potential biophysical impacts; and
- c. potential long and short term economic, environmental, health and other social impacts; and
- d. potential beneficial and detrimental impacts; and
- e. potential direct and indirect impacts; and
- f. potential cumulative impacts.

The *Local Government Act 2020 (Vic)* identifies several overarching governance principles which create obligations for councils in the context of climate change, including:

- Under 9(2)(c) Councils are required to promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.
- Under 9(2)(b) Councils are required to give priority to achieving the best outcomes for the municipal community, including future generations.
- Under 9(2)(h) regional, state, and national plans and policies are to be taken into account during Council's strategic planning.
- Under 9(2)(i) Council must ensure its decisions, actions, and information are transparent.

Councils have a long history of environmental action. Below is a sample of Victorian councils' renewable energy and carbon actions and commitments:

- |   |   |
|---|---|
| • Bayside City Council: Carbon Neutral since 2020   | • City of Yarra: Carbon Neutral since 2012; 100% Renewable electricity since 2019                             |
| • Brimbank City Council: 50% reduction in corporate greenhouse emissions by 2023  | • Frankston City Council: Zero net emissions by 2025  |
| • City of Ballarat: 100% Renewable by 2025; Zero Emissions by 2025  | • Glen Eira City Council: Net zero emissions from operations by 2025  |
| • City of Darebin: Carbon Neutral since 2020 for both operations and the community (finalising its certification as of March 2021)  | • Hepburn Council: Carbon Neutral by 2021   |
| • City of Greater Geelong: 100% renewable electricity supply for all city owned and operated buildings and streetlights by 2025; City-managed operations to be Carbon Neutral by 2025; City-owned light fleet vehicles to be powered by zero-emission sources by 2030 | • Hobsons Bay: Zero net GHG emissions from Council's activities by 2020                                       |
| • City of Melbourne: 100% renewable energy from 2019; Carbon Neutral since 2012 for council operations  | • Manningham: 100% Carbon Neutral by 2020   |
| • City of Port Phillip: Zero net emissions by 2020  | • Maribyrnong City Council: Net zero corporate emissions since 2015   |
|   | • Moonee Valley: Zero net emissions by 2020   |
|   | • Moreland City Council: 100% renewable energy since 2019; Carbon Neutral for council's operations since 2012 |
|   | • Mornington Peninsula Council: Carbon Neutral by 2021  |
|   | • Mount Alexander Shire: Carbon Neutral by 2025   |
|   | • Strathbogie Shire: Zero net emissions by 2025   |

### 3 Gap Analysis

The Gap Analysis involved a review of existing BSC data in relation to climate change mitigation and adaptation, including relevant plans and strategies, and conducted a comparison with best practice and latest climate science. Documents reviewed included:

- AECOM IRVACAP (2014)
- NCCMA Climate Change Plan (2015)
- Mallee NRM Plan (2016)
- DELWP Regional Adaptation Snapshot – Loddon Mallee (2017)
- Buloke’s Greenhouse Reduction Plan and Inventory (2018)
- Buloke’s current and planned projects
- Heat Health Plan
- Buloke Council Plan 2017-21
- Buloke Procurement Policy 2020
- Loddon Mallee Renewable Energy Roadmap
- BSC CCP M5 2005
- BSC Assets 2020
- Solar on council buildings 2019

Ndevr Environmental also facilitated a Climate Risk workshop to the BSC project team to present initial findings from the gap analysis and to build capacity within BSC and ensure collaboration in the identification of climate risks and actions specific to the Shire.

Key gaps identified include:

- **Climate Scenario.** There had been a few previous works completed exploring the future climate scenario of the Buloke region and associated risks but none since 2017. While there has been no deviation from general projections (e.g., increased average temperatures, reduced rainfall, increased rainfall intensity leading to flooding, etc), Ndevr Environmental presented an updated climate scenario outlook in the Gap Analysis report and is presented in section 4.1.
- **Emissions Profile.** Corporate and community emissions were assessed in financial 2003/04 and again in 2016/17. Update on corporate and community emissions profiles in line with best practice standards and continue to measure and monitor annually.
- **Climate Risks.** Physical risks for the Buloke region were well identified in previous works. However, consideration of additional climate-related risks (i.e., transitional) and opportunities were lacking. Section 5 aggregates and synthesises the climate risks identified in previous works and those identified in this project.
- **Actions.** Actions planned or previously implemented relate to some of the climate-related risks and opportunities. However, there are further opportunities to mitigate or capitalise on both the existing and newly identified risks and opportunities. Actions need to be further refined to ensure they are S.M.A.R.T (i.e., specific, measurable, achievable, relevant and time-based).

## 4 Buloke Shire Context

### 4.1 Buloke 2030 Climate Scenario

A 2030 climate scenario for Buloke is provided in Table 1 based on the Victorian Climate Change Projections (2019) regional snapshots for Loddon, Wimmera and Mallee. The Loddon region is based on historical Bureau of Meteorology station data from Bendigo, while the Wimmera and Mallee scenarios are based on Horsham and Mildura, respectively. The climate scenarios are based on medium (RCP4.5) and high (RCP8.5) emissions scenarios.

General findings for climate scenario projections for Buloke Shire in 2030 are consistent across the Victorian snapshots and previous works such as the AECOM IRVACAP (2014), NCCMA Climate Change Plan (2015), Mallee NRM Plan (2016) and the DELWP Regional Adaptation Snapshot – Loddon Mallee (2017).

Overall, Buloke Shire can expect:

- Average temperature increases across all seasons
- Increase in the number of extreme temperatures
- Reduced annual rainfall
- Increase in heavy rainfall intensity
- Increased evaporation
- Reduced humidity and frosts

Based on the above variables, extreme events such as floods and fires are also likely to increase. Key rivers in the Buloke region run through the major towns of Donald and Charlton and floodplains and make these towns particularly susceptible to flooding. Since 2010, Donald has experience 3 flooding events with a major flooding event which occurred in 2011. The 2011 event impacted local and state roads, power, residential and commercial housing, community facilities (e.g., swimming pool, sports club), and agricultural land. Charlton has experienced recent major flooding including September 2010, November 2010 and January 2011. In January 2011 nearly all of the town was flooded including houses, businesses, emergency service stations (i.e., ambulance, police and fire), hospital and health centre, aged care facility and schools. In addition, a major flood event occurred in Birchip in 2018, causing \$10.8 million in damage. Since most of the land use in Buloke is for agriculture, bush fires are unlikely. However, farms can experience fires to grass and crops; in some previous instances, farm machine equipment has exploded and caused fires.



Figure 2: Extent of Charlton 2011 Flood Event (source: [ses.vic.gov.au](http://ses.vic.gov.au))



Figure 3: Extent of Donald 2011 Flood Event (source: [ses.vic.gov.au](http://ses.vic.gov.au))

Table 2: 2030 Climate Scenarios Across the Mallee, Wimmera and Loddon Regions

Climate variable	Mallee Historical (1986-2005)	Mallee Projected Change (2020-2039)		Wimmera Historical (1986-2005)	Wimmera Projected Change (2020-2039)		Loddon Historical (1986-2005)	Loddon Projected Change (2020-2039)	
		RCP4.5	RCP8.5		RCP4.5	RCP8.5		RCP4.5	RCP8.5
Maximum Temperature (°C)	23.9	25 (increase by an average of 1.1)	25.2 (increase by an average of 1.3)	21.4	22.5 (increase by an average of 1.1)	22.7 (increase by an average of 1.3)	20.7	21.7 (increase by an average of 1)	22.1 (increase by an average of 1.4)
Minimum Temperature (°C)	10.3	11 (increase by an average of 0.7)	11.1 (increase by an average of 0.8)	8	8.7 (increase by an average of 0.7)	8.8 (increase by an average of 0.8)	7.6	8.3 (increase by an average of 0.7)	8.4 (increase by an average of 0.8)
Rainfall (mm)	278.5	261.79 (Decrease by an average of 6%)	253.43 (Decrease by an average of 9%)	403.4	371.13 (Decrease by an average of 8%)	363.06 (decrease by an average of 10%)	499.1	479.14 (Decrease by an average of 4%)	449.19 (Decrease by an average of 10%)
Relative Humidity (%)	NA	-1.9	-2.4	NA	-2.0	-2.4	NA	-1.5	-2.7
Pan Evaporation (%)	NA	14.4	17.7	NA	13.3	14.9	NA	11.3	15.3
Solar Radiation (%)	NA	1.6	1.3	NA	1.7	1.6	NA	1.7	2.0
Surface Wind Speed (%)	NA	-1.3	-1.5	NA	-1.0	-1.7	NA	-1.1	-1.4
Extreme Daily Maximum Temperature (°C)	NA	1°C average increase	0.8°C average increase	NA	1.0 average increase	1.4 average increase	NA	1.0 average increase	0.7 average increase
Extreme Daily Rainfall (%)	NA	1%	-2%	NA	-2.0	-4.0	NA	-6.0	-7.0

## 4.2 Corporate and Community Emissions Profile

Under the Cities for Climate Protection program, BSC's corporate and community emissions for financial year 2003/04 were assessed. BSC's corporate and community emissions were assessed again for financial year 2016/17 under Sustainability Victoria's Local Government Energy Saver (LGES) Program. The results have been captured in Table 3 and Table 4, showing a comparison between the two assessment periods.

The greatest source of corporate emissions is from closed and open landfills. While waste data was not captured for FY17, it is likely to be captured in the landfill emissions category if all Council waste goes to Council landfills. There may be some overlap between the waste data captured for the community emissions and the landfill data captured for corporate emissions.

Stationary fuels consist of diesel and ULP used for plant equipment, as well as LPG. This represents the second greatest source of corporate emissions, followed by emissions from Council buildings and leased assets which is mainly electricity use.

For the community emissions profile, stationary energy is the largest emissions source and mainly consists of electricity use across the community. The profile excludes emissions associated with land/biological activities from agriculture but includes fuel and electricity use.

Table 3: Buloke corporate emissions profile

Emission Category	tCO <sub>2</sub> -e 2003/04	Percentage of total emissions	tCO <sub>2</sub> -e 2016/17	Percentage of total emissions
Council Buildings	819	30%	671.47	17%
Stationary Fuel	Not captured	NA	959.72	25%
Vehicle Fleet	1,204	44%	430.34	11%
Landfills	Not captured	NA	1,535	40%
Streetlighting	669	25%	192.86	5%
Water	Not captured	NA	17.77	<1%
Waste	39	1%	Not captured	NA
Leased Assets	Not captured	NA	50.17	1%
<b>Total</b>	<b>2,731</b>	<b>100%</b>	<b>3,854</b>	<b>100%</b>

Table 4: Buloke community emissions profile

Emission Category	2003/04 tCO <sub>2</sub> -e	Percentage of total emissions	2016/17 tCO <sub>2</sub> -e	Percentage of total emissions
Stationary energy	93,005	75%	108,837	62%
Transportation	25,988	21%	57,192	33%
Waste	5,658	4%	4,372	3%
Wastewater	Not captured	Not captured	4,053	2%
<b>Total</b>	<b>124,651</b>	<b>100%</b>	<b>174,454</b>	<b>100%</b>

## 5 Climate Risk and Opportunities

As a public sector organisation, BSC is bound by the *Public Administration Act 2004 (Vic)* which highlights that public authority directors have duties of care and diligence to consider climate risk in their activities. Such duties are at least as stringent as those of private corporation directors. Public authority directors are increasingly likely to be closely scrutinised and held to account for climate risk management. More information can be found in [CDP publication](#): Public Authority Director's Duty & Climate Change (2019).

The Task Force on Climate-related Financial Disclosures (TCFD) has been embraced as the best practice for assessment and disclosure of climate change-related risks and opportunities. The TCFD framework is illustrated in Figure 1.



Figure 4: TCFD climate-related risk and opportunities framework

While the TCFD standards were initially developed with financial disclosures from the private sector in mind, there are indications that the public sector is now moving to embrace the concepts and approaches contained in the TCFD Recommendations. TCFD is therefore a helpful and relevant framework in considering how Buloke Shire can meet its obligations with respect to assessing and managing climate change-related risks and opportunities.

The TCFD framework classify climate related risks/opportunities into two main categories:

- **Physical:** Risks and opportunities arising from direct or indirect physical impacts associated with rising aggregate global temperatures. These physical risks can be event driven (acute) or longer-term shifts (chronic) in climate patterns. Physical risks may have financial implications for organisations, such as direct damage to assets and indirect impacts from supply chain disruption. For example, direct impacts to the built environment from increasing intensity and frequency of extreme weather or more gradual changes like rising sea levels.
- **Transitional:** Risks and opportunities arising from the process of adjusting to a changing climate including the transition to a low carbon economy. Activities include policy, legal, technology, or market changes that may (or may not) occur in the processes of adjusting to a decarbonised economy. An example of a transitional risk is a carbon price, which therefore increases operating costs of an asset or lowers demand for high-carbon products, and therefore results in a situation where some assets are “stranded”.

Both transition and physical risks will affect an organisation's ability to achieve its objectives.

According to Buloke's Council Plan (2017-2021), BSC's key objectives are:

- Deliver services in a financially sustainable way
- Build a healthy and active community
- Diversify and enhance the local economy
- Respond to and enhance built and natural environments
- Support Councillors, staff, volunteers and the community to make informed and transparent decisions

Discussions with the BSC project team in the climate risk workshop confirmed the physical risks identified in previous works and identified transitional risks and climate-related opportunities. All identified risks and opportunities have been summarised in Table 2 beginning overleaf. Due to the nature of climate-related risks, horizons for consideration will have to extend to 10, 20 and 30-year timeframes to fully capture the potential impacts. The current Climate Change Mitigation and Adaptation Strategy and Plan will apply to the next 10 years (to 2030). While the 2030 scenario may not be as extreme as longer timeframes, it is important to plan for the future. It is likely that the identified climate-related risks and opportunities will manifest to some extent over the next decade.

Each risk and opportunity has been given a rating (low, medium, high or extreme) based on its likelihood and consequence (see Figure 2). These ratings have been amalgamated from previous works and confirmed with BSC. Note, that in the case of climate-related opportunities, the consequence will be positive. The risk ratings will inform recommendations for, and prioritisation of, mitigation and adaptation actions.

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Moderate	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	Medium
Rare	Low	Low	Low	Low	Medium

Figure 5: Likelihood vs consequence matrix adopted in AECOM (2014)

Table 5: Summary of climate-related risks and opportunities for Buloke Shire

Category	#	Risk/Opportunity	Risk Type	Rating
People	1	Health risks from increase in dust (respiratory illness) and extreme climate events (heatwaves, flooding - septic tanks in small towns, power outages)	Physical Risk	Extreme
	2	Job security & safety issues due to reduced agriculture and business productivity or physical stressors of extreme climatic events	Physical Risk	Medium
	3	Isolation risks from extreme climate events (heatwaves, flooding, power outages) - telecommunications, transport, health services, emergency services (incl evacuation)	Physical Risk	High
	4	Increased jobs for maintenance and capital works from built environment physical risks	Physical Opportunity	Medium
Built Environment	5	Damage to, or premature deterioration of, assets from increased temperatures and extreme climate events	Physical Risk	High
	6	Reduced soil moisture may impact stability of built assets	Physical Risk	Medium
	7	Extreme climate events cause disruptions to essential services (e.g., power blackouts, telecommunications)	Physical Risk	Extreme
	8	Extreme climate events reduce accessibility to transport routes, hospitals, schools, etc	Physical Risk	High
	9	Increased market valuation through resilience planning	Transitional Opportunity	Medium
	10	Energy security through micro grids and renewable energy	Transitional Opportunity	Extreme
Natural Resources	11	Reduced soil health as a result of increased average temperatures, evaporation and reduced rainfall	Physical Risk	Medium
	12	Biodiversity losses (i.e., reduced vegetation growth, influx of pest flora/fauna, reduced access to water, reduced regeneration capacity)	Physical Risk	Medium

Category	#	Risk/Opportunity	Risk Type	Rating
	13	Reduced water supply and quality due to reduced rainfall and increased evaporation, and sediment run-off (quality)	Physical Risk	High
	14	Increased visitation for nature-based tourism	Transitional Opportunity	Medium
	15	Changes in climate resulting in agricultural production for some existing crop/production systems or through the introduction of new systems (e.g., tree plantation)	Transitional Opportunity	High
Council Operations	16	Increased liability of councils (and businesses) if decisions do not take account of widely accepted climate risk	Transitional Risk	Medium
	17	Planned fire burning (i.e., fire management regimes) may alter with increase in fires	Physical Risk	Medium
	18	Extreme events may divert staff to respond to emergency work causing a backlog of routine service delivery and productivity	Physical Risk	High
	19	Enhanced emissions reporting obligations	Transitional Risk	Medium
Economy	20	Increased maintenance and capital costs of built assets	Physical Risk	High
	21	Increased operating costs for cooling due to increased temperatures and heat waves	Physical Risk	High
	22	Increased insurance costs or re-pricing of assets for flood prone areas	Transitional Risk	High
	23	Reduced productive value (particularly agriculture which is most susceptible to and greatly impacted by drought and flooding)	Physical Risk	High
	24	Work disruptions caused by extreme climate events	Physical Risk	High
	25	Increase in water treatment and extended irrigation periods	Physical Risk	High
	26	Limited access to State/Federal funding with increasing events	Physical Risk	High
	27	Reduced supply and distributive capacity for businesses in case of transport disruptions	Physical Risk	Medium
	28	Changing consumer preferences for low carbon products	Transitional Risk	Medium

Category	#	Risk/Opportunity	Risk Type	Rating
	29	Mandates/regulations resulting in stranded assets	Transitional Risk	High
	30	Increased pricing of GHG emissions or costs to comply with relevant regulations	Transitional Risk	High
	31	Costs associated with transitioning to a low carbon economy (e.g., investment in new technology)	Transitional Risk	High
	32	Increase costs of energy, fuel and raw materials	Transitional Risk	High
	33	Circular economy – input cost savings, job creation	Transitional Opportunity	High
	34	Move to more efficient buildings or transport can reduce operating costs and reduce exposure to future fossil fuel price increases – Operational savings can be used for funding further improvement (i.e., revolving energy fund)	Transitional Opportunity	High
	35	Low carbon practices or products as a competitive advantage	Transitional Opportunity	Medium
	36	Carbon farming (sequestration) to generate carbon credit units	Transitional Opportunity	High
	37	Food security could result in increased demand for local produce	Transitional Opportunity	Medium
	38	Electric Vehicle Tourism	Transitional Opportunity	Medium
	39	Reduced exposure to emissions will reduce sensitivity to carbon pricing	Transitional Opportunity	High

## 6 Consultation Findings

### 6.1 Community Survey

There were 46 responses, 6 were unusable (no responses to any questions) and an additional one was a duplicate. Hence, there were 39 responses in total. Of the 39 respondents, 82% reside within Buloke Shire and 85% work within the municipality. Reflecting the average age of the population, most respondents were over the age of 50. A breakdown of age and occupation is illustrated in the graphs below.

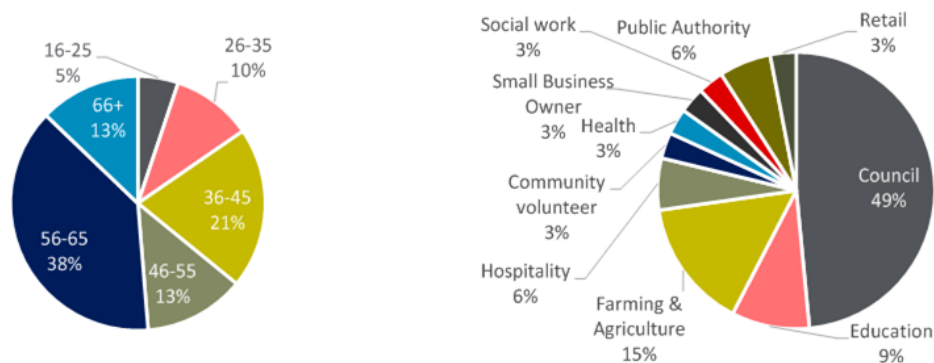


Figure 6: Breakdown of age (left) and sector of occupation (right)

The general knowledge of the causes and impacts of climate change appears to be well understood (see Figure 7), and climate change is perceived to be very important or important by 82% of respondents (see Figure 6).

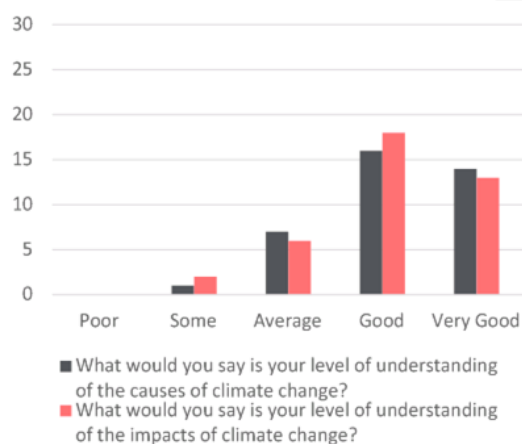


Figure 8: Respondents' understanding of climate change

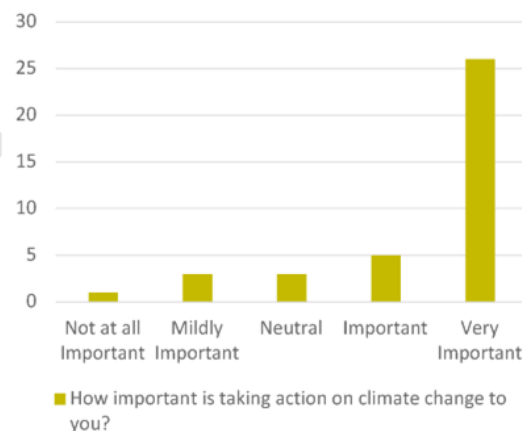


Figure 7: Respondents' perceived importance of climate change

Of the 2030 climate scenario predictions, respondents were most concerned about **increase in extreme temperature days and fire risk** and **reduced annual rainfall**. The top concerns about climate change impacts included: disruption to **essential services** (e.g., power blackouts, telecommunications); closely followed by loss of **native plants and animals**, and reduced **crop** yields or **livestock** health; followed by increase in **pests**, and **water** quality and security.

When asked about how they felt about how climate change may impact their lives, respondents were mostly concerned about the impact on their **quality of life** (e.g., health, freedom, access to resources, etc), **cost of living** and **economic viability of businesses** (particularly farming and family farms).

The above results can be used to help BSC frame messaging to the community on climate change.

The Buloke community is already making progress towards climate change mitigation and adaptation (Figure 8). To reduce their emissions, respondents have made efforts primarily towards waste reduction, improving energy efficiency, installing solar panels and making improvements to their property. To enhance their resilience to climate change, respondents have made efforts primarily towards installing rainwater tanks, planting vegetation on their property, making building improvements, and fire prevention and management actions.

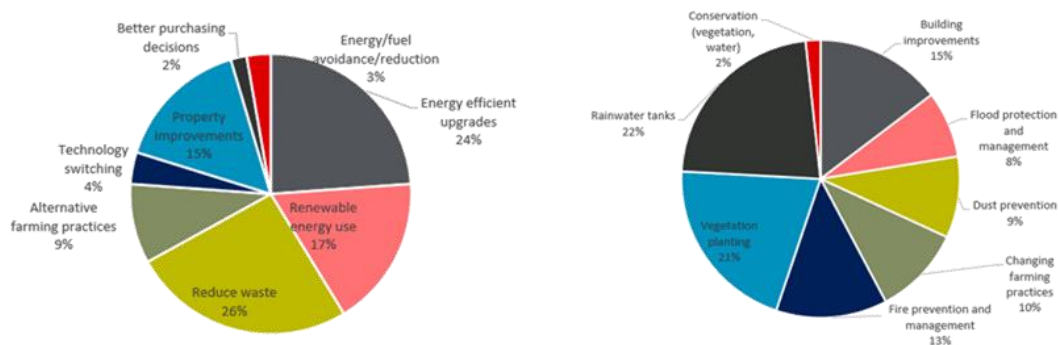


Figure 9: Current mitigation (left) and adaptation (right) actions implemented by the Buloke survey respondents

Despite efforts to reduce waste, use rainwater tanks, install solar, plant vegetation, and make improvements to their property, survey respondents still identified these as key areas they would like to receive more support in implementing (Figure 10). Improved systems for recycling and green waste were the most commonly requested actions for support, closely followed by renewable energy systems at the community level. This is evident when looking at what respondents identified as the largest barriers to mitigating and adapting to climate change: lack of systems and infrastructure (Figure 99). Funding was also identified as a key barrier.

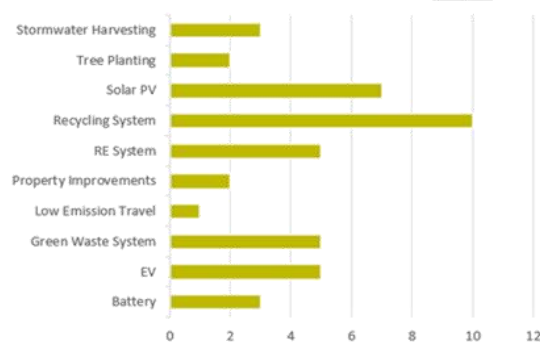


Figure 11: Actions respondents would like support in implementing

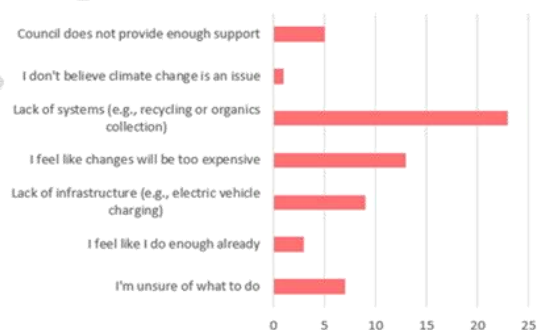


Figure 10: Barriers to implementing actions to mitigate and adapt to climate change

Ideas to improve existing systems and infrastructure included:

- **Recycling.** Soft plastic collection point. Glass collection point. Improve the transfer stations to allow the collection of more materials such as textiles, shoes, carpets etc., and have a partnership with the recyclers of such materials to collect and use them.
- **Green waste.** Turning green waste into compost and wood chips. Support use of green waste services (e.g., composting and worm farms). Composting scheme to educate and encourage composting at home.
- **Renewable energy.** Solar farms and wind turbines stations for each town, with power storage.

When asked about how BSC could best support the community to take climate action, Council leadership, promoting community collaboration and lobbying were agreed to being the most helpful (Figure 11). These are closely followed by information programs and funding schemes.

Some specific supportive actions that survey respondents have suggested under the categories are as follows:

- **Lead by example.** Replace their vehicle fleets with electric or hybrid vehicles (cars, utes, machinery etc.). Council should be capturing all food waste from their offices and composting waste.
- **Information/education.** Provide environmentally friendly tips. Support the delivery of long-term behaviour change type programs in businesses and schools in the Shire (e.g., Resource Smart Schools). Information sessions and workshops at grassroots level.
- **Funding/grant schemes.** Rate reduction for carrying out climate change activities - whether that be household rates or farm rates.
- **Lobby.** Lobby for improved rail freight to reduce the number of trucks in the area and for the return of passenger rail.

The survey responses indicate that the majority of the Buloke community are aware of, and care about, climate change.

## 6.2 Key Partner Engagement

Organisations consulted include:

- Victorian Government Department of Environment, Land, Water and Planning (DELWP)
- Victorian Government Department of Jobs, Precincts and Regions (DJPR)
- The Central Victorian Greenhouse Alliance (CVGA)
- South-East Mallee Landcare
- Buloke and Northern Grampians Landcare
- Birchip Cropping Group
- North Central Catchment Management Authority

Other Victorian Government departments provided information through email correspondence.

Discussions included key climate-related concerns for the Buloke region which Council should focus on and existing or planned programs and opportunities for BSC to collaborate or support. These discussions identified key priorities and the role of BSC. All stakeholders expressed interest in collaborating with BSC; either through financial contributions, knowledge sharing, advertising (i.e., Council to encourage community and businesses to participate in partner programs or to forward on information), or planning (e.g., strategic planning for Council or for partner).

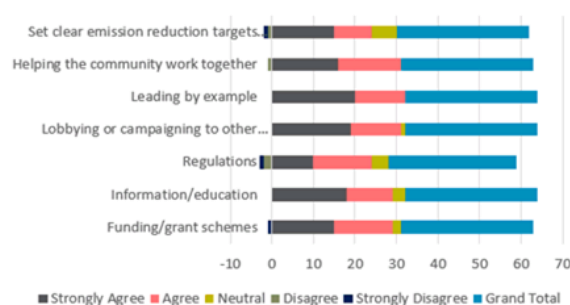


Figure 12: Desired support from Council.

Table 6: Key outcomes from consultations

Theme	Overview
Main concerns about climate change for the region	<ul style="list-style-type: none"> <li>• Extreme heat days or heatwaves</li> <li>• Biosecurity</li> <li>• Drought and erosion</li> <li>• Water security</li> <li>• Seasonal changes in rainfall</li> </ul>
Key priorities	<ul style="list-style-type: none"> <li>• Regeneration of habitat and biodiversity</li> <li>• Ecotourism</li> <li>• Soil health</li> <li>• Integrated Water Management and alternative approaches</li> <li>• Community quality of life</li> <li>• Cost of living</li> </ul>
Focus areas for BSC action	<ul style="list-style-type: none"> <li>• Creating a shared vision in the community</li> <li>• Engage youth</li> <li>• Emergency management</li> <li>• Engage Traditional Custodians</li> <li>• Draw on expertise and resources of others</li> <li>• Encourage long-term scenario planning and participation in R&amp;D</li> <li>• Ensuring climate is considered in all Council decision-making</li> </ul>
BSC role	<ul style="list-style-type: none"> <li>• Messaging – communicate and celebrate existing wins of Council, community groups and businesses</li> <li>• Education programs – support or facilitate the delivery of education programs or events</li> <li>• Gain access to Federal and State funding (e.g., whole or matched funding programs offered from State and Federal governments such as the SV energy efficiency and solar for community facilities)</li> <li>• Emergency management and planning. Where do people go in times of property damage?</li> <li>• Advocate to State and Federal governments, utility providers (e.g., transmission lines)</li> <li>• Partner – with regional cities (e.g., Mildura, Swan Hill, Bendigo), authorities (e.g., catchment management authorities) and local financial institutions (e.g., Bendigo Bank)</li> <li>• Regulations – using the planning scheme to encourage private participation (e.g., connectivity between remnant vegetation across properties)</li> <li>• Encourage participation in existing programs (e.g., DELWP, Landcare, etc.)</li> </ul>

## 7 Mitigation Options

### 7.1 General

#### 7.1.1 Previous or Planned Actions

As discussed in section 4.2, BSC has measured its emissions profile and that of the community previously. BSC has also taken the Victorian Government's TAKE2 pledge.

#### 7.1.2 External Influences

Victoria's *Climate Change Act 2017* has adopted a pledging model for whole-of-government, sectors and councils to coincide with the interim targets to ensure the whole of Victoria meets its 2050 target. As a platform for local governments and the Victorian Government to work together towards a net-zero future, councils can submit voluntary pledges under the Act. This may become a requirement in the future for funding eligibility.

#### 7.1.3 Actions for Consideration

**Climate Emergency.** Given that Buloke is already experiencing the effects of climate change and the vulnerability of its population and economy to climate, declaring a climate emergency may provide a good framework for Council to incorporate climate in its decision-making and processes.

The climate emergency *situation* refers to catastrophic changes to the world's climate caused by human activity and resulting in a loss of a safe climate, which threatens all life on earth. The climate emergency *response* refers to a specific approach to tackling climate change, which seeks to mobilise and take action at a scale and speed that will restore a safe climate, with the least possible loss and damage during the transition back to a safe climate. A climate emergency *declaration* is a starting point in the response to the climate emergency situation. Currently, 1,855 government jurisdictions in 33 countries have declared a climate emergency. To date, 100 local governments in Australia have made the declaration with Victorian councils representing 33 of those.

Note that a key part of a climate emergency response is to embed climate in all strategies, plans and policies. This will greatly assist in emissions reduction and resilience efforts. For example, Darebin has developed its [Social and Sustainable Procurement Policy](#). Darebin has recognised that it can enter procurement contracts that will contribute to creating a fair, inclusive community that is both environmentally and socially sustainable. In addition, the CVGA aims to facilitate knowledge sharing among its members to incorporate climate in all decision-making and council documentation (e.g., Council Plans).

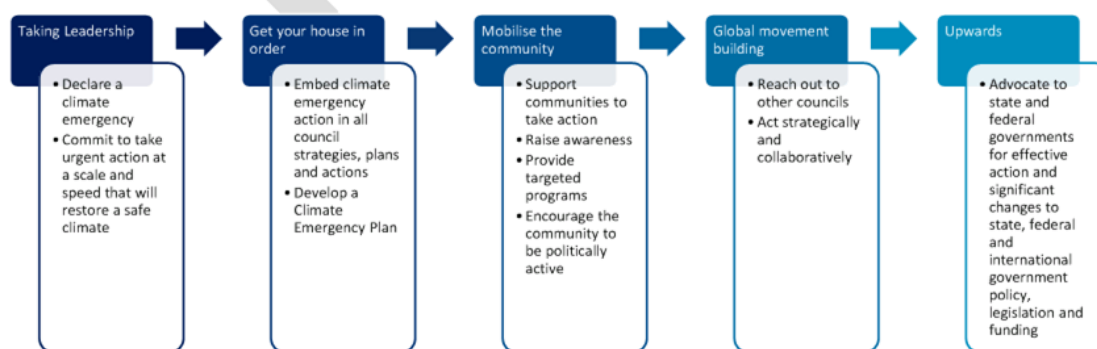


Figure 13: Climate emergency process

**Emissions Reduction Targets.** Part of the climate emergency response includes a rapid transition to zero emissions across all sectors, as well as the drawdown of all the excess greenhouse gases in the air. Also, Victoria has a legislated target of net zero emissions by 2050. Under the *Climate Change Act 2017 (Vic)*, local governments can voluntarily pledge emissions reductions targets. BSC has previously taken the TAKE2 pledge, so setting an emissions reduction target will be a good next step and help to drive ambition. Setting emissions reduction targets will likely aid in Council's mitigation efforts and will align with State and peer targets.

Achieving net zero emissions follows the process illustrated in Figure 14. Net zero emissions is achieved through balancing a measured amount of carbon emissions released, with an equivalent amount sequestered or offset, or purchasing [carbon credits](#) to make up the difference. International and national carbon credits are expected to increase in price in future years (estimated at \$20 and \$35, respectively), presenting a financial risk to Council in the achievement of a net zero target without a strong focus on emissions reduction. Implementing emissions reduction opportunities will reduce BSC's emissions profile, reduce the cost of offsetting and will most likely result in operational cost savings after the payback period.

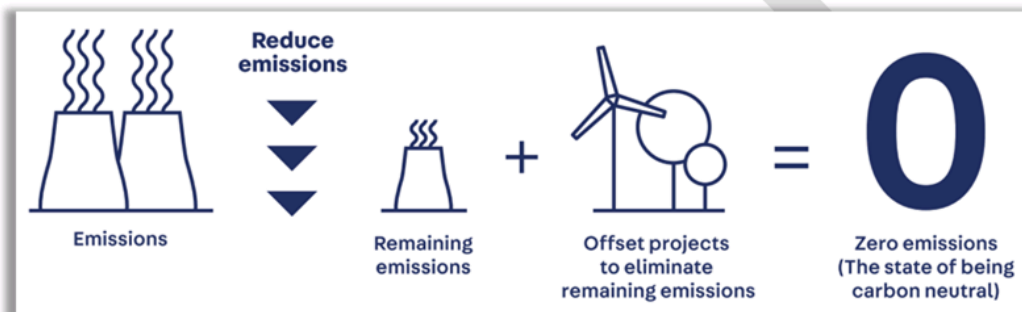


Figure 14: Process to achieving zero emissions (source: [Climate Active Guide](#)).

**Emissions Evaluation and Monitoring.** Ndevr Environmental has identified an opportunity for BSC to align its emissions profile and that of the community with the Australian Climate Active and GHG Protocol standards. Alignment with such standards ensures all relevant emissions sources within Council's operational control are considered and robust methods for estimating emissions are used. In addition, BSC can monitor and report on its corporate and community emissions annually in line with reputable standards which will mitigate transitional risks associated with increased reporting obligations, as well as enable Council to track progress towards its emissions reduction targets and action, and to withstand future public scrutiny.

**Emissions Reduction Measures.** It is good practice to first investigate the 'what' and 'how' of emission sources on site to identify suitable measures for reduction. According to the FY17 emissions assessment, BSC's largest emission source was its landfills, followed by stationary fuel (e.g., generators), then energy consumed by buildings, then its fleet. Reduction measures should focus on the emission sources that will have the biggest impact, that BSC is able to influence, that have the lower cost of abatement (considering whole of life costs) and align strategically with Council's other objectives. More detailed assessments will be able to assist with prioritisation. For example, BSC could conduct an energy audit program to systematically assess its buildings to identify feasible measures to optimise energy or upgrade equipment. Similarly, BSC could conduct fleet assessments and waste audits. The assessments will help to identify actions to avoid or reduce emissions, which is the most cost-effective way to reduce emissions. These cost savings can be used to finance other actions. Some opportunities regarding key emission sources are provided in the following sections.

## 7.2 Energy

### 7.2.1 Previous or Planned Actions

For its own emissions, BSC has:

- Completed energy & water audits on community sporting complexes (Sea Lake, Birchip, Nullawil)
- Completed energy efficiency improvements such as heating/cooling, thermal and lighting upgrades
- Installed solar PV at 12 facilities and a total of 134 kW, including:
  - Recreational Reserve Community Pavilions – Wycheproof, Birchip, Nullawil, Sea Lake
  - Council offices – Wycheproof, Sea Lake, Charlton
  - Charlton Per-School and Kindergarten
  - Tip – Donald, Sea Lake, Charlton, Wycheproof
- Upgraded streetlights – 650 lights upgraded to LED 2013-2016 and 240 lights upgraded to LED FY21
- Became a signatory of the Victorian Energy Collaboration (VECO), committing 100% of its electricity (including streetlighting and building assets) to be renewably sourced through the PPA beginning FY22.

For the community, BSC:

- Participated in the **Loddon Mallee Renewable Energy Roadmap** project which found that Buloke Shire has good potential for renewable energy (e.g., wind farms), but a key challenge is the distance to suitable transmission and distribution infrastructure. More investment in the network would be necessary to enable investment in generation in these areas. BSC could advocate for necessary upgrades to the infrastructure.
- Is currently participating in a **Microgrid Feasibility Study** through the CVGA. Microgrids are small-scale, localised renewable energy systems that can operate independently of the electricity grid, making it an ideal option for remote locations which have to rely on LPG or stationary fuel. The project is funded by a \$1.4 million Federal Government grant to determine feasibility of microgrids and if they could run off local renewable energy. CVGA will be organising bulk buying opportunities for solar and battery storage for community members if feasible. Not only could microgrids eliminate LPG and stationary fuel emissions, but they could also provide energy security.
- Led a **Solar Savers** program whereby three houses took up a loan from BSC to install solar panels.

### 7.2.2 External Influences

The energy sector pledge released in the Victorian Climate Change Strategy is for 50% of electricity to come from renewable energy by 2030. As part of this pledge, the Victorian Government has committed to:

- Developing a Gas Substitution Roadmap in consultation with stakeholders including unions, businesses and the community over the course of 2021, which will detail the transition pathways to achieve net-zero emissions and will identify opportunities for households and businesses that use natural gas to become more energy efficient and to switch to lower-emissions energy sources.
- \$335 million to replace old wood, electric or gas-fired heaters with new energy-efficient systems that are safer and cheaper to run.
- \$112 million towards sealing windows and doors and upgrading heating and hot water in 35,000 social housing properties.
- \$128 million for one-off \$250 Power Saving Bonus payments to help eligible concession card holders to pay their energy bills.
- \$14 million to expand the Victorian Energy Upgrades program ensuring more Victorian households access discounted energy efficient products and services.
- \$5.9 million to establish a new 7-star energy efficiency standard for new homes to improve energy

performance and reduce running costs.

- \$3.6 million to develop minimum energy efficiency standards for rented homes that reduce energy costs and improve comfort.
- \$22.6 million to maintain a safe, secure, reliable and affordable energy system, protect consumers under the existing Energy Fairness Plan and deliver programs that lower energy bills, including the Victorian Energy Compare website.
- Investing \$26.7 million in funding to support microgrids, neighbourhood batteries and community-owned renewable energy projects.

### 7.2.3 Actions for Consideration

Reducing emissions from BSC's energy use from its buildings and community facilities should follow the hierarchy depicted in Figure 13. First, it is important to remove all unnecessary energy usage – the cheapest unit of energy is the one you do not need to buy – then, ensure all usage is as efficient as possible, and finally investigate renewables for remaining energy demand. The VECO will reduce Council's electricity emissions to zero. However, emissions will still be generated through the use of gas and fuel (e.g., generators, plant). Further, actions to avoid or reduce electricity use (and other energy use) will result in cost savings.

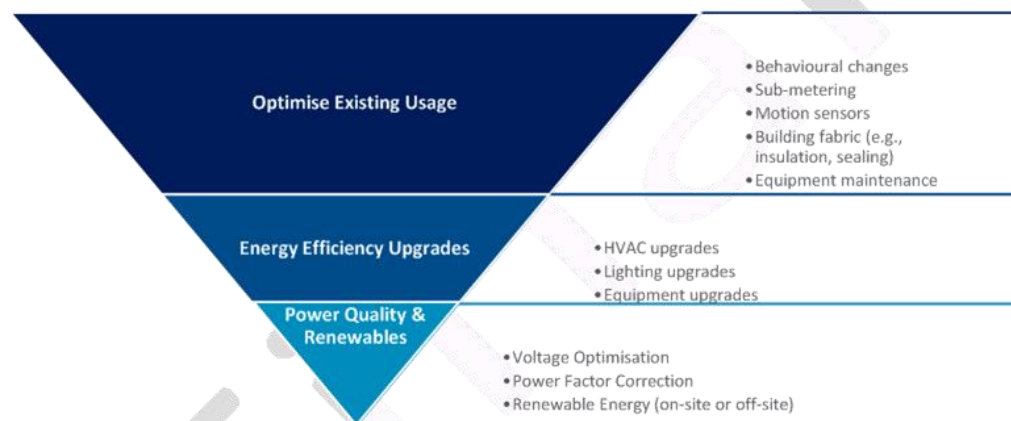


Figure 15: Energy Efficiency Hierarchy

**Energy efficiency and optimisation.** BSC should focus on the largest energy usage areas first to maximise benefit. HVAC systems usually account for 40% of energy use, hot water usually accounts for 25%, appliance usually accounts for 30%, and lighting usually accounts for between 8% and 15% (<https://www.energy.gov.au/households/quick-wins>). Specific emissions reduction opportunities related to energy consuming equipment and assets can be found through the Sustainability Victoria website (<https://www.sustainability.vic.gov.au/Business>) and the NSW Energy Saver website (<https://energysaver.nsw.gov.au/business>).

**Fuel switching.** Assets using gas or fuel can be converted to other forms of energy (e.g., electric or hydrogen). The electrification of assets will benefit from zero emissions associated with BSC's PPA, while hydrogen energy will produce low to no emissions. At the time of this report, the CVGA is developing its new strategy with focus areas including getting communities off gas. The case study below illustrates how entire facilities can be converted from natural gas to electric. Additionally, plant equipment using stationary fuels can be converted to lower emission alternatives. Council should consider transitioning its entire light and heavy vehicle fleet to low emission alternatives. The hydrogen hub in Mildura may also assist with the transition (see section 7.4).

BSC can encourage and **support the community to participate in schemes and programs** that help them to understand their energy bills and seek advice/funding on how to reduce energy consumption. Such programs include:

- The [Victorian Energy Upgrades](#) program. Encourage participation by promoting the significant discounts or rebates they can access on upgrade opportunities such as LED lighting, solar hot water systems and reverse cycle air-conditioners. Other programs are likely to be announced in line with the budget commitments.
- Sustainability Victoria offer [ResourceSmart Schools](#) as a free program that supports Victorian schools to embed sustainability across the school facilities, community and curriculum, while saving resources and money for the school. Schools join the program, then have access to an online portal, where they learn and practice ways to integrate sustainability.
- The Federal Government provides the [Business Energy Advice Program](#). The \$11.7 million program delivers trusted advice to help small businesses and their representatives get better energy deals and increase their energy efficiency.

**Sustainable Building Policy.** BSC can incorporate environmentally sustainable design (ESD) standards in statutory planning and internal guidelines for new builds and refurbishments. The Council Alliance for a Sustainable Built Environment (CASBE) has developed [guidelines](#) for the planning scheme which many Victorian councils have adopted. This will ensure new private developments are designed to support low carbon living. Many councils (e.g., [Darebin City Council](#)) have developed internal sustainable building policies for their own buildings. BSC can draw upon these policies developed in other councils.

#### Case Study – Darebin Council Northcote Aquatic and Recreation Centre Electrification

The renewal of Darebin City Council's Northcote Aquatic and Recreation Centre (NARC) is part of the Darebin Council Plan 2017-2021. After more than half a century of service to the community with growing maintenance costs (projected to cost council around \$3 million annually), the centre is being designed and re-built as an all-electric aquatic centre, **aiming for a 6 Star Green Star rating** under the new Green Star Buildings rating tool. Back in 2016, Darebin City Council established a **new ESD policy** which **mandates that developments of more than \$10M have to have a Green Star certification**.

Business case analysis showed that although the capital costs for all-electric construction and operations are higher now, over time the reduction in energy bills and carbon emissions will make it worthwhile. The new centre is expected to be completed in 2023 and has become a cornerstone of Darebin City Council's sustainability strategy and net-zero commitment.



## 7.3 Waste

### 7.3.1 Previous or Planned Actions

BSC has already begun to divert waste from landfill. Buloke's Waste and Resource Recovery Strategy 2020-25 highlights that the Donald landfill is expected to reach capacity by 2031 and the Birchip landfill has a remaining life of 25 years. This can be prolonged through landfill diversion efforts. The Strategy has already identified communication and education programs, home composting, and recycling initiatives. Existing initiatives include:

- Green waste drop-off at transfer stations
- High construction and demolition waste fees
- Recycling C&D waste
- Loddon Mallee Waste App
- Participating in Loddon Mallee Resource Recovery group
- Education programs
- "Glass Out" scheme

### 7.3.2 External Influences

Waste emissions and reduction efforts are affected by federal legislation to formally ban the export of unprocessed waste overseas, and all waste is required to be processed on shore. Many councils as a result have upped their recycling offerings, adding extra bins at the curbside so that households can better separate products and increase the chance that they'll be recycled. The remaining challenge is to develop the market for the use of the recycled products to ensure that it does not still end up in landfill.

The waste sector pledge released in the Victorian Climate Change Strategy is for a 50% reduction in organic waste going to landfill, and a commitment to support emerging waste and recycling industries and economic opportunities. The Government is investing \$515 million to deliver this pledge.

The Victorian Government's Recycling Victoria Policy places mandatory waste and recycling requirements on all councils in Victoria. This 10-year policy aims to reduce waste and to transform the recycling sector toward a circular economy by 2030. Relevant targets imposed on councils, and actions expected to be taken are listed in Table 66. In addition, all households will have access to services for glass recycling by 2027 and to food organics and garden organics by 2030.



Figure 16: Circular Economy Graph taken from the Recycling Victoria Council.

Table 7: Recycling Victoria Policy Targets 2025 and 2030 and expected actions

Targets	By 2025	By 2030	Actions expected by the Councils
Divert waste from landfill	Divert 72 % waste	Divert 80 %	<ul style="list-style-type: none"> <li>• Promote education and behaviour change programs.</li> <li>• Address plastic pollution promoting the replacement with alternative durable products.</li> <li>• Changing the way of collecting waste.</li> <li>• Promote recycling markets acceleration, changes in the recycling infrastructure and setting landfill levies.</li> <li>• Improve councils' regulation and planning</li> </ul>
Cut total waste generation by 15 per cent per capita	No target	15% reduction	
Halve the volume of organic material going to landfill	With an interim target of 20 % reduction	50% reduction	
Ensure households have access to a separate food and organics recovery services or local composting	No target	100% of the households	

### 7.3.3 Actions for Consideration

In addition to existing programs, BSC can consider the following to further reduce emissions from Council and community waste:

- Compost program.** Efforts to encourage composting can be taken from the 'Compost Revolution' program. The program has been utilised by a number of councils to date including Maroondah, Waverly, Randwick, Woollahra, City of Port Phillip. The program is designed to educate and equip residents to cut their waste through home composting and worm farming. It comes with online tutorials and digital materials to teach residents about composting and worm farms and includes a bin-to-door delivery service via Australia Post, to ensure residents receive the equipment. The premise is that council subsidises the residents purchase, and in turn the residents waste is reduced.
- Container Deposit Schemes** in Victoria. The Container Deposit Scheme in Victoria will be introduced by 2022-2023 to encourage and increase beverage container recycling and reduce waste in Victoria. Empty aluminium cans and plastic bottles, and glass bottles will be returned to a refund collection point, which will be exchanged for money. Council can choose between curbside collection or drop-off points. Based on Buloke's current system, a transfer station could be made as the drop-off point.
- Soft Plastic Recycling.** Soft plastics can be recycled through the RED Cycle program, which aims to close the loop for a circular economy (e.g., creating roadside furniture). RED Cycle has specific bins available for residents to drop off their soft plastic at Coles and Woolworths in Australia, including regional Victoria. BSC can work with RED Cycle to create drop-off points.
- Creating a market for recycled/re-used waste.** BSC should explore the opportunity to encourage industry to set up a recycling facility in the region and benefit from the existing transfer stations. This will mean that recycled materials are being produced and supplied within the region. One of the biggest challenges facing the success of the recycling market is ensuring the demand for the end product. Council is in a position to create demand and stimulate market development through its procurement policies. This may help to diversify the economy in the region.
- Emissions Reduction Fund (ERF).** The ERF is a voluntary scheme created by the Australian Government to provide incentives for organisations and individuals to adopt new practices and technologies to reduce their emissions. Participants can earn Australian carbon credit units (ACCUs) for emissions reductions. One ACCU is earned for each tonne of carbon dioxide equivalent (tCO<sub>2</sub>-e) stored or avoided by a project. ACCUs can be sold to generate income, either to the government through a carbon abatement contract, or in the secondary market. BSC could conduct a feasibility study and business case on the development of a landfill gas capture project under the ERF.
- Behaviour change programs.** Sustainability Victoria has a Recycling Victoria Household Education and Behaviour Change Fund where councils can be awarded up to \$30,000 to deliver campaigns when introducing new recycling services. Applications close June 18, 2021. Stay tuned for additional rounds.



Figure 17: Container Deposit Scheme

## 7.4 Transport

### 7.4.1 Previous or Planned Actions

BSC has begun installing 2x 50kW DC chargers at Council offices and will be procuring hybrid vehicles. In addition, the Council Plan identified advocating for accessible public and community transportation for Buloke residents as a key action.

### 7.4.2 External Influences

The transport sector pledge released in the Victorian Climate Change Strategy is for zero emission vehicles to represent 50% of new car sales by 2030, with \$100 million pledged to achieving this target through policies and programs. Some of these programs include a \$46 million package for a subsidy program to help Victorians buy ZEVs and a \$19 million package to establish a coordinated fast-charging network.

### 7.4.3 Actions for Consideration

At the time of this report, the CVGA is developing its new strategy with focus areas including a 2030 target for light and heavy vehicles to be electric. The CVGA intends to assist member councils to develop supportive policies. Participating in this project may assist BSC in achieving the below efforts to reduce transport emissions from its own fleet:

- Conduct a **fleet assessment** and review of policies and procedures. This will help to identify specific details regarding the below actions.
- **Reduce the need to drive.** Promote the use of video and teleconferencing over in-person meetings. Operation of business practices during the COVID-19 pandemic will have demonstrated the ability to conduct business virtually. Promote the use of bicycles (or electric bicycles) for shorter trips.
- **Downsize the fleet where feasible.** Every car in the fleet has an associated cost of ownership (i.e., registration, maintenance, insurance). Any opportunity to consolidate the number of vehicles will therefore reduce the overall costs of operating the fleet. Downsizing can occur through removing underutilised vehicles or reducing vehicle size to ensure they are fit-for-purpose.
- **Ensure environmentally conscious driving.** Eco-driver training educates drivers on efficient driving practices. Training programs are available for light and heavy vehicles as well as machinery. Organisations which have completed such training have achieved significant emissions and cost reductions as a result. For example, participating councils in the Eastern Alliance for Greenhouse Action and South East Councils Climate Change Alliance eco-driver program achieved a 10% reduction in fuel consumption and expenditure.
- **Improve the efficiency of trips:** Consider options to lighten the load carried by the commercial vehicles (e.g., tool sheds at strategic locations) and trip optimisation.
- **Use the lowest emission fit-for-purpose vehicle available.** Many electric vehicle alternatives are now available on the market with long ranges, cargo and towing capacity, and payloads rivalling those of conventional vehicles. BSC has already begun to transition some fleet vehicles to electric and install chargers. BSC can also consider transitioning heavy vehicles (e.g., Greater Shepparton City Council is trialling an electric truck). For more information and guidance, see the Electric Vehicle Council's [Local Government Resource Pack](#). In addition, BSC can consider hydrogen fuel. The National Energy Resources Australia (NERA) announced funding to develop an Australian network of hydrogen clusters. Among those announced to lead a cluster was the Mallee Regional Innovation Centre. The Mallee Hydrogen Technology Cluster will cover the North-West of Victoria, across the Mildura Rural City Council, Swan Hill Rural City Council, Buloke Shire Council and Gannawarra Shire Council areas. The aim is to produce green hydrogen which can be used to fulfil the Mallee's demand for transport, electrical and gas, assisting the

positive transition to a decarbonised economy. There may be potential for BSC to trial hydrogen as an alternative fuel source for its fleet (particularly heavy vehicles) as well as a stationary energy source in the future.

## 7.5 Land Use & Agriculture

### 7.5.1 Previous or Planned Actions

Consultations with key partners and survey results revealed that farmers are already taking action to reduce their emissions and sequester carbon. For example, the Birchip Cropping Group reported that its network uses GPS and variable weight technology to reduce fuel loads, and is collaborating with Dja Dja Wurrung on a carbon sequestration project using kangaroo grass.

### 7.5.2 External Influences

The Federal Department of Agriculture, Water and the Environment has a trial program, [Carbon + Biodiversity Pilot](#), under the Agriculture Stewardship Package. The Carbon + Biodiversity Pilot is trialing arrangements to reward farmers for improving on-farm biodiversity together with carbon projects under the Emissions Reduction Fund (ERF). The Carbon + Biodiversity Pilot is part of the wider \$34 million commitment of the Australian Government to biodiversity stewardship on farms. The 2021–22 Budget delivers \$32.1 million over four years in additional funding. The Carbon + Biodiversity Pilot is being developed with the Australian National University (ANU). The Carbon + Biodiversity Pilot will be run in six Natural Resource Management regions, with North Central Victoria identified as one of the regions. Farmers only require 5ha to participate. While applications close on 11 June 2021, the program may be successful and added to the ERF scheme which farmers could benefit from in the future.

The Victorian Climate Change Strategy has a pledge for both land use and agriculture. The land use pledge is to cease native timber harvesting in state forests from 2030 and plant up to 30 million trees. An investment package of \$15.4 million has been dedicated to provide information, tools and services to support emissions reduction, adaptation and climate risk management across the Victorian agriculture sector. The Victorian Government is also investing \$77 million over 16 years to help land managers restore and protect natural landscapes and vegetation through the Nature Restoration for Carbon Storage – BushBank program.

The agriculture pledge includes an investment package of almost \$20 million in emissions reduction activities. This investment will deliver flagship trials of leading research and technological innovations that help farmers to reduce emissions while maintaining productivity and profitability. There is also an objective to collaborate on a national scale to enhance research and innovation, improve greenhouse gas reporting, and improve access to financial support for climate action for Victorian farmers. Further, the Victorian Government has expanded the [Agriculture Energy Investment Plan](#), providing an additional \$30 million to continue supporting farmers to improve on-farm energy generation and efficiency.

In addition, the \$15.3 million Victorian Carbon Farming Program provides another avenue for private landholders to reduce emissions and build resilience to a changing climate. This Program will support private landholders to:

- Plant agroforestry and shelterbelt trees
- Access existing carbon markets, and
- Realise on-farm benefits and new income streams.

### 7.5.3 Actions for Consideration

As highlighted in section 4.2, BSC's previous community emissions assessment excluded emissions associated with land use and agriculture. When measuring and monitoring the community emissions profile, BSC should

include land use and agriculture. This can be further facilitated if farmers are encouraged to measure and monitor their emissions.

Consultations with key partners revealed a need for a consistent and robust standard for measuring agricultural and farming emissions. BSC can collaborate with agriculture and farming organisations to advocate for such a standard, and then market its use to the broader agricultural community. The GHG Protocol has produced an [Agricultural Guidance](#) document for carbon accounting in the sector. It identifies the environmental and business benefits and trade-offs for various farming practices (Figure 16). In addition, Agriculture Victoria has links to current [tools](#) for on-farm carbon accounting.

There are many programs already underway or in the pipeline. BSC can showcase existing wins and encourage participation in programs using messaging regarding the benefits to farmers which will likely increase uptake.

Practice	Potential GHG benefits	Potential environmental co-benefits	Potential agronomic / business benefits	Potential trade-offs or problems
<b>Cover crops</b> Non-commodity crops planted in between rows of commodity crops or during fallow periods	<ul style="list-style-type: none"> <li>Increased soil C sequestration</li> <li>Reduced indirect <math>N_2O</math> emissions from soils due to a reduction in N leaching</li> <li>Reduced scope 3 emissions from fertilizer manufacture</li> </ul>	<ul style="list-style-type: none"> <li>Improved soil nutrient content</li> <li>Reduced wind and water erosion</li> <li>Reduced nutrient and sediment run off and leaching</li> </ul>	<ul style="list-style-type: none"> <li>Reduced fertilizer needs</li> <li>Reduced weed growth</li> <li>Reduced irrigation needs</li> <li>Supplemental livestock feed (extends grazing season, cattle weight gain)</li> <li>Increased profit</li> </ul>	<ul style="list-style-type: none"> <li>Requires extra time and knowledge to manage, and some new techniques for growing commodity crops</li> <li>Requires more fuel use for crop planting</li> </ul>
<b>Conservation tillage</b> A range of cultivation techniques (including minimum till, strip till, no-till) designed to minimize soil disturbance for seed placement, by allowing crop residue to remain on soil after planting	<ul style="list-style-type: none"> <li>Increased soil C sequestration</li> <li>Reduced indirect <math>N_2O</math> emissions from reduction in run-off</li> <li>Reduced scope 3 emissions from fertilizer manufacture</li> </ul>	<ul style="list-style-type: none"> <li>Improved soil water retention and drainage</li> <li>Reduced water and wind erosion</li> <li>Reduced nutrient and sediment runoff</li> </ul>	<ul style="list-style-type: none"> <li>Reduced fertilizer needs</li> <li>Reduced fuel and labor costs from fewer field passes</li> <li>Improved yields</li> <li>Retains top soil</li> </ul>	<ul style="list-style-type: none"> <li>Potential increase in herbicide use</li> <li>Increased pest threats in repetitive single commodity production</li> </ul>
<b>Rotational or mob livestock grazing on pasture</b> Grazing practices that maximize plant health and diversity, while increasing the animal carrying capacity of the land	<ul style="list-style-type: none"> <li>Increased soil C sequestration</li> <li>Reduced <math>CH_4</math> emissions from enteric fermentation (due to improved feed)</li> </ul>	<ul style="list-style-type: none"> <li>Increased plant cover and productivity</li> <li>Improved soil water retention and drainage</li> <li>Reduced water and wind erosion</li> <li>Reduced nutrient and sediment runoff</li> </ul>	<ul style="list-style-type: none"> <li>Increased herd size</li> <li>Can increase length of grazing season</li> <li>Reduced need for purchases of feed</li> <li>Pastures more able to exclude weeds / exotic species</li> <li>Potentially reduced herbicide costs</li> <li>Helps avoid burning</li> </ul>	<ul style="list-style-type: none"> <li>Requires careful management in some areas with sensitive species</li> <li>Labor intensive</li> </ul>
<b>Anaerobic digester</b> Enclosed system in which organic material such as manure is broken down by microorganisms under anaerobic conditions	<ul style="list-style-type: none"> <li>Reduced <math>N_2O</math> and <math>CH_4</math> emissions from manure management</li> <li>Reduced scope 3 emissions from fertilizer manufacture</li> </ul>	<ul style="list-style-type: none"> <li>Reduced risk of accidental toxic leakages (pathogens killed)</li> <li>Reduced ammonia and VOC emissions</li> </ul>	<ul style="list-style-type: none"> <li>Processed solids can be used as bedding</li> <li>Reduced need for fertilizers (as nutrient availability in the digestate is increased)</li> <li>Electricity / heat generation</li> </ul>	<ul style="list-style-type: none"> <li>Digester technologies can be expensive</li> </ul>
<b>Windbreaks</b> Plantations usually made up of one or more rows of trees or shrubs	<ul style="list-style-type: none"> <li>Increased C sequestration in biomass and soils</li> </ul>	<ul style="list-style-type: none"> <li>Reduced soil erosion</li> </ul>	<ul style="list-style-type: none"> <li>Greater animal survival and health in livestock systems</li> </ul>	<ul style="list-style-type: none"> <li>May take some land out of production</li> </ul>

Figure 18: Some agricultural practices that can reduce GHG emissions and improve farm performance (GHG Protocol Agricultural Guidance)

## 8 Climate Change Adaptation

### 8.1 Council Operations

#### 8.1.1 Previous or Planned Actions

BSC has developed, and continues to maintain, a comprehensive Municipal Emergency Management Plan (MEMP). The MEMP identifies tasks such as emergency shelter and accommodation for displaced households, essential supplies, and medical and mental health support and assigns responsibility to various agencies. The MEMP also incorporates working with other councils (e.g., resource sharing) as governed by the MAV Mutual Aide Agreement.



Figure 19: BSC staff flood levee training

Temporary flood levies are part of BSC's response to flooding events. Staff participated in a flood levee training exercise in 2020 (Figure 17).

#### 8.1.2 External Influences

The Victoria Planning Provisions, a subordinate instrument of the *Planning and Environment Act 1987 (Vic)*, incorporates various state-wide planning policies on climate change and its impacts, which planners must take into account and give effect to through their decisions. Some examples of clauses specifically referencing climate change adaptation include:

- Clause 13.01 Climate change impacts – includes policy on natural hazards, coastal inundation and erosion considerations (see extract).
- Clause 11.03 Planning for places – requires greenfield planning to respond to climate change.
- Clause 14.01 Agriculture – seeks to support agricultural adaptation to climate change.
- Clause 15.02 Energy and resource efficiency – supports a cooler environment and minimisation of greenhouse gas emissions.
- Clause 19.03 Integrated water management (see further information listing relevant clauses in the VPP).

#### 8.1.3 Actions for Consideration

BSC's response to climate change (mitigation and adaptation) requires a holistic approach and participation from all departments. Climate change impacts many facets of business activities and services. As such, climate mitigation and adaptation need to be driven internally and embedded within Council systems, processes and staff thinking. This can be done by:

- Incorporating BSC's climate scenario and risk profile in **Councillor briefing packs and staff induction**.
- Ensure **climate mitigation and adaptation is represented** in all relevant documents (e.g., Council and Community Plans), policies (e.g., procurement policy) and procedures (i.e., decision-making).
- **Planning Scheme.** Incorporate climate mitigation and adaptation in the planning scheme (use existing resources such as those from CASBE). Any updates and how they might impact development processes/outcomes should be communicated to the community. Engagement should help to minimise conflict.
- **Tools.** The Western Alliance for Greenhouse Action (WAGA) developed [How Well Are We Adapting](#), a web-based climate change adaptation monitoring, evaluation and reporting tool for Victorian local governments. Through an internal reporting section, the tool allows local governments to track climate change impacts on council services and assets and evaluate responses over the long term. Monitoring impacts and learning about council's responses over time, develops knowledge and skills for implementing adaptation actions. The use of this tool enables participating councils to raise institutional

awareness and capacity around the issue of climate change adaptation, identify where services might be impacted in the future and ensure residents most at risk to the impacts will be protected.

- **Resourcing.** Continue to collaborate with neighbouring councils for shared resources for emergency management as well as other initiatives (e.g., through the CVGA). Consider if there is a need for seeking additional resources in times of peak HACC demand. In addition, BSC relies heavily on volunteers. With an ageing population (and volunteers) and large distances between townships, BSC may want to support volunteer uptake with recruitment drives.

## 8.2 Community

This category includes people and businesses.

### 8.2.1 Previous or Planned Actions

Through its membership with the CVGA, Buloke has participated in, and benefited from, several projects which address community health and liveability related to the climate (as well as other co-benefits). These include:

- **Resilient Community Assets.** This project involved street tree planting, heatwave plan template and online training for councils, as well as 'HEAT Help' packs for HACC and aged care clients.
- **Cool It.** This project consists of two phases, where the first developed heat vulnerability mapping and a tool for councils to use and the second phase involved tree planting based on findings from phase 1 and a climate resilient tree asset planting list. BSC planted over 80 trees in Sea Lake, Donald, Charlton and Wycheproof. Tree planting also has benefits for natural resources and carbon sequestration.

BSC also maintains a:

- Buloke Health and Wellbeing Plan
- Vulnerable Person Register

### 8.2.2 External Influences

The Victorian Government will generate an Adaptation Plan for the Health and Human Services system that will finalised by 31 October 2021 into effect in 2022. The pilot plan for 2019-21 can be found [here](#). In addition, the regional adaptation plan, ADAPT Loddon Mallee Climate Ready Plan is currently in draft and will be released later in the year. Both will identify key priorities and actions for the Buloke community and should be considered in the development of BSC's Strategy and Plan.

The Victorian [Public Health and Wellbeing Plan 2019-23](#) includes climate change as a focus area. Guidelines for local government for addressing climate change in [municipal health plans](#) was developed by the Department of Health in 2020.

### 8.2.3 Actions for Consideration

BSC has existing resources which address climate risks to people within the Buloke community. Some areas for improvement are outlined below:

- The Heat Health Plan currently focuses on air-conditioner use which can exacerbate the risk of power outages, raise energy bills, and increase emissions. BSC can update the plan and drive awareness on the importance of other thermal control measures as first steps before the use of air-conditioning.
- Include respiratory health in the Buloke Health and Wellbeing Plan. Work with agribusinesses to set up monitoring and alerts for increases in air pollution.

- **Building upgrades.** BSC could advocate and/or partner a co-funding arrangement to upgrade homes and businesses to make them more resilient (and thermally efficient). BSC may be able to utilise the [Victorian Energy Upgrades](#) program for this. Another opportunity for partnership may be through local finance institutions (e.g., Bendigo Bank). BSC can also ensure it takes measures to upgrade its own buildings and community facilities, or new builds consider climate risks in the design.

#### Case Study – Queensland Government

The Queensland Government (with a contribution from the Australian Government) has developed a Household Resilience Program which provides funding to help eligible homeowners in coastal parts of Queensland improve the resilience of their homes against cyclones. Owner-occupiers who live in a house built before 1984, located within 50km of the coastline from Bundaberg to the Queensland/Northern Territory border, can apply to receive a Queensland Government grant of 75% of the cost of improvements (up to a maximum of grant value of \$11,250 including GST).

- **Cool community zones.** Include heatwaves in the MEMP and/or ensure identified refuge centres can be made available to the community as cool spaces during heatwaves. Encourage residents to seek refuge in these shared cool zones particularly if they are unable to keep cool in their own home or if they are at risk of isolation.
- **Continuity planning.** Encourage community groups and businesses to develop plans that ensure continuity of their operations.
- **Encourage networking.** Encourage the community and businesses to network and share learnings. For example, DELWP has established networks for the community and businesses in the Loddon Mallee through its [Regional Climate Leadership](#) program. DELWP has also established the [Youth Climate Network](#) for the region. With an ageing population, Buloke's resilience will rely on encouraging youth to stay in the region and participate. Mount Alexander Shire Council supports young people to develop and implement climate change projects and recognise young sustainability leaders through the Mount Alexander Youth Awards.
- **Grassroots educational campaigns.** Climate change should be openly communicated in a positive context and not through a 'scare' context. The community should be given hope and the information and tools to succeed. Messaging can be tailored based on the concerns identified in section 6.1 and following the [guidance](#) developed by Monash University on behalf of DELWP for communicating climate change.

### 8.3 Natural Resources

This category includes flora, fauna, soil and water.

#### 8.3.1 Previous and Planned Actions

There are many existing and planned agricultural adaptation initiatives occurring in the Buloke region led by BSC and external parties. The Cool It and ResourceSmart Schools programs have been previously identified. Other existing and planned initiatives include:

- Weed mapping and pest management
- Wimmera Mallee water pipeline
- School chats and programs such as those run by conservation management networks (e.g., Kar Kara CMN)
- The NCCMA Regional Floodplain Strategy (2018-2028) was developed in conjunction with local governments. NCCMA do modelling which can be shared with BSC for its emergency management planning, strategic and statutory planning. It can also be distributed to Council's rate base.
- Landcare works on biodiversity surveys, revegetation and biodiversity corridors

### 8.3.2 External Influences

The Victorian Government will generate Adaptation Plans for the water and natural environment systems later in 2021. A [Pilot Water Sector Adaptation Action Plan](#) was developed for water in 2018.

The Victorian Government announced \$523.2 million to protecting vulnerable wilderness and improving visitor facilities so more people can get out and enjoy Victoria's natural wonders.

### 8.3.3 Actions for Consideration

There are a few opportunities which BSC can lead or partner in:

- **Biodiversity and conservation management.** Improve ecological mapping through collaborations with catchment management authorities, Landcare and Traditional Custodians to share information, resources, tasks (e.g., biodiversity surveys), and to assist with prioritisation of items of environmental and cultural significance. Develop or support initiatives which preserve and promote biodiversity (e.g., Landcare's biodiversity corridors).
- **Integrated Water Management.** A collaborative approach to planning that brings together organisations that influence all elements of the water cycle (e.g., water corporations, local governments and catchment management authorities), including waterways and bays, wastewater management, alternative and potable water supply, stormwater management and water treatment. It considers environment, social and economic benefits. Following the DELWP's [Integrated Water Management Framework for Victoria](#), BSC can work with relevant organisations to improve water security, water health and stormwater drainage.

#### DELWP Integrated Water Management Framework for Victoria – Benefits of Stormwater Harvesting

- reduce reliance on the potable water supply network, helping avoid or defer infrastructure upgrades, and provide resilience for local governments wanting to keep sports grounds, parks and trees watered during droughts and prolonged dry periods
  - provide urban cooling through greening, canopy cover increases and increased soil moisture, leading to preventative health benefits
  - reduce flooding, helping to maintain amenity, defer upgrades in the drainage network and reduce insurance liabilities
  - deliver waterway health benefits from an ecology, channel morphology and water-quality perspective
  - improve community education and water literacy
- **Planning.** BSC can include water management in strategic planning and incorporate relevant requirements into the planning scheme at a high level in an ESD policy and in zoning plans and overlays. To ensure the successful delivery of sustainable irrigation in new developments, any requirements should bring the community and developers along on the journey. In addition, consultations with planning applicants throughout the process (e.g., at pre-application, design, etc.) has also proven useful to councils in achieving sustainable outcomes in private developments.

**Case Study – Mt Alexander Shire Council**

- **Integrated Water Management.** Council has recently commissioned an IWM plan for Castlemaine to assist with the protection of waterways, to gain advice regarding climate resilient water supply and assess options for water sensitive urban design in future developments within Castlemaine.
- **Planning Scheme.** The Mount Alexander Planning Scheme outlines strategies to increase the shire's resilience to the adverse effects of climate change by discouraging certain land use and development activities that would place society at greater risk and encouraging developments that capture and re-use water. The scheme also seeks to minimise risks such as flooding, soil degradation and bushfire risk through a range of targeted strategies, guidelines and strategic work specific to our region.

**8.4 Agriculture**

This category includes all farming and agricultural businesses.

**8.4.1 Previous or Planned Actions**

There are many existing and planned agricultural adaptation initiatives occurring in the Buloke region led by external parties. Identifying these will assist BSC in identifying gaps or areas in which it may provide support. Existing and planned initiatives include:

- **Regenerative Agriculture.** Regenerative agriculture assists with soil carbon sequestration which helps with mitigation. The Regenerative Agriculture Group has quickly gained traction with many broadacre landholders becoming members. The group focuses on holistic grazing practices, avoiding pesticide use and use of cover crops. The Birchip Cropping Group expressed a concern that regenerative agriculture could reduce yield. BSC could play a role in showcasing successful case studies and provide details on the success factors.
- **Adaptive Agriculture.** The Birchip Cropping Group has many initiatives underway including process changes such as sowing times, genetic variation for new and emerging crop types, managing nutrient strategies, tools for managing pest and disease.
- **Drought Tolerance.** The Federal Government, through the Future Drought Fund has provided funding to eight drought resilience hubs across Australia including \$8 million to the [Victoria Drought Resilience Adoption and Innovation Hub](#). The Victorian Hub will be led by the University of Melbourne in partnership with five farming groups – Birchip Cropping Group, Food & Fibre Gippsland, Southern Farming Systems, Riverine Plains and the Mallee Regional Innovation Centre – together with Deakin University, Federation University, La Trobe University and Agriculture Victoria. The aim of the Hub will be to help farmers, agricultural businesses and communities become more resilient to the impacts of future droughts.
- **Mapping.** Approximately half of Birchip Cropping Group's members have weather stations and soil probes, creating a network of resource sharing. The agriculture sector is well adept at using climate information for seasonal outlooks for short-term planning.
- **Soil Health.** Potential collaboration between Birchip Cropping Group and Sustainability Victoria for use of FOGO waste on crops to improve soil health.
- **Collaboration.** NCCMA engages with agribusinesses already for planning, natural resource management project delivery.

Landcare advised that the majority of farmers it works with are proactive about climate change. This is evidenced by the above initiatives.

#### 8.4.2 External Influences

Victoria's Climate Change Strategy has pledged that farmers will have on-farm climate action plans by 2030 and committed almost \$20 million to support the agriculture sector response to a changing climate. In addition, the Victorian Government will also support the agriculture and other primary production systems to adapt to the impacts of climate change through the Primary Production Adaptation Plan that will be finalised later in the year and come into effect in 2022.

Agriculture Victoria has an investment of \$15.4 million to provide information, tools and services to support emissions reduction, adaptation and climate risk management across the Victorian agriculture sector. This includes building tools needed to support climate resilient decision making and provide foundational data and information to support up to date and localised decisions. Further, the [Victorian Land Use Information System](#) will also be upgraded with an investment of \$4 million. Data from the system will inform a new Agriculture Climate Spatial Tool that supports farmers to adapt their businesses based on future climate scenarios, and thus support long-term planning.

#### 8.4.3 Actions for Consideration

A key role BSC can play is to support existing programs and generate messaging to help normalise innovative practices such as regenerative agriculture. This could be done through:

- **Promoting.** Liaise with farmers and agricultural organisations to generate case studies and promote through various mediums (e.g., online and social media marketing, community forums, etc.). In addition to promoting innovative solutions, BSC can also acknowledge and promote existing strengths of the industry (i.e., seasonal modelling for short-term planning).
- **Coordinating/supporting events.** Partner with groups such as Landcare for events (e.g., community movie night of Kiss the Ground).

Other actions include:

- Consultation with DJPR identified that **long-term planning** is an emerging focus for the agriculture sector. BSC can work with DJPR and Agriculture Victoria to encourage agribusinesses to consider long-term climate impacts to make informed decisions and plan for transitions to their business.

#### Case Study – Southern Grampians Shire Council

The Agribusiness Land Capability Mapping project was funded by the Victorian Government under the Victorian Adaptation and Sustainability Partnership and in collaboration with Deakin University. Overlaying climate, soil, topography and water data with eight commodities across cropping, pastures and vegetable resources, models for climate scenarios for 2030, 2050 and 2070 were developed. The resulting output is an online, interactive mapping tool which allows the user to interrogate maps across the Shire to demonstrate viability of agricultural industries under future climate change.

The online maps can be accessed here: [www.growinggreaterhamilton.com.au](http://www.growinggreaterhamilton.com.au).

- **Planning Scheme.** Ensure strategic planning and local planning policies protect future land use from unsustainable practices. Consultations with key partners identified big corporations buying agricultural properties as a concern because large and/or international corporations may implement initiatives which will not align with the climate mitigation and adaptation objectives for the region. Introduce regulations and enforcement for native vegetation to protect and conserve remnant vegetation on farms. Conversely, some initiatives may support the objectives (e.g., building aviaries for bird manure to improve soil health) and require more streamlined approvals processes.
- Continue to advocate against tilling and use of chemical sprays.

## 8.5 Built Environment

This category includes all infrastructure (i.e., buildings, roads, utilities, drainage).

### 8.5.1 Previous or Planned Actions

Energy emissions reduction actions identified in section 7.2 are relevant to built environment adaptation (i.e., improving energy security). Other relevant actions include:

- Flood levee systems in Donald and Charlton to protect infrastructure in times of emergency
- BSC has implemented soil injections beneath Council buildings (e.g., in Donald)

### 8.5.2 External Influences

The Victorian Government will generate Adaptation Plans for the transport and built environment systems. The Plans will be released for comment later this year and become operational in 2022.

To support the renewable energy investment required for our energy transition, Victoria is upgrading its electricity grid to give it the capacity to transmit more renewable energy and to ensure it can withstand future climate change impacts – including more high-demand days during summer. Currently, Ausnet has proposed an upgrade to the Western Victoria Transmission Network. BSC can advocate to the State Government for upgrades to its region.

### 8.5.3 Actions for Consideration

- Include climate considerations in **procurement and asset management**. Assess the vulnerability of existing assets and viability under the identified climate risks. Update asset management register accordingly. Develop climate resilience standards for the development and maintenance of more flexible assets and infrastructure, including resilience to dust. Stay abreast of emerging materials and technology to ensure relevancy of best practice standards.
- **Planning Scheme**. Ensure climate modelling is incorporated into strategic planning and local planning ordinances to govern decision-making and approvals for the need for infrastructure in highly vulnerable areas and/or designs that consider associated risks.
- **Emergency Management**. Ensure emergency shelters are physically protected and have reliable power options. Deliver education and awareness campaigns to ensure the community can take similar measures for their households and businesses. Include clean up advice in the campaigns. Continue to train staff and entrench governance structure.
- **Reduce damage to transport** infrastructure from weather events so that service continuity is assured, and disruptions minimised. Work with VicRoads to manage and reduce climate change impacts to key transport infrastructure. Strengthen assets and infrastructure through maintenance and capital works to improve service continuity in extreme events.
- **Improve septic tank management**. Community education on correct septic tank management to reduce risk of health and financial risks to community. Increase frequency of inspections. Advocate or improved domestic wastewater management in townships currently without formal sewerage systems.
- **Advocate for transmission and distribution infrastructure** that will support renewable energy and support microgrids which may alleviate power outages (as well as benefits identified in section 7.2).
- **Advocate for equitable access to insurance** and policies which include climate considerations.

## 9 Recommendations and Next Steps

### 9.1 Development of Strategy and Plan

This report and recommendations will inform BSC's development of its 10-year Climate Change Mitigation and Adaptation Strategy and Plan. The following section provides recommendations for the action plan which BSC can review and revise for its own action plan. The draft plan below amalgamates the options identified in sections 7 and 8, identifying activities (i.e., steps to deliver the action), alignment with risk/opportunity identified in section 5, role of BSC, responsibilities and KPIs across 13 goals for climate action.

Once released, BSC should review the place-based and system-based Adaptation Plans developed by the Victorian Government in line with the *Climate Change Act 2017*, make relevant submissions to contribute to the feedback process and update its own Strategy and Plan as necessary.

As is important with any change, stakeholders need to be brought along on the journey to ensure adoption and uptake. This project included foundation engagement with a BSC working group, executive and Councillors for internal buy-in. The community and key partners were also engaged to ensure their concerns and priorities are captured.

A draft Strategy and Plan will be drafted by BSC and released for public comment.

#### 9.1.1 Action Plan

In line with the Buloke Beyond 2030 community plan, BSC can assign potential role/s to the actions under the following categories:

- **Leader.** Planning and providing direction.
- **Provider.** Delivering services and projects.
- **Partner.** Forming partnerships with other stakeholders in the interest of the community.
- **Facilitator.** Bringing groups and interested parties together.
- **Supporter.** To support and advocate for the community.
- **Regulator.** Regulating some activities through legislation.

When prioritising actions, BSC can conduct a high-level multi-variate analysis of the criteria illustrated in Figure 18 and outlined below. Currently, the actions in Table 7 appear in order of prioritisation completed by Ndevr Environemntal.

- **Impact.** Actions that would make the biggest impact should be considered first. For example, (e.g., waste and landfill is the largest source of emissions, thus focussing efforts there first will yield greater results more quickly.
- **Ability to influence.** BSC has the ability to influence climate change mitigation and adaptation through the above roles, but BSC has the greatest control as a leader, provider or regulator. Actions delivered through other roles may still play an important role in existing programs.
- **Co-benefits.** Actions may alleviate or address climate risks and opportunities spanning across several categories. For example, actions under the natural resources theme are likely to benefit agriculture due its reliance on the natural environment.
- **Strategic alignment.** Actions align strategically with other Council objectives (e.g., Council Plan).

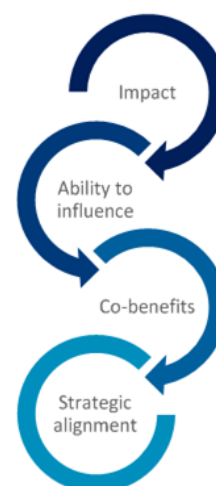


Figure 20: Prioritisation framework

Table 8: Climate Change Mitigation and Adaptation Plan completed by Buloke

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Integrate climate into Council operations</b>	<ul style="list-style-type: none"> <li>• Include climate scenario and risk profile in Councillor briefing packs and staff induction</li> <li>• Ensure climate mitigation and adaptation is represented in all relevant documents, policies and procedures – This can be guided through the Climate Emergency declaration process</li> <li>• Develop climate mitigation and adaptation guidance through the local planning scheme – more specific guidance has been provided in the report</li> <li>• Provide professional development training to planning staff on how to influence customers to design climate ready developments</li> <li>• Use the How Well Are We Adapting tool to monitor impacts of climate change on Council services and develop responses</li> </ul>	9, 17, 18, 25	Leader, Regulator	Chief Executive Officer  Community Development  Works and Technical Services  Corporate Services  Community Development	Update relevant documentation in line with review/renewal periods	BSC internal staff resourcing Shared resourcing with WAGA for the How Well Are We Adapting tool New funding required for professional development (approx. \$500pp)	Number of staff to complete training
<b>Robust emissions measurement</b>	<ul style="list-style-type: none"> <li>• Measure baseline corporate and community emissions in line with robust standards</li> <li>• Set a net zero emissions target and interim targets</li> <li>• Annual measurement and reporting</li> </ul>	16, 19, 30, 39	Leader	Community Development	<b>Immediate:</b> emissions profile <b>Quick win:</b> set a net zero target by 2030 Interim targets can be done upon completion of profiling <b>Ongoing:</b> reporting	New funding required to establish measurement and reporting (approx. \$25k for external support of corporate & community profiling and target setting)	Annual reporting

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
Ongoing emergency management	<ul style="list-style-type: none"> <li>Continue with the MEMP – review and update regularly</li> <li>Include planning for alternative transport routes in MEMP and protection of shelters</li> <li>Ongoing community education campaigns and training on MEMP</li> <li>Assist community groups and businesses with business continuity planning during times of emergency or extreme events</li> </ul>	4, 7, 8, 18, 24, 27	Leader, Provider	Community Development  Partner with all responsible entities identified in MEMP  Potential partnership with ADAPT Loddon Mallee for continuity planning	Update relevant documentation in line with review/ renewal periods (MEMP currently being updated)  Ongoing: community support	BSC internal staff resourcing	Number of organisations received continuity training
Waste and landfill emissions reductions	<ul style="list-style-type: none"> <li>Develop composting program to divert green and food organic waste from landfill</li> <li>Develop Container Deposit Scheme and Soft Plastic Recycling for the region</li> <li>Investigate feasibility of recycle and/or compost processing plant in Buloke. Explore partnership options such as BCG for FOGO circular economy</li> <li>Investigate feasibility of Emissions Reduction Fund landfill gas capture project and implement if successful</li> </ul>	16, 19, 39	Leader, Provider, Partner	Works and Technical Services  Partnerships: BCG	Begin planning of a composting program, Container Deposit Scheme and soft plastic recycling program in <b>FY22</b>  Roll out in <b>FY23</b> and continue annually  Recycle/compost plant feasibility in <b>FY22</b>  ERF feasibility in <b>FY25</b>	New funding (approx. \$30k for each feasibility study, potentially large costs for program roll out)  Consider partnering with neighbouring councils for programs (as with the mobile glass crushing unit)	Tonnes of waste deposited to landfill versus organic and recycling sites  Number of households or businesses participating in programs  Meeting Recycling Victoria Policy targets

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Council building improvements</b>	<ul style="list-style-type: none"> <li>Conduct facility assessments, targeting high emitting or at-risk Council-owned facilities first</li> <li>Identify specific reduction/adaptation measures for each facility and implement</li> <li>Keep track of assessments and improvements in line with asset management</li> <li>Sustainable Building Policy for new buildings and refurbishments</li> </ul>	4, 5, 6, 7, 9, 20, 21, 22, 32, 34	Leader	Works and Technical Services	<b>Ongoing, starting FY22</b> (can be done simultaneously with emissions profiling)  Internal Sustainable Building Policy endorsed by FY23	BSC internal staff resourcing  New funding (approx. \$20k for external support with assessments and opportunity identification)  Draw upon Sustainable Building Policy developed in other councils	Number of buildings assessed, and improvements implemented  Reduction in BSC emissions
<b>Community building improvements</b>	<ul style="list-style-type: none"> <li>Encourage community to participate in schemes and programs that help them to understand their energy bills and seek advice/funding on how to reduce energy consumption and make their buildings more resilient</li> <li>Advocate for equitable access to insurance and policies which include climate considerations</li> </ul>	4, 5, 6, 7, 9, 20, 21, 22, 32, 34	Supporter, Facilitator	Community Development	<b>Quick win:</b> provide links to existing schemes on website, send newsletter (BSC could provide guidance to community groups during this process)  Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding insurance	BSC internal staff resourcing	Number of households and residents participating in programs  Community emissions reductions

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Energy security and technology switching</b>	<ul style="list-style-type: none"> <li>Advocate for suitable transmission and distribution infrastructure to support renewable energy projects</li> <li>Complete Microgrid Feasibility Study and implement upon successful study</li> <li>Participate in CVGA project for getting communities off gas</li> </ul>	7, 10, 29	Supporter, Partner, Provider	Community Development CVGA to lead Microgrids and transitioning from projects	Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding transmission  Microgrid Study: <b>2021-2024</b>  CVGA project participation dependent on CVGA new strategy	BSC internal staff resourcing and CVGA contributions  Microgrid rollout approx. \$1M	<ul style="list-style-type: none"> <li>Roll-out of microgrid</li> <li>Approval of new transmission lines</li> <li>Sign CVGA project contract</li> </ul>
<b>Low emission transport</b>	<ul style="list-style-type: none"> <li>Participate in CVGA project which aims to help member councils to electrify fleet by 2030 – If this does not go ahead, Buloke should conduct its own feasibility study and transition planning</li> <li>Update relevant council documents to prioritise zero emission vehicles</li> <li>Raise community awareness of EVs (e.g., through visibility of BSC's own transition) and encourage community to take up State packages (e.g., grant for EV purchase)</li> <li>Continue to assess community EV use and advocate for State to (co-)fund chargers</li> <li>Collaborate with the Mallee Hydrogen Technology Cluster to identify opportunities as they arise</li> </ul>	29, 32, 34, 38	Partner, Provider	CVGA to lead council project  Vic Government transport programs - BSC to advocate	<b>Quick win:</b> Promote opportunities provided by the State Update relevant documentation in line with review/renewal periods (prioritise low emission vehicles in fleet policy) CVGA project participation dependent on CVGA new strategy	BSC internal staff resourcing for document reviews, advocating and CVGA contributions Feasibility and transition plan ~\$30k New funding (~\$40k-\$80k for zero emission light vehicle) Grant/co-fund opportunities	<ul style="list-style-type: none"> <li>Sign CVGA project contract</li> <li>Increase in number of EVs registered in Buloke</li> </ul>

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Transport infrastructure improvements</b>	<ul style="list-style-type: none"> <li>Update asset management in line with mitigating climate risks</li> <li>Advocate for public transport infrastructure</li> <li>Advocate for rail freight</li> </ul>	8, 27, 32	Supporter, Partner	Partnership: VicRoads, neighbouring councils  Chief Executive Officer and Works and Technical Services	Update relevant documentation in line with review/ renewal periods  <b>FY24-25 and ongoing:</b> advocating	BSC internal staff resourcing for document review and advocating	New rail incorporated in State planning  Release of new asset management framework
<b>Improve septic tank management</b>	<ul style="list-style-type: none"> <li>Community education on correct septic tank management to reduce risk of health and financial risks to community</li> <li>Increase frequency of inspections</li> <li>Advocate for improved domestic wastewater management in townships currently without formal sewerage systems</li> </ul>	1	Leader	Community Development  Partnership with Landcare	<b>Immediate:</b> devise septic tank management education program  Update relevant management documentation in line with review/ renewal periods	BSC internal staff resourcing for community engagement and advocating	Number of inspections conducted  Percentage of compliant systems  Number of complaints
<b>Enhance biodiversity, conservation and revegetation</b>	<ul style="list-style-type: none"> <li>Ecological mapping and planning</li> <li>Continue use of tools and tree asset management from CVGA project</li> <li>Help promote existing initiatives</li> </ul>	1, 11, 12, 13, 14	Leader, Provider, Partner	Community Development  Partnership with Landcare and Traditional Custodians	<b>Ongoing:</b> CVGA tools and promoting initiatives  Partnership for ecological mapping, planning and monitoring by <b>FY23</b> and ongoing	BSC internal staff resourcing for tree asset management  Use resourcing from partnerships	Number of trees planted in Buloke region (by Council and other groups)

Goals	Actions	Risks	Role	Responsibility	Timing	Resourcing	KPI
<b>Adaptive agriculture</b>	<ul style="list-style-type: none"> <li>Organise educational events (e.g., Kiss the Ground movie event)</li> <li>Showcase existing wins</li> <li>Collaborate with State and farming/agriculture groups to provide co-funding opportunities to small farmers that are not eligible for other schemes</li> </ul>	4, 15, 23	Provider, Facilitator	Community Development  Partnership with DJPR, BCG, Landcare	<b>Ongoing:</b> annual events and promote events organized by others  <b>Quick win:</b> Showcase existing wins through Council communications and events  Provide submission to DELWP on ADAPT Loddon Mallee Climate Ready Plan in <b>2021</b> regarding small business access to schemes	BSC internal staff resourcing for community campaigns]	Number of participants at events  Number of small farmers with approved funding
<b>Shared community vision</b>	<ul style="list-style-type: none"> <li>Develop a communication strategy to encourage positive discussion and acceptance of climate change</li> <li>Encourage community networking through participation in existing programs</li> <li>Facilitate community participation in grassroots educational campaigns (e.g., climate chats for schools)</li> </ul>	Help to gain support for all risks/ops	Provider, Supporter, Facilitator	Community Development  Partnership with DELWP, ADAPT Loddon Mallee	<b>Immediate:</b> communication strategy  <b>Quick win:</b> Promote opportunities for networking (see report)  <b>FY23 and ongoing:</b> grassroots education programs	BSC internal staff resourcing for community engagement	Number of participants in programs/ attending events

## 9.2 Monitoring and Reporting

Regular monitoring, evaluation, review and, where appropriate, amendment of actions is all part of the continual improvement/adaptive management that needs to be applied to the implementation of actions. This continual process is illustrated in Figure 19.

Monitoring should be an integral part of the plan to give assurance that the measures remain effective. The delivery and effectiveness of implemented actions can be reported on in line with BSC's existing reporting frameworks.

To ensure BSC's approach remains valid and relevant to local climatic conditions, priorities and emerging opportunities, the Strategy and Plan should be reviewed regularly. The Strategy and Plan can be a fluid document whereby actions are reviewed and prioritised annually and incorporated into the annual budget. The document itself (e.g., risk assessment and plan) can be reviewed in line with BSC's risk management system and the release of the Victorian Government's Climate Change Strategy and Regional Adaptation Plans, to ensure strategic alignment upon the release of new climate science.

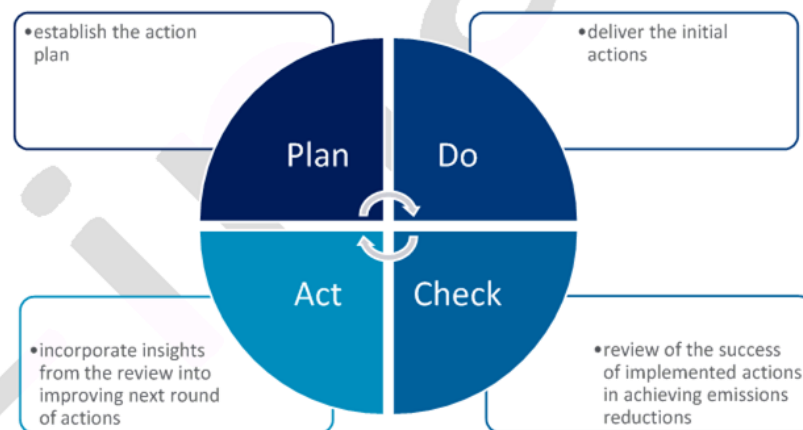


Figure 21: Continuous Action Monitoring Process

## 9.3 Conclusion

This report and the identified actions provide BSC with the foundation necessary to develop its Strategy and develop shorter term operational plans that are more concise and with detailed costings.

To ensure effective implementation of all actions, climate action needs to be embedded within the organisation and represented in all decision-making. Hence, this action has been prioritised first in the action plan table.

Next, it is recommended that BSC measure its corporate and community emissions profile in line with best practice standards to ensure sufficient rigour and robustness that will withstand public scrutiny. Measurement and monitoring will assist in tracking progress and identifying priority actions for emissions reduction.

Ndevr Environmental recommends that BSC set a net zero target for corporate emissions by 2030 (i.e., by the end of the Strategy). Net zero emissions is achieved through balancing a measured amount of carbon emissions released, with an equivalent amount sequestered or offset, or purchasing carbon credits to make up the difference.

It is important that BSC bring staff and the broader community along its climate action journey. Several actions have been identified as 'quick wins' (e.g., celebrating and sharing existing success stories, making use of existing resources and enhancing the community's access to these resources).



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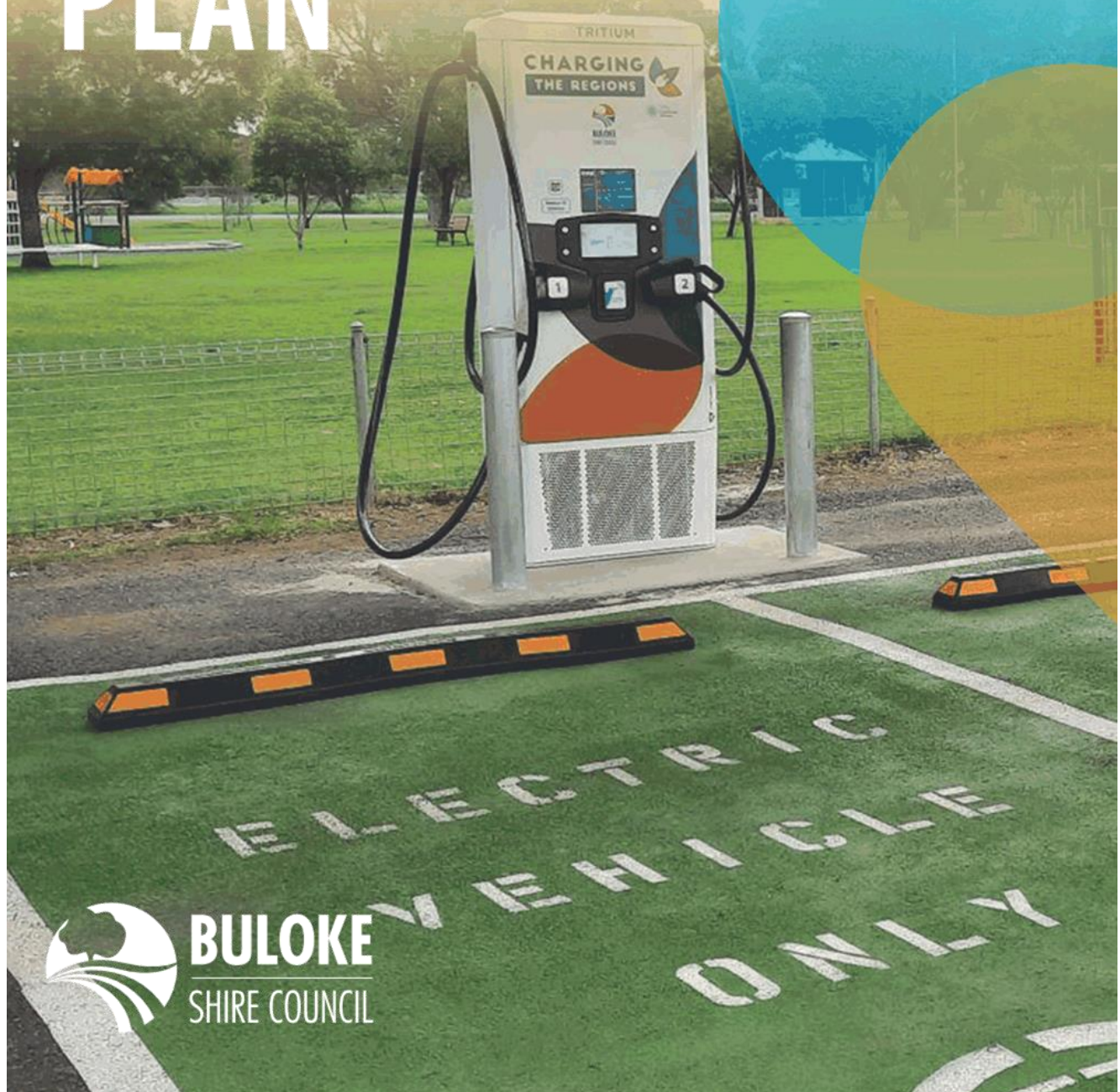
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# BULOKE SHIRE COUNCIL CLIMATE ACTION PLAN



## ABOUT THIS PLAN

Climate change can have direct and indirect impacts on our environment, economy and people. These impacts can be in the form of both risks and opportunities arising from physical impacts, or transitional impacts (from the process of adjusting to a changing climate and a low carbon economy).

**Risks and opportunities** were identified for Buloke Shire through the *Report for Buloke's Climate Change Mitigation & Adaptation Strategy & Plan* (insert link here) under the themes of people, natural resources, built environment, economy and council operations. *The Report for Buloke's Climate Change Mitigation & Adaptation Strategy & Plan* was prepared for the Buloke Shire by **Ndevr Environmental** in August 2021.

**Climate mitigation and adaptation actions** have been identified to reduce Buloke Shire Council's corporate and community climate risks and enhance climate-related opportunities. Climate change mitigation refers to measures to avoid and reduce greenhouse gas emissions, while adaptation refers to measures to adjust to current and expected impacts of climate change. Mitigating climate change will help to avoid future climate change scenarios and adaptation will help manage the effects of climate change impacts that are unavoidable.

Actions have been categorised into 13 goals for climate action:

- Integrate climate into Council operations;
- Robust emissions measurement;
- Ongoing emergency management;
- Waste and landfill emissions reductions;
- Council building improvements;
- Community building improvements;
- Energy security and technology switching;
- Low emission transport;
- Transport infrastructure improvements;
- Improve septic tank management;
- Enhance biodiversity, conservation and revegetation;
- Adaptive agriculture; and
- Shared community vision.

It is important this Plan is interpreted alongside and integrated with Buloke Shire Council Plan 2021-205 and Long Term Community Vision, local Community Plans and other intersecting key documents such as the Municipal Emergency Management Plan, the Waste and Resource Recovery Strategy.

## BULOKE 2030 CLIMATE SCENARIO

General findings for climate scenario projections for Buloke Shire in 2030 are consistent across the Victorian snapshots and previous works such as the AECOM IRVACAP (2014), NCCMA Climate Change Plan (2015), Mallee NRM Plan (2016) and the DELWP Regional Adaptation Snapshot – Loddon Mallee (2017).

Overall, Buloke Shire can expect:

- Average temperature increases across all seasons
- Increase in the number of extreme temperatures
- Reduced annual rainfall
- Increase in heavy rainfall intensity
- Increased evaporation
- Reduced humidity and frosts

Based on the above variables, extreme events such as floods and fires are also likely to increase. Key rivers in the Buloke region run through the major towns of Donald and Charlton and floodplains and make these towns particularly susceptible to flooding. Since 2010, Donald has experience 3 flooding events with a major flooding event which occurred in 2011. The 2011 event impacted local and state roads, power, residential and commercial housing, community facilities (e.g., swimming pool, sports club), and agricultural land.

Charlton has experienced recent major flooding including September 2010, November 2010 and January 2011. In January 2011 nearly all of the town was flooded including houses, businesses, emergency service stations (i.e., ambulance, police and fire), hospital and health centre, aged care facility and schools. In addition, a major flood event occurred in Birchip in 2018, causing \$10.8 million in damage. Since most of the land use in Buloke is for agriculture, bush fires are unlikely. However, farms can experience fires to grass and crops.

A more detail look at Buloke's Climate Scenario, Risks and Opportunities can be found in the *Report for Buloke's Climate Change Mitigation & Adaptation Strategy & Plan* by NDevr Environmental.

Table 2: 2030 Climate Scenarios Across the Mallee, Wimmera and Loddon Regions

Climate variable	Mallee Historical (1986-2005)	Mallee Projected Change (2020-2039)		Wimmera Historical (1986-2005)	Wimmera Projected Change (2020-2039)		Loddon Historical (1986-2005)	Loddon Projected Change (2020-2039)	
		RCP4.5	RCP8.5		RCP4.5	RCP8.5		RCP4.5	RCP8.5
Maximum Temperature (°C)	23.9	25 (increase by an average of 1.1)	25.2 (increase by an average of 1.3)	21.4	22.5 (increase by an average of 1.1)	22.7 (increase by an average of 1.3)	20.7	21.7 (increase by an average of 1)	22.1 (increase by an average of 1.4)
Minimum Temperature (°C)	10.3	11 (increase by an average of 0.7)	11.1 (increase by an average of 0.8)	8	8.7 (increase by an average of 0.7)	8.8 (increase by an average of 0.8)	7.6	8.3 (increase by an average of 0.7)	8.4 (increase by an average of 0.8)
Rainfall (mm)	278.5	261.79 (decrease by an average of 6%)	253.43 (decrease by an average of 9%)	403.4	371.13 (decrease by an average of 8%)	363.06 (decrease by an average of 10%)	499.1	479.14 (decrease by an average of 4%)	449.19 (decrease by an average of 10%)
Relative Humidity (%)	NA	-1.9	-2.4	NA	-2.0	-2.4	NA	-1.5	-2.7
Pan Evaporation (%)	NA	14.4	17.7	NA	13.3	14.9	NA	11.3	15.3
Solar Radiation (%)	NA	1.6	1.3	NA	1.7	1.6	NA	1.7	2.0
Surface Wind Speed (%)	NA	-1.3	-1.5	NA	-1.0	-1.7	NA	-1.1	-1.4
Extreme Daily Maximum Temperature (°C)	NA	1°C average increase	0.8°C average increase	NA	1.0 average increase	1.4 average increase	NA	1.0 average increase	0.7 average increase
Extreme Daily Rainfall (%)	NA	1%	-2%	NA	-2.0	-4.0	NA	-6.0	-7.0

## WHAT WE HEARD

In developing this Draft Plan, Ndevr Environmental undertook a community survey.

Of the 2030 climate scenario predictions, respondents were most concerned about increase in **extreme temperature days** and **fire risk** and **reduced annual rainfall**.

The top concerns about climate change impacts included: disruption to essential services (e.g., power blackouts, telecommunications); closely followed by loss of native plants and animals, and reduced crop yields or livestock health; followed by increase in pests, and water quality and security.

When asked about how they felt about how climate change may impact their lives, respondents were mostly concerned about the impact on their quality of life (e.g., health, freedom, access to resources, etc), cost of living and economic viability of businesses (particularly farming and family farms).

The Buloke community is already making progress towards climate change mitigation and adaptation to reduce their emissions, respondents have made efforts primarily towards waste reduction, improving energy efficiency, installing solar panels and making improvements to their property.

To enhance their resilience to climate change, respondents have made efforts primarily towards installing rainwater tanks, planting vegetation on their property, making building improvements, and fire prevention and management actions.

Despite efforts to reduce waste, use rainwater tanks, install solar, plant vegetation, and make improvements to their property, survey respondents still identified these as key areas they would like to receive more support in implementing.

Improved systems for **recycling** and green waste were the most commonly requested actions for support, closely followed by **renewable energy systems** at the community level. This is evident when looking at what respondents identified as the largest barriers to mitigating and adapting to climate change: lack of systems and infrastructure. Funding was also identified as a key barrier.

## YOUR TOP IDEAS

Ideas from survey respondents to improve existing systems and infrastructure included:

- **Recycling.** *"Soft plastic collection point. Glass collection point. Improve the transfer stations to allow the collection of more materials such as textiles, shoes, carpets etc., and have a partnership with the recyclers of such materials to collect and use them."*

- **Green waste.** *"Turning green waste into compost and wood chips. Support use of green waste services (e.g., composting and worm farms). Composting scheme to educate and encourage composting at home."*

- **Renewable energy.** *"Solar farms and wind turbines stations for each town, with power storage."*

When asked about how Buloke Shire Council could best support the community to take climate action, Council leadership, promoting community collaboration and lobbying were agreed to being the most helpful. These are closely followed by information programs and funding schemes.

Some specific supportive actions that survey respondents have suggested under the categories are as follows:

- **Lead by example.** *Replace their vehicle fleets with electric or hybrid vehicles (cars, utes, machinery etc.). Council should be capturing all food waste from their offices and composting waste.*

- **Information/education.** *Provide environmentally friendly tips. Support the delivery of long-term behaviour change type programs in businesses and schools in the Shire (e.g., Resource Smart Schools). Information sessions and workshops at grassroots level.*

- **Funding/grant schemes.** *Rate reduction for carrying out climate change activities - whether that be household rates or farm rates.*

- **Lobby.** *Lobby for improved rail freight to reduce the number of trucks in the area and for the return of passenger rail.*

## HOW WE WILL CREATE ACTION FOR CLIMATE

### GOAL

**Integrate climate into Council operations**

### ACTIONS

- Include climate scenario and risk profile in Councillor briefing packs and staff induction.
- Ensure climate mitigation and adaptation is represented in all relevant documents, policies and procedures. Continue reporting on sustainability implications in Reports to Council.
- Develop climate mitigation and adaptation guidance through the local planning scheme.
- Provide professional development training to planning staff on how to educate residents on climate ready developments.
- Use the How Well Are We Adapting tool to monitor impacts of climate change on Council services and develop responses.

### ROLE

Leader, Regulator.

### MEASURE

Number of staff completed training.  
Outcome of the How Well Are We Adapting tool.

**Robust emissions measurement**

- Measure baseline corporate and community emissions in line with robust standards.
- Consider setting a reduced emissions target and interim targets.
- Annual measurement and reporting.

Leader

Annual Reporting

**Ongoing Emergency Management**

- Continue with the Municipal Emergency Management Plan – review and update regularly, develop community champions.
- Include planning for alternative transport routes in MEMP and protection of shelters.
- Ongoing community education campaigns and training on MEMP.
- Assist community groups and businesses with business continuity planning during times of emergency or extreme events.
- Implement the Safer Together project between CFA and DELWP in the Buloke Shire.
- Identify further community resilience building opportunities.

Leader, Provider

Regular updates of MEMP.  
Number of community education and information sessions held.

**Waste and landfill emissions reductions**

- Investigate composting program to divert green and food organic waste from landfill.
- Support partnership opportunities to develop a Container Deposit Scheme and Soft Plastic Recycling for the region.
- Investigate feasibility of recycle and/or compost processing plant in Buloke. Explore partnership options such as BCG for FOGO circular economy
- Investigate feasibility of Emissions Reduction Fund landfill gas capture project and implement if successful
- Support grass-roots initiatives to reduce single-use economy, such as local Op Shops and repair sheds.

Leader, Provider, Partner

Tonnes of waste deposited to landfill versus organic and recycling sites.  
Number of households or businesses participating in programs.  
Meeting Recycling Victoria Policy targets.  
Increase in patronage and support for Op Shops.

## HOW WE WILL CREATE ACTION FOR CLIMATE

### GOAL

#### Council building improvements

### ACTIONS

- Conduct facility assessments, targeting high emitting or at-risk Council-owned facilities first.
- Identify specific reduction/adaptation measures for each facility and implement.
- Keep track of assessments and improvements in line with asset management
- Consider a Sustainable Building Policy for new buildings and refurbishments

### ROLE

Leader.

### MEASURE

Number of buildings assessed, and improvements implemented.  
Reduction in BSC emissions.

#### Community building improvements

- Encourage community to participate in schemes and programs that help them to understand their energy bills and seek advice/funding on how to reduce energy consumption and make their buildings more resilient
- Advocate for equitable access to insurance and policies which include climate considerations
- Continue to promote the uptake of Council's Sustainability Grant Program.

Leader, Supporter, Advocate, Funder.

Number of households and residents participating in programs  
Community emissions reductions  
Number of Sustainability Grants funded.

#### Energy security and technology switching

- Advocate for suitable transmission and distribution infrastructure to support renewable energy projects
- Complete Microgrid Feasibility Study and implement upon successful study

Supporter, Partner, Provider

Roll-out of microgrid  
Approval of new transmission lines

#### Low emission transport

- Look for partner opportunities to conduct a feasibility study and transition planning to electrify fleet vehicles.
- Raise community awareness of EVs and encourage community to take up State packages (e.g., grant for EV purchase)
- Continue to assess community EV use and advocate for State to (co-)fund chargers and electricity costs.
- Collaborate with the Mallee Hydrogen Technology Cluster to identify opportunities as they arise.
- Encourage and support car-pooling projects and community solutions towards low emission transport.
- Continue investing in footpath maintenance to encourage walking instead of driving within small town reach.

Provider, Partner

Number of EVs registered in Buloke.  
Corporate fuel usage data.

#### Transport infrastructure improvements

- Update asset management in line with mitigating climate risks
- Advocate for public transport infrastructure
- Advocate for rail freight

Advocate

Rail Freight Alliance attendance.  
Listing in Advocacy Strategy.

## HOW WE WILL CREATE ACTION FOR CLIMATE

### GOAL

#### Improve septic tank management

### ACTIONS

- Re-new community education on correct septic tank management to reduce risk of health and financial risks to community
- Better resource Environmental Health to increase frequency of inspections
- Advocate for improved domestic wastewater management in townships currently without formal sewerage systems

### ROLE

Leader.

### MEASURE

Number of inspections conducted  
Percentage of compliant systems  
Number of complaints

#### Enhance biodiversity, conservation and revegetation

- Strengthen relationships with local Landcare Groups.
- Ecological mapping and planning
- Continue use of tools and tree asset management and undertake a priority tree audit
- Work with key community groups to link with funded opportunities to promote community understanding of biodiversity, conservation and revegetation.
- Strengthen relationships with Traditional Owners in biodiversity, conservation and revegetation projects.

Leader, Provider, Partner

Number of trees planted in Buloke region (by Council and other groups)  
Outcome of tree audit

#### Adaptive agriculture

- Organise educational events with key partners, such as building on the success of the BCG Climate Change.
- Showcase existing wins
- Collaborate with State and farming/agriculture groups to provide cofunding opportunities to small farmers that are not eligible for other schemes

Provider, Facilitator

Number of participants at events  
Number of small farmers with approved funding

#### Shared community vision

- Develop a communication strategy to encourage positive discussion and acceptance of climate change
- Encourage community networking through participation in existing programs
- Facilitate community participation in grassroots educational campaigns (e.g., climate chats for schools)
- Link this plan strongly with Local Community Plans and Council Plan and Long Term Community Vision to collectively work towards "Building a Better Buloke".

Provider, Supporter, Facilitator

Number of participants in programs/attending events

## 8.2.4 LOCAL ROADS & COMMUNITY INFRASTRUCTURE PROGRAM PHASE 3

**Author's Title:** Acting Director Works and Technical Services

**Department:** Works and Technical Services

**File No:** GS/03/01

**Relevance to Council Plan 2021 - 2025**

**Strategic Objective:** Our Built and Natural Environment

### PURPOSE

This report is presented to Council to consider the approval of the project list to be funded under the Federal Governments Local Roads and Community Infrastructure Phase 3.

### SUMMARY

Officers are recommending that Council approve the project list to be funded under the Federal Governments Local Roads and Community Infrastructure Phase 3.

### RECOMMENDATION

That Council approve the attached list of projects to be funded by the Local Road and Community Infrastructure Program Phase 3.

**Attachments:** 1 [Table 1 Local Roads and Community Infrastructure Phase 3](#)

### DISCUSSION

As part of the 2020/21 Federal Budget, the Australian Government announced further funding for Local Government under the Local Roads and Community Infrastructure Program (LRCI Program).

This program supports Local Government Areas to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Buloke Shire Council has been allocated \$3,199,526 for eligible projects. Eligible projects include local road or community infrastructure projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are generally accessible to the public.

Projects will need to deliver benefits to the community, such as improved accessibility, visual amenity and safety benefits. In order to receive the funding, Council must submit a works plan for each project that demonstrated the project can be completed by 30 June, 2023.

Officers presented a number of project options to Councillors on several occasions for discussion. This report outlines the project list which Councillors deemed most appropriate.

**RELEVANT LAW**

Not applicable.

**RELATED COUNCIL DECISIONS**

At the Council Meeting in August 2021, Council endorsed a recommendation to contribute \$600,000 towards Regional Infrastructure Fund application for the Buloke Tourism Cabin Development.

**OPTIONS**

Officers presented a number of project options to Councillors on several occasions for discussion. This report outlines the project list which Councillors deemed most appropriate.

**SUSTAINABILITY IMPLICATIONS**

Council will encourage the design and use of projects and services that have been produced to ethical standards which have minimal impact on the environment.

**COMMUNITY ENGAGEMENT**

Ratepayers and community groups have provided feedback to Officers on the projects identified in the project list.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

Not applicable

**COLLABORATION**

The project list has been developed following consultation with Councillors, Council's Senior Leadership Team (SLT) and Officers responsible for project delivery.

**FINANCIAL VIABILITY**

The LRCI Program Round 3 provides \$3,199,526 which will significantly benefit the local economy and assist Council in delivery key community and road infrastructure projects in the Buloke Shire. Council is not required to make any additional financial contribution to deliver the identified projects.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

The Local Roads and Community Infrastructure is a Commonwealth funding program supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

**COUNCIL PLANS AND POLICIES**

Long-Term Community Vision and Council Plan 2021-2025  
Annual Plan  
Long Term Financial Plan  
Council's Procurement Policy

**TRANSPARENCY OF COUNCIL DECISIONS**

This report should be considered in an open Council meeting.

**CONFLICTS OF INTEREST**

No officers involved in the preparation of this report have a Conflict of Interest to declare.

**Local Roads and Community Infrastructure Program, Round 3 Project List**

<b>TABLE 1 - LRCI Allocation</b>		<b>\$ 3,199,526.00</b>
<b>Regional Infrastructure Fund Cabins Application</b>	\$ 600,000.00	
<b>McLoughlan Road 21/22 and Final Seal 22/23</b>	\$ 729,000.00	
· <b>Buloke Drainage Plans</b>	\$ 640,000.00	
· <b>Buloke Footpath and Crossover</b>	\$ 582,526.00	
· <b>Wycheproof Caravan Park</b>	\$ 300,000.00	
· <b>Wooroonook Powered Sites</b>	\$ 120,000.00	
· <b>Donald Community Precinct Stage 2B</b>	\$ 180,000.00	
· <b>All Aerodrome Water Connection</b>	\$ 28,000.00	
· <b>Watchem Oval Water Connection</b>	\$ 20,000.00	<b>\$ 3,199,526.00</b>

**Department of Jobs, Precincts and Regions, Regional Infrastructure Fund Application**

At the Council meeting in August 2021, Council endorsed a recommendation to contribute \$600,000 towards Regional Infrastructure Fund application for the Buloke Tourism Cabin Development.

**McLoughlan Road 21/22 and Final Seal 22/23**

This project has previously been identified as a priority in 21/22.

**Buloke Drainage Plans and minor drainage projects**

Drainage investigation and strategic plans across the Buloke Shire which would assist in proactive drainage maintenance, and result in a capital works plan which prioritises drainage projects for Council's consideration in future budget discussions. A portion of this allocation would be used on minor drainage projects across the Shire.

**Buloke Footpath and Crossovers**

Complete 1044.5m of footpath and 60 crossovers in Buloke, upgrading the identified footpaths and crossovers to current Regional Roads Victoria standards, Disability Standards and increasing the width and thickness of primary and secondary footpaths at locations which experience high traffic.

**Wycheproof Caravan Park**

Contribution of additional funding to the Wycheproof Caravan Park Amenities Block upgrade, to ensure the best outcome for the facility.

**Wooroonook Lakes Powered Sites**

Contribution of additional funding to the Wooroonook Lakes projects, ensuring that unforeseen issues with the project are addressed and the best outcome for the facility is achieved.

**Donald Community Precinct Stage 2B**

Finalising outstanding works from Stage One and Two at the Donald Community Precinct which were unable to be completed due to budget shortfall.

**Aerodrome Water Connections**

Connect water to all aerodromes in the Buloke Shire.

**Watchem Oval Water Connection**

Connect water to the Watchem Oval.

## 8.3 FINANCIAL REPORTS

### 8.3.1 FINANCE REPORT AS AT 30 SEPTEMBER 2021

**Author's Title:** Manager Finance

**Department:** Corporate Services

**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 30 September 2021.

#### SUMMARY

The forecasted year-end surplus in the approved budget was \$10.816m but is currently expected at \$10.386m. Significant amendments have been included in the 2021-22 budget since Council's approval.

The amendments increase both Council 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 receives and notes the Financial Performance Report for the month ending 30 September 2021.

- Attachments:**
- 1 [Income Statement](#)
  - 2 [Balance Sheet](#)
  - 3 [Cashflow Statement](#)
  - 4 [Capital Works Program](#)

#### DISCUSSION

Report:	Report explanation:	Year to date performance to Budget and Forecast outcome:
Income Statement	<i>The <b>Income Statement</b> provides a summary of the total income and total expenditure relating to Council's annual operations for the reporting period. Capital grant income is included in this statement, but any related expenditure is not reflected as this is reported as increased assets on the Balance Sheet. To exclude potential distortion of underlying operations in the Income Statement,</i>	<b>Operating result:</b> <ul style="list-style-type: none"> <li>Rating system changeover delayed publication of rates notices and accordingly rate instalments have not been to budget. Anticipated instalments were received in October and this corrects the negative variance in the September quarter (\$1.3m).</li> <li>Several additional grants received as result of Covid-19 recovery. The additional grant income and related expenditure have been added to the budget and mostly offset to provide minimal impact to net result.</li> <li>Insurance for 2021-22 has been finalised and came in significantly higher than budget due to impact of recent building replacement valuation. Last year insurance was \$391K but increased 34% to \$524K.</li> </ul>

Income Statement (Continued)	<i>capital income is reported separately to identify the Operating Net Surplus/(Deficit).</i>	<ul style="list-style-type: none"> <li>The Wycheproof Library project has been reallocated to operational expenditure as it has been confirmed no reportable asset will be obtained by Council due to the ownership/lease arrangements of the site. This increases the anticipated annual expenditure by \$230K.</li> <li>Due to underspending and capital project delays additional expenditure is required in the Waste service to align our waste charge to Essential Services Commission requirements for rate capping. This increase anticipates annual expenditure by \$315K</li> <li>The Operating Net Surplus is expected to be \$600K less than the approved budget.</li> </ul> <p><b>Capital Income:</b></p> <ul style="list-style-type: none"> <li>Prescribed expenditure of capital income is not included in the Income Statement and this can distort the analysis of the financial performance which is better reflected by the Operating Net Surplus/(Deficit).</li> <li>Capital expenditure against capital grant income is provided in the Capital Work Program report and as additional assets on the balance sheet.</li> <li>Additional Road to recovery (\$399K) is included in the forecast now the funding amount has been confirmed. This increase capital income reported in the Income Statement.</li> <li>Grant income for the Wycheproof Library (\$232K) has been reallocated to operational income.</li> <li>Net Surplus/(Deficit) is ahead (\$1.8m) as at 30 September due to earlier receipting timing of capital income.</li> </ul>
Balance Sheet	<i>The <b>Balance Sheet</b> summarises the value of Assets (what Council owns) and our Liabilities (what Council owes), and the difference between assets and liabilities (Net Assets or Equity) reflects Council's net worth as at the end of the month reported.</i>	<ul style="list-style-type: none"> <li>Cash has decreased \$5.9m since 30 June reporting as we meet outstanding payables relating to capital works.</li> <li>No change to anticipated year-end Net Assets expected at this stage.</li> </ul>
Cashflow Statement	<i>The <b>Cashflow Statement</b> reflects actual results for the reporting period in line with statutory financial reporting.</i>	<ul style="list-style-type: none"> <li>Approximately \$6.3m cashflow has been used to service the capital works program in past 3 months.</li> </ul>
Cashflow Forecast	<i>The <b>Cashflow Forecast</b> 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"> <li>Report held over while capital project timing is confirmed.</li> </ul>

Cashflow Chart	<i>The <b>Cashflow Chart</b> 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"> <li>Report held over while capital project timing is confirmed.</li> </ul>
Capital Works Program	<i>The <b>Capital Works Program</b> lists the income and expenditure for each project incurred to date.</i>	<ul style="list-style-type: none"> <li>List of active projects listed by required reporting levels under multi-funded/multi-year arrangements.</li> <li>Additional \$3.5m in project expenditure forecast above Council adopted budget.</li> <li>Does not include committed expenditure (Purchase Orders). Reporting format under development.</li> <li>Additional \$4m committed in purchase orders as at 30<sup>th</sup> September 2021.</li> </ul>

#### RELEVANT LAW

This report is consistent with the requirements of the *Local Government Act 2020*.

#### RELATED COUNCIL DECISIONS

The Council adopted its Annual Budget 2021/22 on 16 June 2021. Budget amendments identified above have been incorporated into the Council's current budget forecast as reported.

#### OPTIONS

Not applicable to this report.

#### SUSTAINABILITY IMPLICATIONS

Not applicable to this report.

#### COMMUNITY ENGAGEMENT

Not applicable to this report.

#### INNOVATION AND CONTINUOUS IMPROVEMENT

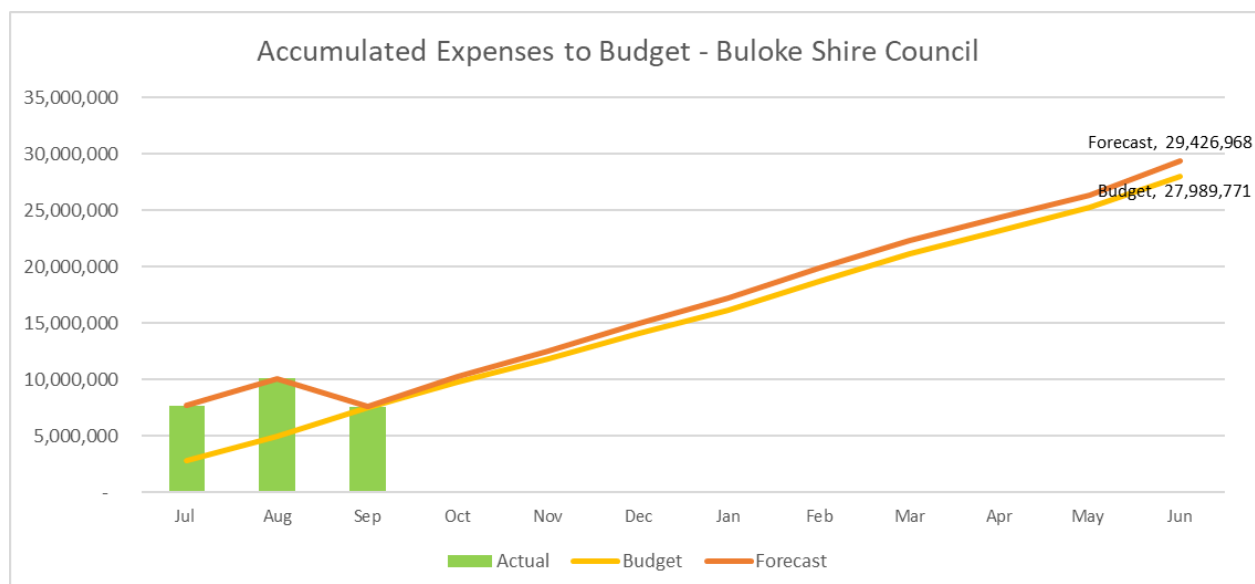
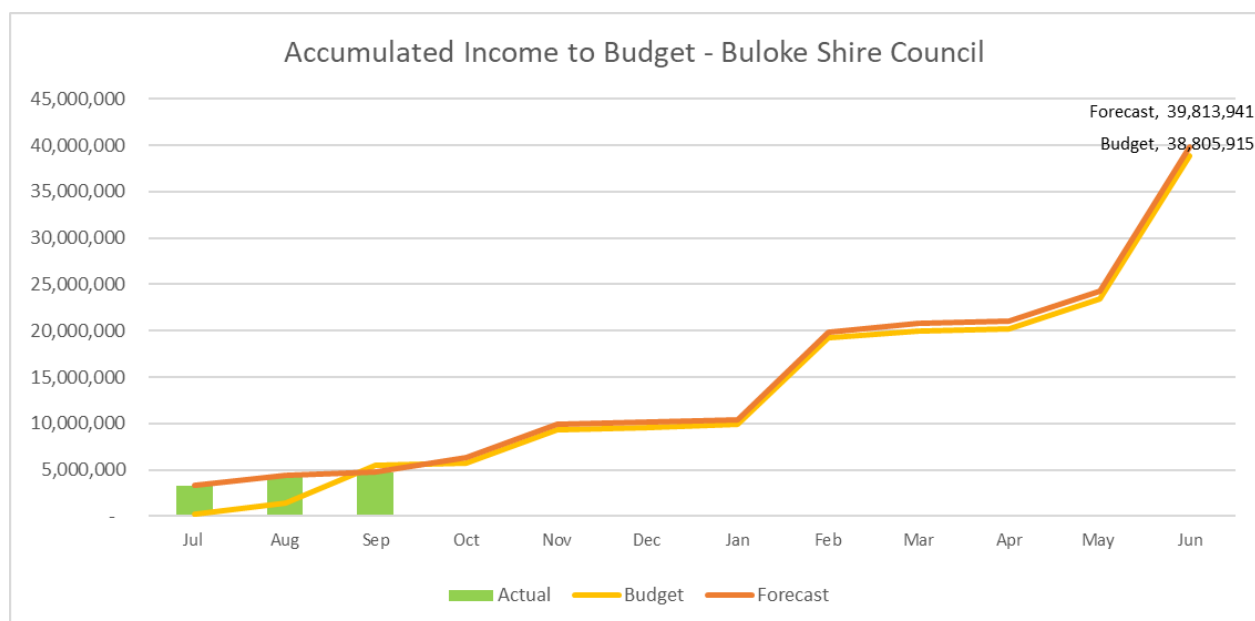
Not applicable to this report.

#### COLLABORATION

Not applicable to this report.

#### FINANCIAL VIABILITY

The tables below provide an overview of Council's financial performance against Approved budget income and expenses as at 30 September 2021.



## REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable to this report.

## COUNCIL PLANS AND POLICIES

Council adopted its Annual Budget 2021/22 in June 2021. The Buloke Shire Council Plan 2021-2025 outlines Council's commitment to providing clear and concise reporting on a quarterly 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.

## Income Statement — Buloke Shire Council

MONTH: SEP 2021

	Jul 2021 - Sep 2021		Approved Budget		Full Year Budget	
	Actuals	Approved	Variance	Variance (%)	Approved	Forecast
<b>Operating Income</b>						
Rates and charges	17,784	1,348,599	(1,330,815)	(99%)	14,250,424	14,249,141
Statutory fees and fines	50,086	54,757	(4,671)	(9%)	239,955	245,773
User fees	160,847	145,526	15,322	11%	760,114	773,130
Grants - operating	1,628,102	1,187,577	440,525	37%	9,019,637	9,700,408
Contributions	5,378	42,565	(37,187)	(87%)	43,465	48,543
Other Income	121,292	48,453	72,839	150%	228,320	310,350
<b>Total Operating Income</b>	<b>1,983,490</b>	<b>2,827,478</b>	<b>(843,988)</b>	<b>(30%)</b>	<b>24,541,915</b>	<b>25,327,345</b>
<b>Operating Expense</b>						
Employee Costs	2,460,787	2,802,204	341,417	12%	10,744,812	10,899,999
Materials and services	2,770,480	2,236,916	(533,565)	(24%)	6,899,728	8,190,002
Depreciation & Amortisation (Leasing)	2,309,385	2,338,162	28,777	1%	9,354,644	9,326,399
Bad and doubtful debts	0	0	0	N/A	178,000	197,838
Borrowing costs	8,248	8,259	11	0%	32,993	32,982
Other expenses	83,706	142,411	58,705	41%	779,594	779,749
<b>Total Operating Expense</b>	<b>7,632,607</b>	<b>7,527,952</b>	<b>(104,655)</b>	<b>(1%)</b>	<b>27,989,771</b>	<b>29,426,968</b>
<b>Operating Net Surplus/(Deficit)</b>	<b>(5,649,117)</b>	<b>(4,700,474)</b>	<b>(948,643)</b>	<b>(20%)</b>	<b>(3,447,856)</b>	<b>(4,099,623)</b>
<b>Capital Income</b>						
Grants - capital	2,699,320	2,699,320	0	0%	14,076,000	14,252,763
Other Capital Income	10,000	0	10,000	N/A	188,000	178,000
Net Profit/(Loss) disposal of PIPE	55,833	0	55,833	N/A	0	55,833
<b>Total Capital Income</b>	<b>2,765,152</b>	<b>2,699,320</b>	<b>65,832</b>	<b>2%</b>	<b>14,264,000</b>	<b>14,486,595</b>
<b>Net Surplus/Deficit</b>	<b>(2,883,965)</b>	<b>(2,001,154)</b>	<b>(882,811)</b>	<b>(44%)</b>	<b>10,816,144</b>	<b>10,386,972</b>

## Balance Sheet — Buloke Shire Council

SEP 2021

	Sep 2021	Jun 2021	Variance	% Variance
<b>Asset</b>				
<b>Current assets</b>	<b>26,600,758</b>	<b>32,488,413</b>	<b>(5,887,656)</b>	<b>(18%)</b>
Cash and cash equivalents	24,241,829	30,146,332	(5,904,503)	(20%)
Trade and other receivables	2,119,866	1,913,394	206,472	11%
Inventories	193,428	132,020	61,408	47%
Other assets	45,636	296,668	(251,032)	(85%)
<b>Non-current assets</b>	<b>277,603,653</b>	<b>273,449,647</b>	<b>4,154,005</b>	<b>2%</b>
Property, infrastructure, plant and equipment	277,603,653	273,449,647	4,154,005	2%
Right of Use Assets	86,642	185,302	(98,660)	(53%)
<b>Total Asset</b>	<b>304,291,052</b>	<b>306,123,363</b>	<b>(1,832,310)</b>	<b>(1%)</b>
<b>Liability</b>				
<b>Current liabilities</b>	<b>13,210,414</b>	<b>12,158,759</b>	<b>(1,051,655)</b>	<b>(9%)</b>
Trade and other payables	5,310,481	2,497,619	(2,812,862)	(113%)
Trust funds and deposits	5,551,942	7,284,167	1,732,225	24%
Provisions	2,260,434	2,225,294	(35,140)	(2%)
Leases	87,556	151,678	64,122	42%
<b>Non-current liabilities</b>	<b>1,268,834</b>	<b>1,268,834</b>	<b>0</b>	<b>0%</b>
Leases	58,146	58,146	0	0%
Provisions	1,210,688	1,210,688	0	0%
<b>Total Liability</b>	<b>14,479,248</b>	<b>13,427,593</b>	<b>(1,051,655)</b>	<b>(8%)</b>
<b>Net Assets</b>	<b>289,811,804</b>	<b>292,695,769</b>	<b>(2,883,965)</b>	<b>(1%)</b>
<b>Equity</b>				
Accumulated Surplus	119,609,583	112,144,954	7,464,629	7%
Reserves	173,086,186	173,086,186	0	0%
Current Earnings	(2,883,965)	7,464,629	(10,348,594)	(139%)
<b>Total Equity</b>	<b>289,811,804</b>	<b>292,695,769</b>	<b>(2,883,965)</b>	<b>(1%)</b>

# Cashflow Statement — Buloke Shire Council

JUL 2021 - SEP 2021

	Jul 2021 - Sep 2021
<b>Bank at Beginning</b>	<b>30,146,332</b>
<b>Cashflow from Operating Activities:</b>	
<b>Net Profit</b>	<b>(2,883,965)</b>
<b>Adjustments to Net Profit for Non-Cash Activities:</b>	
<b>Non - Cash expenses</b>	<b>2,308,620</b>
Depreciation	2,209,960
Other	98,660
<b>Total Adjustments to Net Profit for Non-Cash Activities</b>	<b>2,308,620</b>
<b>Adjustments to Net Profit for Non-Operating Activities:</b>	
<b>Operating Activities</b>	<b>(55,833)</b>
Cash Inflows - Operational Income	(55,833)
<b>Non - Cash expenses</b>	<b>8,248</b>
Other	8,248
<b>Total Adjustments to Net Profit for Non-Operating Activities</b>	<b>(47,585)</b>
<b>Adjustments for Balance Sheet Movement on Operating Activities:</b>	
<b>Current assets</b>	<b>(14,198)</b>
2 · Trade and other receivables	(206,472)
4 · Inventories	(61,408)
5 · Other assets	253,682
<b>Current liabilities</b>	<b>1,049,654</b>
1 · Trade and other payables	2,810,861
2 · Trust funds and deposits	(1,732,225)
3 · Provisions	35,140
5 · Leases	(64,122)
<b>Total Adjustments for Balance Sheet Movement on Operating Activities</b>	<b>1,035,456</b>
<b>Net Cashflow from Operating Activities</b>	<b>412,527</b>

Cashflow from Investing Activities:

<b>Current assets</b>	<b>(2,650)</b>
5 · Other assets	(2,650)
<b>Non-current assets</b>	<b>(6,363,966)</b>
Property, infrastructure, plant and equipment	(6,363,966)
<b>Operating Activities</b>	<b>55,833</b>
Cash Inflows - Operational Income	55,833
<b>Net Cashflow from Investing Activities</b>	<b>(6,310,783)</b>

Cashflow from Financing Activities:

<b>Current liabilities</b>	<b>2,001</b>
1 · Trade and other payables	2,001
<b>Non - Cash expenses</b>	<b>(8,248)</b>
Other	(8,248)
<b>Net Cashflow from Financing Activities</b>	<b>(6,247)</b>
<b>Net Cashflows</b>	<b>(5,904,503)</b>
<b>Bank at End</b>	<b>24,241,829</b>

Account tree BSC - Bal Sheet

**Buloke Shire Council - Capital Works Program**

**31st October 2021**

Project Name	Project Budget	YTD Expenditure
Birchip Hospital Footpath	15,289	15,728
PM_4122 - Cabins Infrastructure for Tourism and Short Term Accommodation		3,750
PM115 Berriwillock Birchip Rd Floodways FY22	133,455	75,274
PM116 Major Plant	303,065	133,042
PM-149 Charlton Riverfront 2020/21>	303,725	
PM-150 Donald Riverfront 2020/21>	297,058	0
PM-151 Lake Tyrrell 2020/21>	24,983	
PM-152 Charlton Early Years 2020/21>	3,373	
PM-153 Halls Improvements FY22	5,278	5,278
PM-155 Wycheproof Library FY22	2,250	193
PM-160 Depot Safety FY22	12,370	
PM-165 Donald Pony Club Septic FY22	20,050	20,988
PM-167 IT Equipment FY22	83,978	5,168
PM-176 Bichip town drainage improvements FY22	62,993	11,103
PM-177 Swimming pool plant upgrades	36,537	37,562
PM-188 Mt Wycheproof Walking Trails FY22	27,240	
PM193 Small Town Street Furniture FY22	5,340	1,260
PM195 Street Light LED Conversion FY22	60,934	60,935
PM22_4004 21 C/F Watchem Lake Toilet Remediation FY22	90,818	5,449
PM22_4006 - 21 C/F Wyche Wetlands / Mt Wyche (PM-198)	138,000	24,695
PM22_4007 - Charlton Park Carpark Works	135,300	371
PM22_4009 Nullawil-Birchip Road Reconstruction (LRCl) FY22	1,623,358	833,742
PM22_4010 Nullawil-Birchip Road Upgrade (AgriLinks)	355,519	37,982
PM22_4017 - Rejuvenating Wycheproof Caravan Park Camp Kitcher	51,404	6,409
PM22_4019 - Gilmores Road (Resheeting)	66,818	
PM22_4020 - McNichols Road (Resheeting)	161,821	
PM22_4021 - Plumpton Road (Resheeting)	31,708	
PM22_4022 - Swanwater Road (Resheeting)	66,487	
PM22_4023 - Laen Litchfield Road (Resheeting)	66,714	45,561
PM22_4024 - Morten Plains Road (Resheeting)	30,644	18,666
PM22_4025 - Stannards Road (Resheeting)	66,721	
PM22_4026 - Ninda Turriff Road (Resheeting)	79,425	
PM22_4027 - A Walders Road (Resheeting)	35,842	19,751
PM22_4028 - Jeffcott Road Rehabilitation	502,487	3,100
PM22_4029 McLoughlan Road Rehabilitation 22/23	27,000	
PM22_4030 - Sea Lake Housing Development	439,900	1,190
PM22_4031 - 21 C/F Kayes St Charlton Drainage (PM-119)	582,479	418,629
PM22_4032 - 21 C/F Donald Urban Road Rehabilitation (PM-189)	73,831	1,800
PM22_4033 - 21 C/F Culgoa-Lalbert Road Final Seal (PM-194)	138,000	84,895

PM22_4036 Marlbed Curyo Rehab 22/23	17,000	
PM22_4037 Wilkur Watchupga Road Rehab 22/23	32,000	
PM22_4038 Woolshed Road Rehab 22/23	50,000	
PM22_4039 Jil Jil Road Rehab 22/23	46,000	
PM22_4041 - 21 C/F Sea Lake Visitors Information Centre (PM-187)	157,487	203,973
PM22_4042 - 21 C/F Donald Community Precinct 2020/21> (PM-164)	176,553	145,147
PM22_4043 Buloke Playspaces Trail: Berriwillock FY22	494,682	2,812
PM22_4044 Buloke Playspaces Trail: Birchip FY22	719,339	2,812
PM22_4045 Buloke Playspaces Trail: Charlton FY22	631,071	3,467
PM22_4046 Buloke Playspaces Trail: Donald FY22	594,036	26,827
PM22_4047 Buloke Playspaces Trail: Wycheproof FY22	456,718	3,335
PM22_4048 Lake Cabins FY22	399,000	830
PM22_4049 - Rehabilitation - McLoughlan Road	567,000	9,154
PM22_4050 - Scilleys Island Bridge	141,000	2,319
PM22_4051 Berriwillock/Birchip Road Rehabilitation (PM-170)	1,664,427	787
PM22_4052 - Park Irrigation Upgrades	40,000	
PM22_4053 - Reseal Program (R2R)	1,224,000	
PM22_4054 - Footpaths	100,000	
PM22_4055 - Crossovers	62,829	
PM22_4056 - 21 C/F Tynan Park Septic Upgrade - Berriwillock (PM-'	11,900	4,481
PM22_4057 - Nullawil Silo Art Carpark	27,750	
PM22_4058 - 21 C/F Charlton Riverfront (PM-149)	103,210	141,894
PM22_4059 - 21 C/F Donald Riverfront (PM-150)	103,450	114,891
PM22_4060 - 21 C/F LUB Charlton Football Club	377,646	6,872
PM22_4061 - 21 C/F LUB Nullawil Football Club	692,872	39,377
PM22_4062 - 21 C/F LUB Nullawil Netball Club (PM-228)	255,085	4,293
PM22_4063 - 21 C/F LUB Wycheproof Narrapoort Football Club	328,870	9,795
PM22_4064 - 21 C/F LUB Wycheproof Narraport Hockey Club	181,301	9,022
PM22_4066 - Charlton Travellers Rest Roof	25,000	440
PM22_4068 - Wycheproof Saleyards Masterplan Implementation	187,100	
PM22_4069 Old SeaLake Landfill Fence	20,000	
PM22_4070 - Workshop Upgrade	35,000	
PM22_4073 - 21 C/F Wooroonook Lakes Camping Ground Upgrade	120,000	64,126
PM22_4075 - 21 C/F Birchip Town Centre (PM-162)	101,463	1,206
PM22_4077 - 21 C/F Tchum Lakes Septic Works	33,300	1,716
PM22_4078 - Major Patch Program	100,000	
PM22_4079 - Shoulder Upgrade Berriwillock-Springfield Road	139,860	
PM22_4080 - 21 C/F LUB Charlton Tennis Club (PM-222)	118,050	123,475
PM22_4081 - 21 C/F LUB Donald Tennis Club (PM-223)	78,465	76,295
PM22_4082 - 21 C/F LUB Wycheproof Tennis Club (PM-224)	74,550	77,780
PM22_4085 - 21 C/F Lake Tyrrell Tourism Infrastructure Project (PM	155,000	11,396
PM22_4086 - Nullawil Drainage	40,000	

PM22_4087 - Old Sea Lake Landfill Cell Reparation	40,000	
PM22_4089 Birchip Streetscape - RDV (PM-143) FY22	100,315	1,800
PM22_4090 Birchip Streetscapes - BBRF FY22	198,961	
PM22_4092 Birchip Streetscapes - DJPR (Outdoor) FY22	59,173	
PM22_4093 Birchip Streetscapes - DJPR (Streetscapes) FY22	-92,436	518,165
PM22_4094 Birchip Streetscapes - Drainage	100,000	
PM22_4096 Wycheproof Streetscapes (Brightening Broadway PM-11)	1,157,641	43,071
PM22_4097 Wycheproof Streetscapes - DJPR (Streetscapes) FY22	291,051	37,986
PM22_4098 Wycheproof Streetscapes - DJPR (Outdoor) FY22	57,059	1,468
PM22_4100 - Charlton Streetscapes DJPR (Streetscapes) FY22	535,962	934
PM22_4101 Charlton Streetscapes - DJPR (Outdoor) FY22	14,840	
PM22_4103 - Donald Streetscapes DJPR (Streetscapes) FY22	460,191	785
PM22_4104 Donald Streetscapes - DJPR (Outdoor) FY22	-337	
PM22_4105 - Donald Streetscapes OROR	245,000	
PM22_4106 - Sea Lake Streetscapes DJPR (Streetscapes) FY22	1,138,299	12,535
PM22_4107 Sea Lake Streetscapes - DJPR (Outdoor) FY22	-12,144	
PM22_4110 Sea Lake-Lascelles Road FY22	788,088	654,973
PM22_4112 Birchip Streetscapes - BSC Contribution FY22	46,731	
PM22_4114- 21 C/F LUB Charlton Hockey Club (PM-231)	230,306	5,846
PM22_4115 - 21 C/F Watchem Hall Entrance (PM-181)	22,000	1,340
PM22_4116 - Donald Caravan Park Upgrade (PM-157)	59,649	72,325
PM22_4117 - 21 C/F Wycheproof Caravan Park Upgrade (PM-158)	140,318	5,421
PM22_5003 - IT Systems Renewal	150,000	
PM22_5007 Swimming Pool Renewal	75,000	
PM22_5008 - Heavy Plant Replacement	400,000	182
PM22_5009 - Library Shelving and Fitout	25,000	91
PM22_5010 - Split System Renewal	15,000	
PM22_5011 - Depot Safety - Keyless Entry	30,000	11,970
PM22_5012 - CCTV Program	40,000	780
PM22_5013 - IT Equipment Renewal	170,000	50,500
<b>Grand Total</b>	<b>23,530,874</b>	<b>4,381,220</b>

**Approved Capital Budget 20,049,000**

**Excess 3,481,874**

**8.4 ORGANISATIONAL REPORTS**

Nil

**8.5 REPORTS FROM COUNCILLORS**

Nil

## 8.6 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 C102 2021/22 - WYCHEPROOF FOOTBALL OVAL AND HOCKEY PITCH LIGHTING UPGRADE                               | (k) information prescribed by the regulations to be confidential information for the purposes of this definition  |
| 8.6.2 | CONTRACT C103 2021/22 - NULLAWIL FOOTBALL OVAL AND NETBALL COURT LIGHTING UPGRADE 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 |
| 8.6.3 | CONTRACT C104 2021/22 - CHARLTON FOOTBALL OVAL AND HOCKEY PITCH LIGHTING UPGRADE 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 |
| 8.6.4 | CONTRACT C105 2021/22 - SUPPLY & DELIVERY OF ONE (1) SINGLE OPERATOR ROAD PATCHING UNIT                          | (k) information prescribed by the regulations to be confidential information for the purposes of this definition  |
| 8.6.5 | CONTRACT C106 2021/22 - PAVEMENT REHABILITATION WORKS - BERRIWILLOCK BIRCHIP ROAD                                | (k) information prescribed by the regulations to be confidential information for the purposes of this definition  |

### **RECOMMENDATION:**

That Council reopens the meeting to the public pursuant to section 66(1) and (2)(a) of the *Local Government Act 2020*.

**9. OTHER BUSINESS****9.1 NOTICES OF MOTION****9.1.1 FINANCING OF THE CULGOA DUMP POINT - DEFERRED FROM OCTOBER COUNCIL MEETING**

**Author's Title:** Councillor

**Department:** Office of the CEO

**File No:** GO/09/01

**Relevance to Council Plan 2021 - 2025**

**Strategic Objective:** Our Community Wellbeing

**PURPOSE**

That the Council proceed to finance the installation of a caravan dump point at Culgoa from the Local Roads and Community Infrastructure Program funding.

**RECOMMENDATION**

That Council proceed to finance the installation of a caravan dump point at Culgoa from the Local Roads and Community Infrastructure Program funding.

**Attachments:** Nil

**BACKGROUND**

The 2021-25 Council Plan highlights the commitment of the Council and the community to provide tourism opportunities, encouraging visitors to spend time moving around Buloke. Building on the attraction of campers and caravanners to the Buloke area, a caravan dump point is a priority action under the Culgoa Community Plan aimed at increasing visitor activity in and around Culgoa, and community members have highlighted it as a key priority.

Cr Getley tabled the above proposed motion for consideration by the Council.

**9.2 QUESTIONS FROM COUNCILLORS**

Nil

**9.3 URGENT BUSINESS**

Nil

**9.4 ANY OTHER BUSINESS**

Nil

**10. MEETING CLOSE**