

**MINUTES OF THE ORDINARY COUNCIL MEETING OF THE HINDMARSH SHIRE COUNCIL HELD 6 DECEMBER 2017 AT THE COUNCIL CHAMBER, 92 NELSON STREET, NHILL COMMENCING AT 3.00PM.**

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**AGENDA**

**1. Acknowledgement of the Indigenous Community and Opening Prayer**

**2. Apologies**

**3. Confirmation of Minutes**

**4. Declaration of Interests**

**5. Public Question Time**

**6. Deputations**

**7. Correspondence**

**8. Assembly of Councillors**

8.1 Record of Assembly

**9. Planning Permit Reports**

9.1 Application for Planning Permit 1561-2017

**10. Reports Requiring a Decision**

10.1 Addition of roads to the 2017/2018 Capital Works Program

10.2 Sale of Land

- 10.3 Future meeting dates
- 10.4 Review of Council Policies
- 10.5 Yanac CFA Building and Land

#### **11. Special Committees**

- 11.1 Dimboola Town Committee
- 11.2 Nhill Town Committee

#### **12. Late Reports**

No report

#### **13. Other Business**

No report

#### **14. Confidential Matters**

- 14.1 Youth Council Nominations
- 14.2 Financial Hardship application
- 14.3 Chief Executive Officer Appraisal 2016/17

#### **15. Meeting Close**

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**Present:** Crs R. Ismay (Mayor), R. Lowe (Deputy Mayor), D. Colbert, T. Schneider, R. Gersch, D. Nelson

**In Attendance:**

Mr Greg Wood, (Chief Executive Officer), Mrs Monica Revell (Director Corporate and Community Services), Mr Shane Power (Director of Infrastructure Services), Ms Shelley Gersch (Executive Assistant), Mr Andre Dalton (Coordinator Planning and Development) (1–9.1)

**1. ACKNOWLEDGEMENT OF THE INDIGENOUS COMMUNITY AND OPENING PRAYER**

Cr Ismay opened the meeting at 3:00pm by acknowledging the Indigenous Community and offering the opening prayer.

**2. APOLOGIES**

**3. CONFIRMATION OF MINUTES**

**RECOMMENDATION:**

*That the Minutes of the Ordinary Council Meeting held on Wednesday 15 November 2017 at the Council Chamber, 92 Nelson Street Nhill, as circulated to Councillors be taken as read and confirmed.*

**MOVED: CRS R. Gersch/D. Nelson**

*That the Minutes of the Ordinary Council Meeting held on Wednesday 15 November 2017 at the Council Chamber, 92 Nelson Street Nhill, as circulated to Councillors be taken as read and confirmed.*

**CARRIED**

*Attachment: 1*

**4. DECLARATION BY COUNCILLORS OR OFFICERS OF ANY DIRECT OR INDIRECT INTEREST IN ANY ITEM ON THE AGENDA.**

- Direct; or
- Indirect interest
  - a ) by close association;
  - b ) that is an indirect financial interest;
  - c ) because of conflicting duties;

- d ) because of receipt of an applicable gift;
- e ) as a consequence of becoming an interested party; or
- f ) because of an impact on residential amenity.

Declaration of direct or indirect interest must also be advised by Councillors at the commencement of discussion of the specific item.

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<b>5. PUBLIC QUESTION TIME</b>
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<b>6. DEPUTATIONS</b>
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No deputations

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## 7. CORRESPONDENCE

### 7.1 GENERAL CORRESPONDENCE

**Responsible Officer:** Chief Executive Officer

**Attachment:** 2

**Introduction:**

The following correspondence is tabled for noting by Council:

- Ewan Christian
  - o *Thanking him for his contribution to Yurunga Homestead Committee*
- Nhill, Jeparit, Rainbow and Dimboola A & P Societies
  - o *Congratulating the committees on the success of the 2017 shows*
- Stephanie Mieklejohn
  - o *Congratulating her on winning 2017 Pharmacy Assistant of the Year*

**Options:**

1. That Council notes the attached correspondence.

**RECOMMENDATION:**

*That Council notes the attached correspondence.*

**MOVED: CRS R. Lowe/T. Schneider**

*That Council notes the attached correspondence.*

**CARRIED**

*Attachment: 2*

## 8. ASSEMBLY OF COUNCILLORS

**Responsible Officer:** Chief Executive Officer

**Attachment:** 3

**Introduction:**

The attached Assembly of Councillors Records are presented as an attachment to the Council agenda for the information of Councillors and recorded at the Council meeting as required under s80A Local Government Act 1989.

**Options:**

1. That Council accept the Assembly of Councillors Records as presented.

**RECOMMENDATION:**

*That Council accepts the Assembly of Councillors Records as presented.*

**MOVED: CRS T. Schneider/R. Lowe**

*That Council accepts the Assembly of Councillors Records as presented.*

**CARRIED**

*Attachment: 3*

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## 9. PLANNING PERMITS

### 9.1 APPLICATION FOR PLANNING PERMIT 1561-2017

**Responsible Officer:** Director Infrastructure Services  
**File:** Planning – Applications  
**Assessment:** 004820  
**Attachment:** 4  
**Applicant:** Mr Shane Brown – Gross Profit Pty T/as Rainbow Brewery  
**Owner:** Two Little Brainiacs Pty Ltd  
**Subject Land:** Lots 1, 2 and 3 on TP120777, 42 Federal St Rainbow  
**Proposal:** Construction of Microbrewery  
**Zoning & Overlays:** Township Zone (TZ), Heritage Overlay Schedule 33 (HO33) - Rainbow Town Centre Heritage Precinct

#### Summary:

This application is for Use and Development of Land (including Buildings and Works), for the construction of a microbrewery. Under the provisions of the Hindmarsh Planning Scheme, the proposal accords with the definition of a “Tavern,” being:- *“Land used to sell liquor for consumption on the premises. It may include accommodation, food for consumption on the premises, entertainment, dancing, amusement machines, and gambling”*

#### Proposal Details:

The proposal in detail involves the construction of a 24.0m x 15.0m x 7.0m shed oriented in an east-west direction, to the south of the existing Eureka Hotel in Rainbow. The proposal consists of the shed (described as a warehouse), an office and attached skillion, a loading area and driveway, with the façade of the building set back 10 metres from King Street. The surrounding area primarily consists of commercial buildings of a heritage style and nature, with residential development primarily to the south of the subject site.

#### Planning Assessment:

##### Permit Requirement:

##### *Use:*

A planning permit is required pursuant to Clause 32.05-2 of the Township Zone to use the land for a Tavern (Section 2 Use).

##### *Development:*

A permit is required to construct a building or construct or carry out works for a use in Section 2 of Clause 32.05-2.

#### Planning Scheme Requirements

##### **State Planning Policy Framework**

Clause 11 – Settlement

Clause 11.07 – Regional Victoria

Clause 11.15 – Wimmera Southern Mallee

Clause 15 – Built Environment and Heritage

Clause 17 – Economic Development

Clause 19 - Infrastructure

### **Local Planning Policy Framework**

Clause 21 – Municipal Strategic Statement

### **Zoning Provisions**

Clause 32.05 Township Zone (TZ)

### **Overlay Provisions**

Clause 43.01 – Heritage Overlay Schedule 33 (HO33) Rainbow Town Centre Heritage Precinct

### **Particular Provisions**

Clause 52.27 – Licensed Premises

Clause 52.05 – Advertising Signs

### **General Provisions**

Clause 65 – Decision Guidelines

Clause 66 - Referral and Notice Provisions

### **Discussion**

The application has been assessed against the State Planning Policy Framework and the Local Planning Policy Framework, and it is considered that the proposed use is consistent with relevant policies contained within this section of the Hindmarsh Planning Scheme.

Clause 32.05 –Township Zone states that before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate (as outlined in detail within the planning scheme):

#### General

- The State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- The objectives set out in a schedule to this zone.
- The protection and enhancement of the character of the town and surrounding area including the retention of vegetation.
- The availability and provision of utility services, including sewerage, water, drainage, electricity, gas and telecommunications.
- In the absence of reticulated sewerage, the capability of the lot to treat and retain all wastewater in accordance with the State Environment Protection Policy (Waters of Victoria) under the Environment Protection Act 1970.
- The design, height, setback and appearance of the proposed buildings and works including provision for solar access.
- The need for a verandah along the front or side of commercial buildings to provide shelter for pedestrians.
- Provision of car and bicycle parking and loading bay facilities and landscaping.
- The effect that existing uses on adjoining or nearby land may have on the proposed use.
- The scale and intensity of the use and development.
- The safety, efficiency and amenity effects of traffic to be generated by the proposal.
- Any other decision guidelines specified in a schedule to this zone.



The proposal accords with the relevant decision guidelines in the zone, with the design of the proposal assessed as being appropriate to the character of the area. Services to the subject land are adequate to cater for the proposal, and landscaping is to be conditioned.

#### Heritage Overlay

A permit is required under Clause 43.01 of the Hindmarsh Planning Scheme to construct a building or carry out works. Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- The State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- The significance of the heritage place and whether the proposal will adversely affect the natural or cultural significance of the place.
- Any applicable statement of significance, heritage study and any applicable conservation policy.
- Whether the location, bulk, form or appearance of the proposed building will adversely affect the significance of the heritage place.
- Whether the location, bulk, form and appearance of the proposed building is in keeping with the character and appearance of adjacent buildings and the heritage place.
- Whether the proposed works will adversely affect the significance, character or appearance of the heritage place.

The proposal generally accords with the cultural significance of the Rainbow Heritage Precinct. The current practice when treating applications within heritage areas is to ensure that new development of this scale and nature contrasts with traditional heritage development, designed and built to the contemporary standard of the day, to reflect current design philosophy, and avoiding 'false heritage', which can negate the value of true heritage buildings.

#### Clause 52.27 - Liquor Licensing

The application was referred to the Victorian Commission for Gambling and Liquor Regulation (Section 52 Planning and Environment Act 1987). No objection was received for the proposal.

#### Clause 52.05 - Advertising Signage

The proposal generally accords with the decision guidelines of this Clause.

It is considered that this proposal will produce acceptable outcomes, having regard to the decision guidelines as listed above.

#### **Notification & Referral of Application:**

Pursuant to Sections 52 (1) (a) (b) and (d) of the Planning and Environment Act 1987 (the Act), notice of the application must be given to the community and affected authorities, unless the responsible authority is satisfied that the grant of the permit would not cause material detriment to any person.

Notification was undertaken by way of letter to adjoining landowners, placing signs on the land, and an advertisement in the Rainbow / Jeparit Argus. No objections were received. Notification was given to both the Victoria Police (Nhill), and the Victorian Commission for Gambling and Liquor Regulation. No objections were received.

The application was referred internally to Council's Engineering, Environmental Health and Local Laws Units. Should Council approve to issue a permit for this application, a number of conditions are to be placed on the permit to the satisfaction of Council's internal units.

**Authorities:**

Pursuant to Section 55 of the Planning and Environment Act 1987 (the Act), the application must be referred to stipulated authorities. This was not required (refer Clause 66 of the Planning Scheme).

**Strategic, Statutory and Procedural Requirements:**

The proposal is consistent with the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.

**Report to Council:**

The Town Planner advises that all obligations of Council (strategic, statutory and procedural) have been addressed and discharged in this planning application.

**Processing Times:**

The application was received on the 09 October 2017. The report is being presented to the Council meeting of 06 December 2017, giving a processing time of 58 days. A request for information to support the application was issued to the applicant. In this instance the prescribed timeframe for processing applications is effectively put on hold, therefore the statutory processing time requirements of the Planning and Environment Act 1987, have been satisfied.

**Conflict of Interest:**

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Shane Power, Director Infrastructure Services

In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Andre Dalton, Coordinator Planning and Development

In providing this advice as the Author, I have no disclosable interests in this report.

**RECOMMENDATION:**

***That Council approves the use and development of the land (including buildings and works) for a microbrewery subject to the following conditions:***

***Amended Plans Required***

***(1) Before the use starts, amended plans and documents to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application, but modified to show:***

- a) ***The brewery area delineated on the site plan (shown hashed) that encompasses the existing buildings on the land (and may include areas between buildings) to be utilized for the manufacture, bottling, packaging, storage and consumption and sale of alcohol, consistent with the application plans;***
- b) ***A red-line plan delineating the area within which liquor is to be consumed and sold, that is confined to part of the existing buildings, as shown on the application plans;***
- c) ***The location and design of external lighting;***
- d) ***Location and dimensions of waste and recycling storage areas which allow for them to be effectively screened and conveniently collected and emptied;***
- e) ***The location of employee parking; and***
- f) ***A landscape plan in accordance with Condition 3 of this permit.***

#### ***Endorsed Plans***

***(2) The development as shown on the endorsed plans must not be altered or modified in any way without the prior written consent of the Responsible Authority.***

#### ***Landscaping***

***(3) Before the development starts, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must be provided. The landscaping plan must be generally in accordance with plans submitted except that the plan must show:***

- (a) Details of surface finishes of pathways and driveways;***
- (b) A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant;***
- (c) Landscaping and planting within all open areas of the site; and***
- (d) Detail of site and soil preparation including mulching and maintenance.***

***All species selected must be to the satisfaction of the Responsible Authority.***

#### ***Amenity***

***(4) The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:***

- (a) Transport of materials, goods or commodities to or from the land;***
- (b) Appearance of any building, works or materials;***
- (c) Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil;***
- (d) Presence of vermin; or***
- (e) In any other way.***

***(5) The site must be kept in an ordered and tidy state and its appearance must not prejudicially affect the amenity of the area.***

**(6) All loading and unloading of vehicles and delivery of goods to and from the premises must occur on site.**

**(7) Outdoor lighting must be designed, baffled and located to prevent any adverse effect on adjoining land to the satisfaction of the Responsible Authority.**

#### **General**

**(8) During the construction phase of the development, the following conditions shall be met:**

- (a) Only clean rainwater shall be discharged to the stormwater drainage system;**
- (b) Stormwater drainage system protection measures shall be installed as required to ensure that no solid waste, sediment, sand, soil, clay or stones from the premises, enters the stormwater drainage system;**
- (c) Vehicle borne materials shall not accumulate on the roads abutting the site;**
- (d) All machinery and equipment must be cleaned (if required) on site and not on adjacent footpaths or roads; and**
- (e) All litter (including items such as cement bags, food packaging and plastic stripping) must be disposed of responsibly.**

#### **Heritage**

**(9) The exterior of the proposed microbrewery must be constructed of external materials, colours, and finishes commensurate with development in the area to the satisfaction of the Responsible Authority.**

#### **Car Parking/Access**

**(10) Car parking must be provided internally within the site for maintenance vehicles.**

#### **Engineering**

**(11) Access to the site and ancillary road works must be constructed in accordance with the requirements of the Responsible Authority.**

**(12) The developer is required to treat flows from the site to eliminate contaminants entering the drainage system to the satisfaction of the Responsible Authority.**

#### **Liquor License**

**(13) The area approved by this permit for the sale and consumption of liquor on the land is the area delineated by the red line on the Endorsed Plans. The owner and/or operator of the premises and/or licensee must at all times ensure that no patron or member of the public consumes alcohol on the land outside this approved area.**

**(14) Unless with the further written consent of the Responsible Authority, the days and hours of operation for the licensed venue are limited to:**

**Seven days a week including public holidays except for Good Friday and Christmas Day between 10am – 11pm inclusive, and 10am – 1am Fridays and Saturdays.**

### **Environmental Health**

**(15) Noise levels emanating from the land must not exceed those set out in Environment Protection Authority 1254 – Noise Control Guidelines; State Environment Protection Policies N-1 (Control of Noise from Commerce, Industry and Trade); N-2 (Control of Music Noise from Public Premises) and EPA Publication 1411 Noise in Regional Victoria.**

**(16) Approval from Council's Environmental Health Unit must first be obtained prior to installing or altering a food processing area.**

**(17) Air conditioning and other fixed plant or equipment must be designed and installed to comply with relevant State Environment Protection Policies and prevent any noise nuisance beyond the boundaries of the land.**

**(18) Exhaust ventilation systems must comply with Australian Standard 1668:4 – The use of ventilation and air-conditioning in buildings.**

**(19) A procedure for recording and reporting incidents, complaints and associated responses, regarding matters with potential to cause off-site impacts (such as odour, noise, pollution) including notice to the Responsible Authority, and that must:**

- (a) Be made available to neighbours and/or patrons upon request;**
- (b) Specify a contact phone number for the venue manager to be made available to neighbours upon request to facilitate communication and to resolve any neighbourhood issues that may arise due to operation of the venue;**
- (c) Specify that all calls to this number will be logged and all complaints and/or issues raised by or on behalf of a local resident will be recorded; and**
- (d) Specify that evening patrons be informed of the importance of noise minimisation when leaving the site.**

### **Time Limit (Use and Development)**

**(20) The development approved by this permit will expire if one of the following circumstances applies:**

- (a) The development and use is not started within two years of the date of this permit.**
- (b) The development is not completed within four years of the date of this permit.**

**The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires, or:**

- (a) Within six months afterwards for commencement, or**
- (b) Within twelve months afterwards for completion.**

### **Notes**

**(1) This is not a Building Permit. Please consult a Building Surveyor and ensure that a Building Permit is obtained prior to the commencement of works.**

**(2) Approval must be obtained from Council's Infrastructure Department (Phone: 03 5391 4444) for the construction or alteration of any vehicle crossings prior to the commencement of any works on the site.**

**(3) Prior to any works commencing on site, an Asset Protection Permit must be obtained from Council's Infrastructure Department (Phone: 03 5391 4444).**

**(4) A copy of this permit and the endorsed plans must be provided to all builders and contractors who are to work on the site so that they are aware of the conditions to which this approval is subject.**

**MOVED: CRS T. Schneider/R. Gersch**

**That Council approves the use and development of the land (including buildings and works) for a microbrewery at Lots 1, 2 and 3 on TP120777, 42 Federal Street, Rainbow, subject to the following conditions:**

**Amended Plans Required**

**(1) Before the use starts, amended plans and documents to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application, but modified to show:**

- a) The brewery area delineated on the site plan (shown hashed) that encompasses the existing buildings on the land (and may include areas between buildings) to be utilized for the manufacture, bottling, packaging, storage and consumption and sale of alcohol, consistent with the application plans;**
- b) A red-line plan delineating the area within which liquor is to be consumed and sold, that is confined to part of the existing buildings, as shown on the application plans;**
- c) The location and design of external lighting;**
- d) Location and dimensions of waste and recycling storage areas which allow for them to be effectively screened and conveniently collected and emptied;**
- e) The location of employee parking; and**
- f) A landscape plan in accordance with Condition 3 of this permit.**

**Endorsed Plans**

**(2) The development as shown on the endorsed plans must not be altered or modified in any way without the prior written consent of the Responsible Authority.**

**Landscaping**

**(3) Before the development starts, a landscape plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must be drawn to scale with dimensions and three copies must**

**be provided. The landscaping plan must be generally in accordance with plans submitted except that the plan must show:**

- (a) Details of surface finishes of pathways and driveways;**
- (b) A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant;**
- (c) Landscaping and planting within all open areas of the site; and**
- (d) Detail of site and soil preparation including mulching and maintenance.**

**All species selected must be to the satisfaction of the Responsible Authority.**

#### **Amenity**

**(4) The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:**

- (a) Transport of materials, goods or commodities to or from the land;**
- (b) Appearance of any building, works or materials;**
- (c) Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil;**
- (d) Presence of vermin; or**
- (e) In any other way.**

**(5) The site must be kept in an ordered and tidy state and its appearance must not prejudicially affect the amenity of the area.**

**(6) All loading and unloading of vehicles and delivery of goods to and from the premises must occur on site.**

**(7) Outdoor lighting must be designed, baffled and located to prevent any adverse effect on adjoining land to the satisfaction of the Responsible Authority.**

#### **General**

**(8) During the construction phase of the development, the following conditions shall be met:**

- (a) Only clean rainwater shall be discharged to the stormwater drainage system;**
- (b) Stormwater drainage system protection measures shall be installed as required to ensure that no solid waste, sediment, sand, soil, clay or stones from the premises, enters the stormwater drainage system;**
- (c) Vehicle borne materials shall not accumulate on the roads abutting the site;**
- (d) All machinery and equipment must be cleaned (if required) on site and not on adjacent footpaths or roads; and**
- (e) All litter (including items such as cement bags, food packaging and plastic stripping) must be disposed of responsibly.**

#### **Heritage**

**(9) The exterior of the proposed microbrewery must be constructed of external materials, colours, and finishes commensurate with development in the area to the satisfaction of the Responsible Authority.**

### ***Car Parking/Access***

***(10) Car parking must be provided internally within the site for maintenance vehicles.***

### ***Engineering***

***(11) Access to the site and ancillary road works must be constructed in accordance with the requirements of the Responsible Authority.***

***(12) The developer is required to treat flows from the site to eliminate contaminants entering the drainage system to the satisfaction of the Responsible Authority.***

### ***Liquor License***

***(13) The area approved by this permit for the sale and consumption of liquor on the land is the area delineated by the red line on the Endorsed Plans. The owner and/or operator of the premises and/or licensee must at all times ensure that no patron or member of the public consumes alcohol on the land outside this approved area.***

***(14) Unless with the further written consent of the Responsible Authority, the days and hours of operation for the licensed venue are limited to:  
Seven days a week including public holidays except for Good Friday and Christmas Day between 10am – 11pm inclusive, and 10am – 1am Fridays and Saturdays.***

### ***Environmental Health***

***(15) Noise levels emanating from the land must not exceed those set out in Environment Protection Authority 1254 – Noise Control Guidelines; State Environment Protection Policies N-1 (Control of Noise from Commerce, Industry and Trade); N-2 (Control of Music Noise from Public Premises) and EPA Publication 1411 Noise in Regional Victoria.***

***(16) Approval from Council's Environmental Health Unit must first be obtained prior to installing or altering a food processing area.***

***(17) Air conditioning and other fixed plant or equipment must be designed and installed to comply with relevant State Environment Protection Policies and prevent any noise nuisance beyond the boundaries of the land.***

***(18) Exhaust ventilation systems must comply with Australian Standard 1668:4 – The use of ventilation and air-conditioning in buildings.***

***(19) A procedure for recording and reporting incidents, complaints and associated responses, regarding matters with potential to cause off-site impacts (such as odour, noise, pollution) including notice to the Responsible Authority, and that must:***

***(a) Be made available to neighbours and/or patrons upon request;***



- (b) Specify a contact phone number for the venue manager to be made available to neighbours upon request to facilitate communication and to resolve any neighbourhood issues that may arise due to operation of the venue;**
- (c) Specify that all calls to this number will be logged and all complaints and/or issues raised by or on behalf of a local resident will be recorded; and**
- (d) Specify that evening patrons be informed of the importance of noise minimisation when leaving the site.**

***Time Limit (Use and Development)***

**(20) The development approved by this permit will expire if one of the following circumstances applies:**

- (a) The development and use is not started within two years of the date of this permit.**
- (b) The development is not completed within four years of the date of this permit.**

**The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires, or:**

- (a) Within six months afterwards for commencement, or**
- (b) Within twelve months afterwards for completion.**

**Notes**

**(1) This is not a Building Permit. Please consult a Building Surveyor and ensure that a Building Permit is obtained prior to the commencement of works.**

**(2) Approval must be obtained from Council's Infrastructure Department (Phone: 03 5391 4444) for the construction or alteration of any vehicle crossings prior to the commencement of any works on the site.**

**(3) Prior to any works commencing on site, an Asset Protection Permit must be obtained from Council's Infrastructure Department (Phone: 03 5391 4444).**

**(4) A copy of this permit and the endorsed plans must be provided to all builders and contractors who are to work on the site so that they are aware of the conditions to which this approval is subject.**

**CARRIED**

**Attachment: 4**

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<b>10. REPORTS REQUIRING A DECISION</b>
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**10.1 ADDITION OF ROADS TO THE 2017/2018 CAPITAL WORKS PROGRAM**

**Responsible Officer:** Director Infrastructure Services

**Introduction:**

This report seeks Council approval to amend the 2017/2018 capital works program with the inclusion of three additional roads to the program.

**Discussion:**

Where a public road is a municipal road then Council is the coordinating and responsible Road Authority for the operational function. In the instance of boundary roads with other municipalities the responsibility is allocated according to an agreement between the two municipalities. The Hindmarsh Shire Council borders West Wimmera Shire Council, Horsham Rural City Council, Yarriambiack Shire Council and Mildura Rural City Council.

Agreements are in place with each bordering municipality to ensure fair and equitable financial contributions for delivering operational functions and capital investments required for responsible road management.

The boundary road agreements set out the following responsibilities:

Each municipality is responsible for all routine maintenance (grading and rolling), without any cost sharing, on the agreed length of boundary roads. Periodic maintenance, rehabilitation and improvement works (including reseals and gravel re-sheeting) shall be proposed by the municipality responsible for the road, but the cost shall be shared on a 50:50 basis. The decision to carry out any works requires consent of both municipalities.

Yarriambiack Shire Council has advised officers of their intent to renew approximately 1.7 kilometre section of Geodetic Road, beginning from Dimboola Minyip Road. The works include re-sheeting the surface with 100mm of gravel to return the road to original standard.

West Wimmera Shire Council has advised officers of their intent to renew a section approximately five kilometers in length of Boundary Road between Edgerley Road and Millers Road, Yanac.

The works include re-sheeting the surface with 100mm of limestone to return the road to original standard.

Savings identified in the 2017/2018 capital works budget will accommodate the costs associated with meeting Councils shared cost responsibilities for the renewal of Geodetic Road, Dimboola and Boundary Road, Yanac.

Further to this, officers propose to use savings to bring forward the renewal of a section of the Nhill-Murrayville Road, Yanac which is currently listed in the 2018/2019 program.

### **Options**

Council has the following options available:

1. Use identified savings to meet its financial obligations to Yarriambiack and West Wimmera Shire Councils, for shared cost arrangements for Geodectic Road, Dimboola and Boundary Road, Yanac, and bring forward the section of Nhill-Murrayville Road, Dimboola from the 2018/2019 budget to complete this financial year.
2. Use identified savings to bring forward the section of Nhill-Murrayville Road, Dimboola from the 2018/2019 budget to complete this financial year and defer its financial obligations to Yarriambiack and West Wimmera Shire Councils, for shared cost arrangements for Geodectic Road, Dimboola and Boundary Road, Yanac to the 2018/2019 budget process.
3. Allocate identified savings to separate project/s and defer its financial obligations to Yarriambiack and West Wimmera Shire Councils, for shared cost arrangements for Geodectic Road, Dimboola and Boundary Road, Yanac to the 2018/2019 budget process, and bring forward the section of Nhill-Murrayville Road, Dimboola from the 2018/2019 budget to complete this financial year.
4. Allocate identified savings to separate project/s and defer its financial obligations to Yarriambiack and West Wimmera Shire Councils, for shared cost arrangements for Geodectic Road, Dimboola and Boundary Road, Yanac to the 2018/2019 budget process, and not bring forward the renewal of the section of Nhill-Murrayville Road, Dimboola from the 2018/2019 budget.

### **Link to Council Plan:**

- 2.1 Well maintained physical assets and infrastructure to meet community organisational needs.

### **Financial Implications:**

At its 23 August 2017 meeting, Hindmarsh Shire Council adopted its 2017/2018 budget. The budget includes a capital works program to the approximate value of \$5.8M, inclusive of capital works for road and bridge infrastructure totaling \$2.85M.

The capital works program for 2017/2018 consists primarily of renewal works valued at approximately \$3.5M or 61% of the overall program. This investment demonstrates Council's recognition of the importance renewal works in ensuring responsible asset and financial management.

Council is guided by data relating to asset condition, usage and customer expectations in determining the capital works priorities for infrastructure renewal each year. Based on industry best practice, in depth data analysis allows Council to forecast renewal requirements over a ten-year period, with years one to four presented in the 2017/2018

budget.

The estimated cost for the renewal of approximately 1.7 kilometer section of Geodetic Road, beginning from Dimboola Minyip Road is \$29,500.

The estimated cost for the renewal of approximately five kilometer length of Boundary Road between Edgerley Road and Millers Road, Yanac is \$80,000.

The inclusion of these additional road projects in the 2017/2018 capital works program funded through identified savings will have no negative impact on the 2017/2018 budget.

The inclusion of Nhill-Murrayville Road in the 2017/2018 capital program at a cost of approximately \$70k will have a positive impact on the 2018/2019.

**Risk Management Implications:**

There is a risk that identified renewal projects listed for the 2018/2019 financial year may need to be deferred, if costs associated with Councils required contribution to Yarriambiack and West Wimmera Shire Councils, under shared cost arrangements is not funded through savings this financial year.

**Conflict of Interest:**

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible – Shane Power, Director Infrastructure Services

In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author – Shane Power, Director Infrastructure Services

In providing this advice as the Author, I have no disclosable interests in this report.

**Communications Strategy:**

Should Council resolve to accept the recommendation in this report as presented, officers will write to Yarriambiack and West Wimmera Shire Councils, confirming it will meet its financial obligations under the shared cost arrangements for boundary roads, this financial year.

**Next Steps:**

Officers will write to Yarriambiack and West Wimmera Shire Councils as described above, and undertake a procurement process for associated construction works for the renewal of Nhill-Murrayville Road.

**RECOMMENDATION:**

***That Council:***

- 1. Allocates \$29,500 from the 2017/2018 budget for payment to Yarriambiack Shire Council for the renewal of approximately 1.7 kilometre section of Geodetic Road, Dimboola;***
- 2. Allocates \$80,000 from the 2017/2018 budget for payment to West Wimmera Shire Council for the renewal of approximately 5 kilometre section of Boundary Road, Yanac; and***
- 3. Brings forward the renewal of a section of Nhill-Murrayville Road, Yanac from the 2018/2019 financial year to the 2017/2018 financial year at an approximate cost of \$70,000.***
- 4. Funds the projects above from savings to be made in the 2017/18 capital works budget***

**MOVED: CRS R. Gersch/D. Colbert**

***That Council:***

- 1. Allocates \$29,500 from the 2017/2018 budget for payment to Yarriambiack Shire Council for the renewal of approximately 1.7 kilometre section of Geodetic Road, Dimboola;***
- 2. Allocates \$80,000 from the 2017/2018 budget for payment to West Wimmera Shire Council for the renewal of approximately 5 kilometre section of Boundary Road, Yanac; and***
- 3. Brings forward the renewal of a section of Nhill-Murrayville Road, Yanac from the 2018/2019 financial year to the 2017/2018 financial year at an approximate cost of \$70,000.***
- 4. Funds the projects above from savings to be made in the 2017/18 capital works budget***

**CARRIED**

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## 10.2 SALE OF LAND

**Responsible Officer:** Director Corporate and Community Services

**Introduction:** This report provides Council with an update on the property formerly known as the Ni Ni Abattoirs, located at Woorak Ni Ni Lorquon Road, Glenlee.

**Discussion:** At its meeting on 20 August 2014, Council resolved to write off a number of debts, including the rates for this property that were believed to be unrecoverable. While the property is listed with a CIV of \$38,000, considering the dilapidated state of the buildings its value is realistically lower and unlikely to cover the outstanding rates and costs of proceedings.

A further report was presented to Council on 15 July 2015 to proceed to sell the property under section 181 of the Local Government Act (the Act) with Council resolving to initiate court proceedings against the Australian Securities and Investments Commission (ASIC) to enforce the outstanding rates and costs against the property and proceed to sell the former Ni Ni Abattoirs site.

Council received an expression of interest from a resident on 23 December 2014 who was interested in purchasing the property. A formal expression of interest was received on 7 September 2016 with the condition of sale being the approval of planning application 1525-16, use and develops existing buildings for raising chickens. A draft contract of sale was prepared and forwarded to the interested party.

The planning application resulted in a VCAT hearing with Council being notified on 26 October 2017 the planning permit application 1525-16 was not granted.

With the rejection of planning application 1525-16 the property will be readvertised seeking formal expressions of interest from other interested parties. The proposed advertising period is mid-January 2018 to mid-February 2018.

It will be necessary for Council to obtain a new property valuation, with valuations expiring six months after the date of issues.

### **Options:**

Council can choose to advertise for expressions of interest from third parties interested in purchasing the property.

### **Link to Council Plan:**

Strategic Objective 4.6: An organisation that takes risk management responsibilities seriously and embeds a culture of risk management throughout the organisation.

### **Financial Implications:**

The property currently has rates arrears totalling \$63,036.72 as at 22 November 2017. While the property is yet to be revalued, it is expected to come in below the rates owed. The majority of rates arrears as well as costs are therefore likely to remain unpaid.

Further rates will be raised each year against the property (under section 158 of the Local Government Act), with the likelihood that these rates will be written off each year against the rate income.

**Risk Management Implications:**

There are risk management implications from the process of the sale, should the interested party not commit to buy at that stage. Failing to proceed with the sale bears the risk that Council will never be able to claim any rates on this property.

**Conflict of Interest:**

Under section 80C of the LGA officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible & Author: Monica Revell, Acting Director Corporate & Community Services

In providing this advice as the Officer Responsible, I have no interests to disclose.

**Communications Strategy:**

Council will advertise the sale of the property in the Local Newspapers in January 2018, with expressions of interest closing on 16 February 2018.

**RECOMMENDATION:**

***That Council***

- 1. Advertises for expressions of interest to purchase the former Ni Ni Abattoirs site, C/A 1 SEC 1, V5756 F165, C/A 2 SEC 1, V9583 F144, C/A 3 SEC 1 V9583 F145, C/A 4 SEC 1, V2404 F613, C/A 5 SEC 1, V9583 F147, C/A 6 SEC 1, V2346 F173, C/A 2 SEC 2, V2327 F326, C/A 3 SEC 2, V10159 F626, C/A 4 SEC 2, V8409 F131, C/A 5 SEC 2, V9583 F146, C/A 9 SEC 2, V10159 F624, C/A 10 SEC 2, V10159 F625 all in the Parish of Ni Ni and all in the name of Ni Ni Abattoirs Pty Ltd.***
- 2. Obtain a Valuation of the above properties as required by s189 of the Local Government Act 1989.***
- 3. Invite submissions regarding the intended sale of the above properties under section 223 of the Local Government Act 1989.***

**MOVED: CRS D. Colbert/R. Lowe**

***That Council***

- 1. Advertises for expressions of interest to purchase the former Ni Ni Abattoirs site, C/A 1 SEC 1, V5756 F165, C/A 2 SEC 1, V9583 F144, C/A 3 SEC 1 V9583 F145, C/A 4 SEC 1, V2404 F613, C/A 5 SEC 1, V9583 F147, C/A 6 SEC 1, V2346 F173, C/A 2 SEC 2, V2327 F326, C/A 3 SEC 2, V10159 F626, C/A 4 SEC 2, V8409 F131, C/A 5 SEC 2, V9583 F146, C/A 9 SEC 2, V10159 F624, C/A 10 SEC 2, V10159 F625 all in the Parish of Ni Ni and all in the name of Ni Ni Abattoirs Pty Ltd.***
- 2. Obtain a Valuation of the above properties as required by s189 of the Local***

***Government Act 1989.***

- 3. Invite submissions regarding the intended sale of the above properties under section 223 of the Local Government Act 1989.***

***CARRIED***

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### 10.3 FUTURE MEETING DATES

**Responsible Officer:** Chief Executive Officer

**Introduction:**

This report seeks approval from Council for the 2018 meeting dates and their advertisement in the local media.

**Discussion:**

Each year Council advertises the meeting dates for the upcoming 12 months in the local newspapers. The advertised dates are for the Council meetings and the Annual Statutory Meeting.

It is proposed that Council continue to hold two ordinary Council meetings each month, on the first and third Wednesday, commencing at 3pm.

As in 2017, it is proposed that two Council meetings be held in Dimboola and one meeting each in Jeparit and Rainbow. This would allow school groups and local organisations the opportunity to provide deputations to Council. Locations are suggested in the recommendation below, based on school holiday timing and seasonal comfort in each of the facilities.

It is proposed that in keeping with practice of other councils around the state, Council does not meet in January.

It is the officers' recommendation to hold Briefing meetings prior to the ordinary Council meetings, commencing at 1pm.

**Options:**

Council may choose to adopt the recommended timing and location for Ordinary Council Meetings and Council Briefings or select alternative dates, times or locations to hold its meetings.

**Communications Strategy:**

The advertisement for the meeting dates will appear in the Dimboola Banner, Dimboola Courier, Nhill Free Press, and the Rainbow Jeparit Argus. The meeting dates will also be listed on Council's website.

**RECOMMENDATION:**

***That Council continues to meet on the first and third Wednesday of every month; and the dates for Council Meetings in 2018 are set and advertised as:***

<b>WEDNESDAY</b>	<b>TIME</b>	<b>LOCATION</b>
<b>7 February 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>21 February 2018</b>	<b>3pm</b>	<b>Memorial Hall, Roy St, Jeparit</b>

<b>WEDNESDAY</b>	<b>TIME</b>	<b>LOCATION</b>
<b>7 March 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>21 March 2018</b>	<b>3pm</b>	<b>DMSC Health and Fitness Centre, Dimboola</b>
<b>4 April 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>18 April 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>2 May 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>23 May 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>6 June 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>20 June 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>4 July 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>18 July 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>1 August 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>15 August 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>5 September 2018</b>	<b>3pm</b>	<b>DMSC Health and Fitness Centre, Dimboola</b>
<b>19 September 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>3 October 2018</b>	<b>3pm</b>	<b>Supper Room, MECCA, Federal St, Rainbow</b>
<b>24 October 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>7 November 2018</b>	<b>6pm</b>	<b>Nhill Memorial Community Centre, Nelson St, Nhill</b>
<b>21 November 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>5 December 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>19 December 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>

**MOVED: CRS R. Lowe/T. Schneider**

**That Council continues to meet on the first and third Wednesday of every month; and the dates for Council Meetings in 2018 are set and advertised as:**

<b>WEDNESDAY</b>	<b>TIME</b>	<b>LOCATION</b>
<b>7 February 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>21 February 2018</b>	<b>3pm</b>	<b>Memorial Hall, Roy St, Jeparit</b>
<b>7 March 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>21 March 2018</b>	<b>3pm</b>	<b>DMSC Health and Fitness Centre, Dimboola</b>
<b>4 April 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>18 April 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>2 May 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>23 May 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>6 June 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>20 June 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>4 July 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>18 July 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>

<b>WEDNESDAY</b>	<b>TIME</b>	<b>LOCATION</b>
<b>1 August 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>15 August 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>5 September 2018</b>	<b>3pm</b>	<b>DMSC Health and Fitness Centre, Dimboola</b>
<b>19 September 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>3 October 2018</b>	<b>3pm</b>	<b>Supper Room, MECCA, Federal St, Rainbow</b>
<b>24 October 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>7 November 2018</b>	<b>6pm</b>	<b>Nhill Memorial Community Centre, Nelson St, Nhill</b>
<b>21 November 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>5 December 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>
<b>19 December 2018</b>	<b>3pm</b>	<b>Council Chambers, 92 Nelson St, Nhill</b>

**CARRIED**

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## 10.4 REVIEW OF COUNCIL POLICIES

**Responsible Officer:** Chief Executive Officer

**Attachment Number:** 5, 6, 7 & 8

### **Introduction:**

As part of an ongoing governance review, the following four policies relevant to Councillors have been revised -

- Councillor Expense Entitlements Policy
- Councillor Gifts and Hospitality Policy
- Media Policy
- Election Period (Caretaker) Policy

This report seeks support from Council for the adoption of the revised policies.

### **Discussion:**

#### Councillor Expense Entitlements Policy (attachment 6)

The purpose of the Councillor Expense Entitlements Policy is to define the parameters for the reimbursement of necessary out of pocket expenses incurred while performing duties as a Councillor. Section 75B of the *Local Government Act 1989* requires Council to adopt and maintain a reimbursement policy. The policy must be made available for public inspection at the Council office.

The policy has been updated and modernised to ensure it adequately covers the range of expenses Councillors may incur in exercising their duties. This includes a new provision for reimbursement of dependent care costs, additional flexibility regarding the technology and resources needed by Councillors and allowing Councillors to retain personal mobile phones and internet connections for a monthly reimbursement in lieu of Council providing a mobile phone or internet connection. The policy also provides clarity regarding the insurance policies covering Councillors while performing their duties and responsibility for legal costs.

#### Councillor Gifts and Hospitality Policy (attachment 7)

The purpose of the Councillor Gifts and Hospitality Policy is establish appropriate conduct in circumstances where Councillors are offered gifts, benefits, hospitality or are granted awards or win prizes, whether part of their official duties or while attending functions as Council representatives.

The previous policy applied to both Councillors and Council employees and, for clarity and ease of application, it has been decided to separate the policies. The policy provides that certain gifts may be accepted while other gifts must be refused. Hospitality may be accepted if it is reasonable in the circumstances. The policy includes the procedures for declaring and disposing of gifts.

Media Policy (attachment 8)

The purpose of the Media Policy is to establish protocols for managing communication between the Council and media, to ensure coordinated, coherent, professional, accurate and reliable presentation.

The policy has been expanded to apply to Councillors and Council employees, similar to the Social Media Policy approved by Council on 6 September 2017. The policy remains largely the same as the previous version, with some definitions added to assist with clarity and a cross-reference added to the new Social Media Policy.

Election Period (Caretaker) Policy (attachment 9)

The purpose of the Election Period (Caretaker) Policy is to ensure that the ordinary business of local government for the Council continues throughout the election period in a responsible and transparent manner, and in accordance with statutory requirements regarding general elections.

Section 93B of the *Local Government Act 1989* requires Council to adopt and maintain an election period policy and publish a copy on the Council's website. The policy contains minor amendments to ensure consistency with the new Councillor Expense Entitlements Policy in relation to the non-reimbursement of monthly costs for use of a private mobile phone or internet connection during the election period. Other minor changes have been made to improve clarity and to remove references to the previous election.

**Options:**

Council may adopt, reject, or adopt subject to change, the following policies:

- Councillor Expense Entitlements Policy
- Councillor Gifts and Hospitality Policy
- Media Policy
- Election Period (Caretaker) Policy

**Link to Council Plan:**

4.6 An organisation that takes its risk management responsibilities seriously

**Financial Implications:**

No financial implications arise.

**Risk Management Implications:**

No risk management implications arise.

**Conflict of Interest:**

Under section 80C of the *Local Government Act 1989* officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible— Greg Wood, Chief Executive Officer

In providing this advice as the Officer Responsible, I have no disclosable interests in this report.

Author—Alicia Stewart, Governance Advisor

In providing this advice as the Author, I have no disclosable interests in this report.

**Communications Strategy:**

The Election Period (Caretaker) Policy will be published on the Council website.

The remaining policies will be available for public inspection at the Council office. Council staff will be informed of their obligations under the Media Policy.

**RECOMMENDATION:**

- 1. That Council adopts the Councillor Expense Entitlements Policy (version 2.0) (attachment 5) as presented.***
- 2. That Council adopts the Councillor Gifts and Hospitality Policy (version 1.0) (attachment 6) as presented.***
- 3. That Council adopts the Media Policy (version 2.0) (attachment 7) as presented.***
- 4. That Council adopts the Election Period (Caretaker) Policy (version 1.1) (attachment 8) as presented.***

**MOVED: CRS T. Schneider/D. Nelson**

- 1. That Council adopts the Councillor Expense Entitlements Policy (version 2.0) (attachment 5) as presented.***
- 2. That Council adopts the Councillor Gifts and Hospitality Policy (version 1.0) (attachment 6) as presented.***
- 3. That Council adopts the Media Policy (version 2.0) (attachment 7) as presented.***
- 4. That Council adopts the Election Period (Caretaker) Policy (version 1.1) (attachment 8) as presented.***

**CARRIED**

*Attachment: 5,6,7,8*

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## 10.5 YANAC CFA BUILDING AND LAND

**Responsible Officer:** Director Corporate and Community Services

### **Introduction:**

This report provides Council with an update on the negotiations in relation to the purchase of the unused CFA building and land in Yanac.

### **Discussion:**

Council moved on 21 December 2016 to support the Yanac Hall Committee and make an offer of \$1,000 + GST on behalf of the Section 86 Committee for the purchase of the Yanac CFA shed.

Valuation on the property was \$10,000, and Council's offer of \$1,000 + GST was rejected. Further negotiations have taken place and the accepted purchase price is \$3,000 + GST.

The purchase of the unused CFA shed will allow the Yanac Hall Committee storage facilities close to the Yanac Hall.

### **Options:**

1. Council can choose to proceed with the purchase of the unused Yanac CFA shed and land.
2. Council can choose not to proceed with the purchase of the unused Yanac CFA shed and land.

### **Link to Council Plan:**

Strategic objective 1.1: An actively engaged community.

Strategic Objective 1.2: A range of effective and accessible services to support the health and wellbeing of the community.

Strategic objective 1.3: A community that is physically active with access to a wide range of leisure, sporting and recreation facilities.

### **Financial Implications:**

The Yanac Hall Committee has advised that they will undertake any ongoing routine maintenance on the property.

### **Conflict of Interest:**

Under section 80c of the Local Government Act 1989 officers providing advice to Council must disclose any interests, including the type of interest.

Officer Responsible & Author – Monica Revell, Acting Director Corporate and Community Services

In providing this advice as the Officer Responsible and Author, I have no disclosable interests in this report.

**RECOMMENDATION:**

***That Council purchases the unused Yanac CFA shed and land for the purchase price of \$3,000 + GST.***

**MOVED: CRS R. Lowe/T. Schneider**

***That Council purchases the unused Yanac CFA shed and land for the purchase price of \$3,000 + GST.***

**CARRIED**

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## 11. SPECIAL COMMITTEES

### 11.1 DIMBOOLA TOWN COMMITTEE

**Responsible Officer:** Acting Director Corporate and Community Services  
**Attachment:** 9

**Introduction:**

The Dimboola Town Committee held its Annual General Meeting on 2 October 2017. The purpose of this report is to note the minutes from this meeting. A copy of the minutes is included as an attachment for the information of Council.

**RECOMMENDATION:**

***That Council notes the minutes of the Dimboola Town Committee Annual General Meeting on 2 October 2017.***

**MOVED: CRS T. Schneider/R. Lowe**

***That Council notes the minutes of the Dimboola Town Committee Annual General Meeting on 2 October 2017.***

**CARRIED**

*Attachment: 9*

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### 11.2 NHILL TOWN COMMITTEE

**Responsible Officer:** Acting Director Corporate and Community Services  
**Attachment:** 10

**Introduction:**

The Nhill Town Committee held its Annual General Meeting and its general meeting on 20 November 2017. The purpose of this report is to note the minutes from these meetings. A copy of the minutes is included as an attachment for the information of Council.

**RECOMMENDATION:**

***That Council notes the minutes of the Nhill Town Committee Annual General Meeting and general meeting on 20 November 2017.***

**MOVED: CRS R. Gersch/D. Colbert**

***That Council notes the minutes of the Nhill Town Committee Annual General***

***Meeting and general meeting on 20 November 2017 and approves the appointment of Mrs Helen Woodhouse-Herrick to the Nhill Town Committee.***

**CARRIED**

*Attachment: 10*

## 12. LATE REPORTS

No report

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## 13. OTHER BUSINESS

***MOVED: CRS T. Schneider/R. Gersch***

***That Council writes to the Dimboola Playgroup congratulating them on being awarded the Community Playgroup of the Year for Rural/Regional Victoria***

**CARRIED**

***MOVED: CRS R. Lowe/D. Nelson***

***That Council writes to the Dimboola Town Committee congratulating them on their Tidy Towns/Keep Victoria Beautiful awards and recognition in the following categories:***

- ***the Community Action and Leadership (population below 3000)***
- ***the Community Government Partnerships Award***
- ***Cultural Heritage***

**CARRIED**

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## 14. CONFIDENTIAL REPORTS

In accordance with Section 89 (2) of the *Local Government Act 1989*, Council may close the meeting to the public if items to be discussed are deemed confidential, that is, if the items to be discussed relate to:

- a) Personnel matters;
- b) The personal hardship of any resident or ratepayer;
- c) Industrial matters;
- d) Contractual matters;
- e) Proposed developments;
- f) Legal advice;
- g) Matters affecting the security of Council property;
- h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person;
- (i) a resolution to close the meeting to members of the public.

**RECOMMENDATION:**

*That the meeting be closed in accordance with Section 89 of the Local Government Act 1989, to consider a) Personnel matters, b) The personal hardship of any resident or ratepayer;*

- 14.1 Youth Council Nominations**
- 14.2 Financial Hardship application**
- 14.3 Chief Executive Officer Appraisal 2016/17**

**MOVED: CRS R. Gersch/D. Nelson**

*That the meeting be closed in accordance with Section 89 of the Local Government Act 1989, to consider a) Personnel matters, b) The personal hardship of any resident or ratepayer;*

- 14.1 Youth Council Nominations**
- 14.2 Financial Hardship application**
- 14.3 Chief Executive Officer Appraisal 2016/17**

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Council resumed in open session at 3.50pm.

<b>15. MEETING CLOSE</b>
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As there was no further business, Cr Ismay declared the meeting closed at 3.51pm.

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Hindmarsh  
Shire Council

**Administration  
Centre**

PO Box 250  
92 Nelson Street  
NHILL VIC 3418  
Ph: (03) 5391 4444

email:  
info@hindmarsh.vic.gov.au

website:  
www.hindmarsh.vic.gov.au

ABN 26 550 541 746

**Customer Service  
Centres**

**Jeparit**  
10 Roy Street  
JEPARIT VIC 3423  
Ph: (03) 5391 4450

**Dimboola**  
101 Lloyd Street  
DIMBOOLA VIC 3414  
Ph: (03) 5391 4452

**Rainbow**  
15 Federal Street  
RAINBOW VIC 3424  
Ph: (03) 5391 4451

7 December 2017

Mr I Reichelt  
Park Street  
NHILL VIC 3418

Dear Ivan,

**Re: Service to Hindmarsh Shire Council**

At its 15 November 2017 meeting, Council requested that I write on its behalf to thank you for the many years of service you provided to Hindmarsh Shire Council as well as the Lowan Shire.

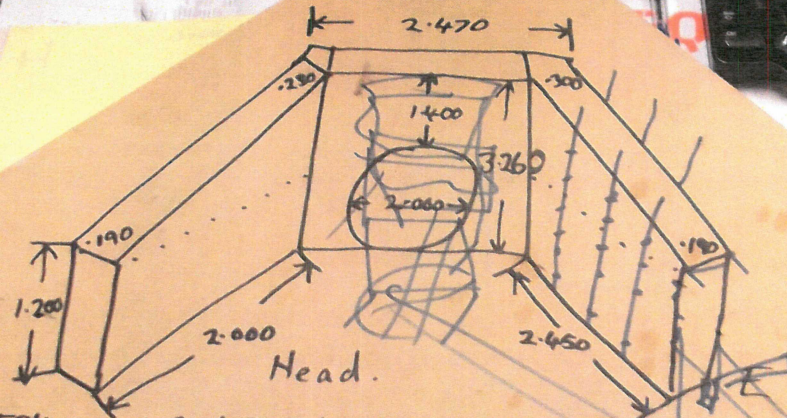
You have had a positive impact on the community through your dedication and passion for the role. Your attention to detail and unwavering work ethic have been imperative in the construction of drainage and footpaths, as well as maintenance of the parks and gardens.

The culvert extension for the road widening at Outlet Creek, Lake Hindmarsh has been described as one of your greatest achievements. The planning for this project with just a pen and a flat piece of wood was so accurate that the structure hasn't shifted since it was constructed four years ago, and is just one of many examples of your meticulous work.

Once again, on behalf of Council, I thank you for your service and wish you all the best in retirement – you will now have time to concentrate on your bowls career fulltime!

Yours Sincerely

Greg Wood  
Chief Executive Officer



W.

$$\begin{aligned}
 2\text{m} \times 1.200 \times .210 &= .504 & 2.470 \times 1.400 \times .200 &= .691 & 2.450 \times 1.200 \times .245 &= .720 \\
 2.060 \times 2\text{m} \times .210 &= \div 2 = .432 & 2.470 \times 1.200 \times .200 &= .592 & 2.450 \times 2.060 \times .250 \div 2 &= .630
 \end{aligned}$$

$$\begin{aligned}
 &.720 \\
 &.630 \\
 &.691 \\
 &.592 \\
 &.504 \\
 &.432 \\
 &= 3569 \quad 3.6\text{m}^3
 \end{aligned}$$



Hindmarsh  
Shire Council

**Administration  
Centre**

PO Box 250  
92 Nelson Street  
NHILL VIC 3418  
Ph: (03) 5391 4444

email:  
info@hindmarsh.vic.gov.au

website:  
www.hindmarsh.vic.gov.au

ABN 26 550 541 746

**Customer Service  
Centres**

**Jeparit**  
10 Roy Street  
JEPARIT VIC 3423  
Ph: (03) 5391 4450

**Dimboola**  
101 Lloyd Street  
DIMBOOLA VIC 3414  
Ph: (03) 5391 4452

**Rainbow**  
15 Federal Street  
RAINBOW VIC 3424  
Ph: (03) 5391 4451

30 November 2017

Ms Anne Champness  
37 Townsend Street  
NHILL VIC 3418

Dear Anne,

**Re: Service to Hindmarsh Shire Council**

At its 15 November 2017 meeting, Hindmarsh Shire Council requested that I write on its behalf to thank you for the many wonderful years of service you provided to both Council and the broader Hindmarsh community.

Your commitment to the role as Director Corporate and Community Services is unquestionable, as was your desire to ensure that initiatives and projects undertaken by you and your peers were carried out in a professional and efficient manner.

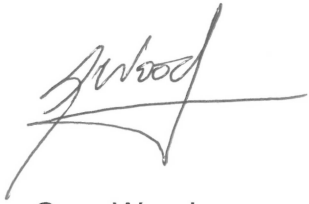
The dedication you displayed toward the establishment of the new Nhill Early Years Centre will be remembered positively for a long time into the future for a number of reasons, including the sourcing of funds and project management through to its completion and occupancy.

This is in addition to the many projects that you oversaw in your previous tenure at Hindmarsh Shire Council which included, but is not limited to, the refurbishment of the Nhill Memorial Community Centre, the Nhill Eastern Highway Approach, Jaypex Park Sound Shell, Conservation initiatives at the Wimmera Mallee Pioneer Museum and new Rainbow Netball / Tennis Courts.

Your ability to thoroughly review and perfect written documentation is indisputable and can be contributed to many strategic documents, reports and grant applications being successfully received and supported.

Once again, on behalf of Council, I would like to sincerely thank you for your outstanding contribution to Hindmarsh Shire Council and the broader Hindmarsh community.

THE COMMON SEAL of the Hindmarsh Shire Council was hereto affixed in the presence of:



Greg Wood  
**Chief Executive Officer**



Robert Gersch  
**Councillor**

Sealed on the *30* day of *November* 2017





## ASSEMBLY OF COUNCILLORS RECORD

*Assembly of Councillors means a planned or scheduled meeting of at least 3 Councillors and one member of council staff which considers matters that are intended or likely to be:*

- a) the subject of a decision of the Council; or*
- b) subject to the exercise of a function, duty of power of the council that has been delegated to a person or committee; but does not include a meeting of the Council, a special committee of the Council, a club, association, peak body, political party or other organisation.*

Requirements to be observed by an assembly of Councillors (Section 80A Local Government Act, 1989)

**Title of Meeting:** Council Briefing Session

**Date:** Wednesday 6 December 2017      **Time:** 1:00pm – 3:00pm

**Assembly Location:** Council Chamber, Nhill

**Present:**

Crs. R. Ismay (Mayor), D. Colbert, D. Nelson, R. Lowe, R. Gersch, T. Schneider

**Apologies:**

**In Attendance:**

Mr. G. Wood (Chief Executive Officer), Mr. S. Power (Director Infrastructure Services)  
Mrs. M. Revell (Director of Corporate and Community Services)

**Conflict of Interest Disclosures**

1. Direct; or
2. Indirect interest
  - (a) by close association;
  - (b) that is an indirect financial interest;
  - (c) because of conflicting duties;
  - (d) because of receipt of an applicable gift;
  - (e) as a consequence of becoming an interested party; or
  - (f) because of an impact on residential amenity.

Declaration of direct or indirect interest must also be advised by Councillors at the commencement of discussion of the specific item.

**Councillors:**

Nil

**Officers:**

Nil

**Matters Discussed:**

<b>No.</b>	<b>Detail</b>	<b>Presenter</b>
1.	<b>December Budget Discussions – verbal discussion</b>	Monica Revell
2.	<b>Proposed discontinuance unused section of Moyle road, Kenmare</b>	Shane Power
3.	<b>Councillor question time</b>	Greg Wood

Completed by: Greg Wood



Signed:

Date: 06/12/2017

*Must be kept for four years from date of the assembly. Available for public inspection at Council Offices for 12 months after date of assembly.*



WCMA Reference: WCMA-99-44279  
System Reference: F-2017-0189-01  
File Reference: [https://login.wcma.vic.gov.au/EDMS/Referrals/Referrals 2017/F-2017-0189/F-2017-0189-01.docx](https://login.wcma.vic.gov.au/EDMS/Referrals/Referrals%2017/F-2017-0189/F-2017-0189-01.docx)  
Contact Reference: Floodplain Officer

Date: 20 November 2017

Mr Andre Dalton  
Coordinator Planning and Development  
Hindmarsh Shire Council  
PO Box 250  
Nhill Vic 3418

Dear Mr Dalton

**Planning Permit Application No. 1573-2017**  
**Installation of 7.1m x 4.2m swimming pool**  
**Lot 57~B, PP2524, 50 Swallows Lane Parish of Dimboola**

**Applicant: Mrs Teina Lusty, Summertime Pools**

Thank you for your referral under Section 55 of the *Planning and Environment Act 1987* dated and received 13 November 2017.

Wimmera CMA understands the allotment is zoned Farming Zone (FZ) and covered by the Environmental Significance Overlay – Schedule 6 (ESO6), Land Subject to Inundation Overlay (LSIO) and Floodway Overlay (FO) in the Hindmarsh Shire Council planning scheme.

We advise the allotment is likely to be subject to flooding during 1% Annual Exceedance Probability (AEP) event from the Wimmera River, refer to Figure 1.

This information, derived from Lower Wimmera Flood Investigation 2016 at Dimboola determines the 1% Annual Exceedance Probability (AEP) flood level for the allotment as 99.5 metres Australian Height Datum (AHD).

Wimmera CMA does not object to the granting of a permit subject to the following conditions:

1. The Pool and associated fencing are located outside the area of flooded land (refer to figure 1).

Please Note:

- The 1% AEP flood is not the maximum possible flood. There is always a possibility that a flood larger in height and extent, than the 1% AEP flood, may occur in the future.

In accordance with Section 66 of the *Planning and Environment Act 1987* and for purposes of our records, please forward a copy of the outcome of Planning Permit Application N° 1573-2017 to the Authority.

Further information is provided in the following pages with respect to definitions and disclaimers relating to this correspondence

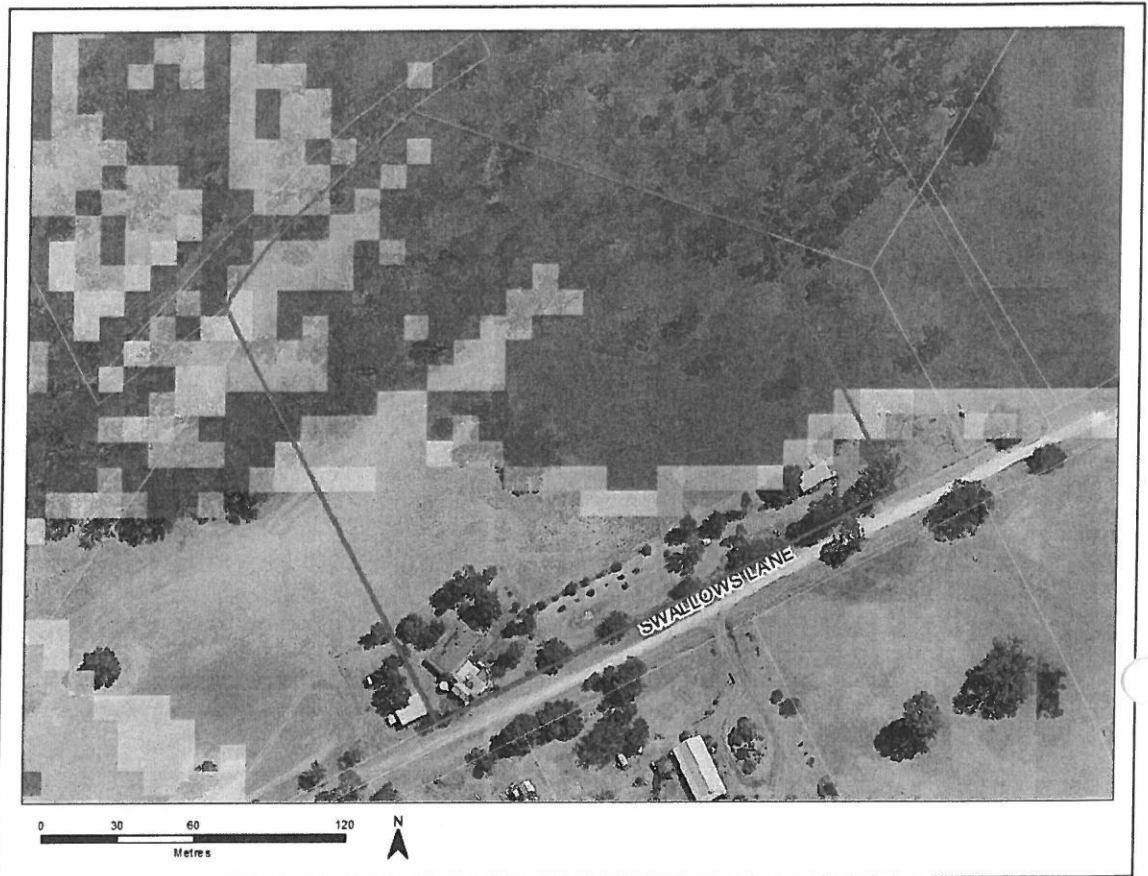


Should you have any queries, please do not hesitate to contact the Authority's Floodplain Officer on (03) 5382 1544. To assist the CMA in handling any enquiries please quote F-2017-0189 in your correspondence.

Yours sincerely

Tony Baker  
**MANAGER STATUTORY AND STRATEGY**

cc  
Mrs Teina Lusty  
Summertime Pools  
brock@envypoolservices.com.au



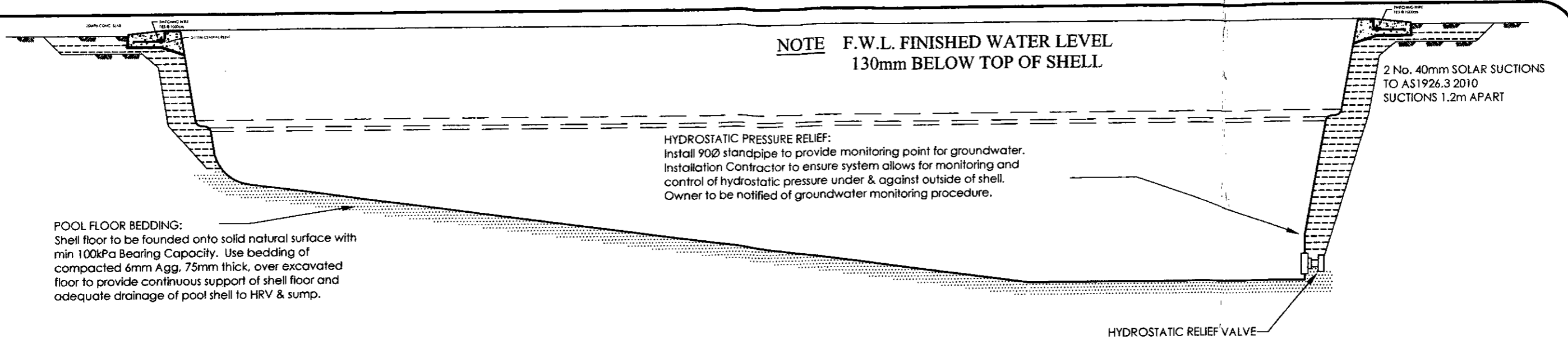
**Figure 1.** Wimmera CMA GIS export image showing the proposed site highlighted on a property cadastre layer showing the extent of flood inundation and depths resulting from a 1% AEP flood event.

Colour shading in this figure corresponds to depths of flooding: 0 to 0.25 metres (yellow), 0.25 to 0.5 metres (orange), 0.5 to 1.0 metres (red) and greater than (>) 1.0 metres (purple).

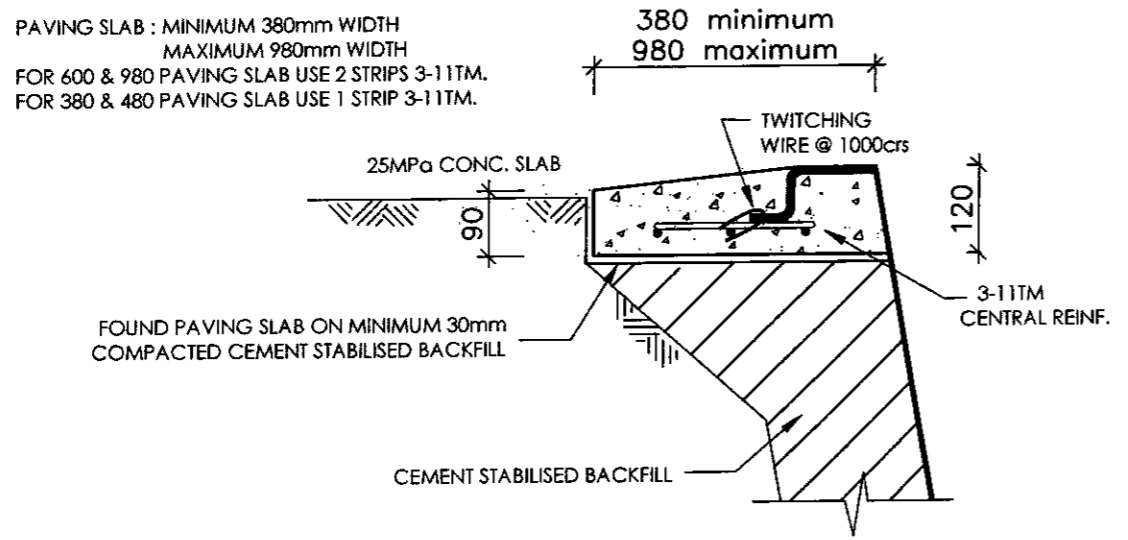


### **Definitions and Disclaimers**

1. The area referred to in this letter as the 'proposed development location' is the land parcel(s) that, according to the Authority's assessment, represent(s) the location identified by the applicant. The identification of the 'proposed development location' on the Authority's GIS has been done in good faith and in accordance with the information given to the Authority by the applicant(s) and/or local government authority.
2. While every endeavour has been made by the Authority to identify the proposed development location on its GIS using VicMap Parcel and Address data, the Authority accepts no responsibility for or makes no warranty with regard to the accuracy or naming of this proposed development location according to its official land title description.
3. **AEP** as Annual Exceedance Probability – is the likelihood of occurrence of a flood of given size or larger occurring in any one year. AEP is expressed as a percentage (%) risk and may be expressed as the reciprocal of ARI (Average Recurrence Interval).
4. **ARI** as Average Recurrence Interval - is the likelihood of occurrence, expressed in terms of the long-term average number of years, between flood events as large as or larger than the design flood event. For example, floods with a discharge as large as the 100-year ARI flood will occur on average once every 100 years.
5. **AHD** as Australian Height Datum - is the adopted national height datum that generally relates to height above mean sea level. Elevation is in metres.
6. No warranty is made as to the accuracy or liability of any studies, estimates, calculations, opinions, conclusions, recommendations (which may change without notice) or other information contained in this letter and, to the maximum extent permitted by law, the Authority disclaims all liability and responsibility for any direct or indirect loss or damage which may be suffered by any recipient or other person through relying on anything contained in or omitted from this letter.
7. This letter has been prepared at the request of local government authority for the purpose of a Section 55 referral under the *Planning and Environment Act 1987*, for a proposed **Other Residential** and is for the use only of the party to whom it is addressed and no responsibility is accepted to any third party for the whole or any part of its contents. Neither the whole nor any part of this letter or any reference thereto may be included in any document, circular or statement without the Authority's written approval of the form and context in which it will appear.
8. The flood information provided represents the best estimates based on currently available information. This information is subject to change as new information becomes available and as further studies are carried out.



**TYPICAL LONGITUDINAL SECTION**



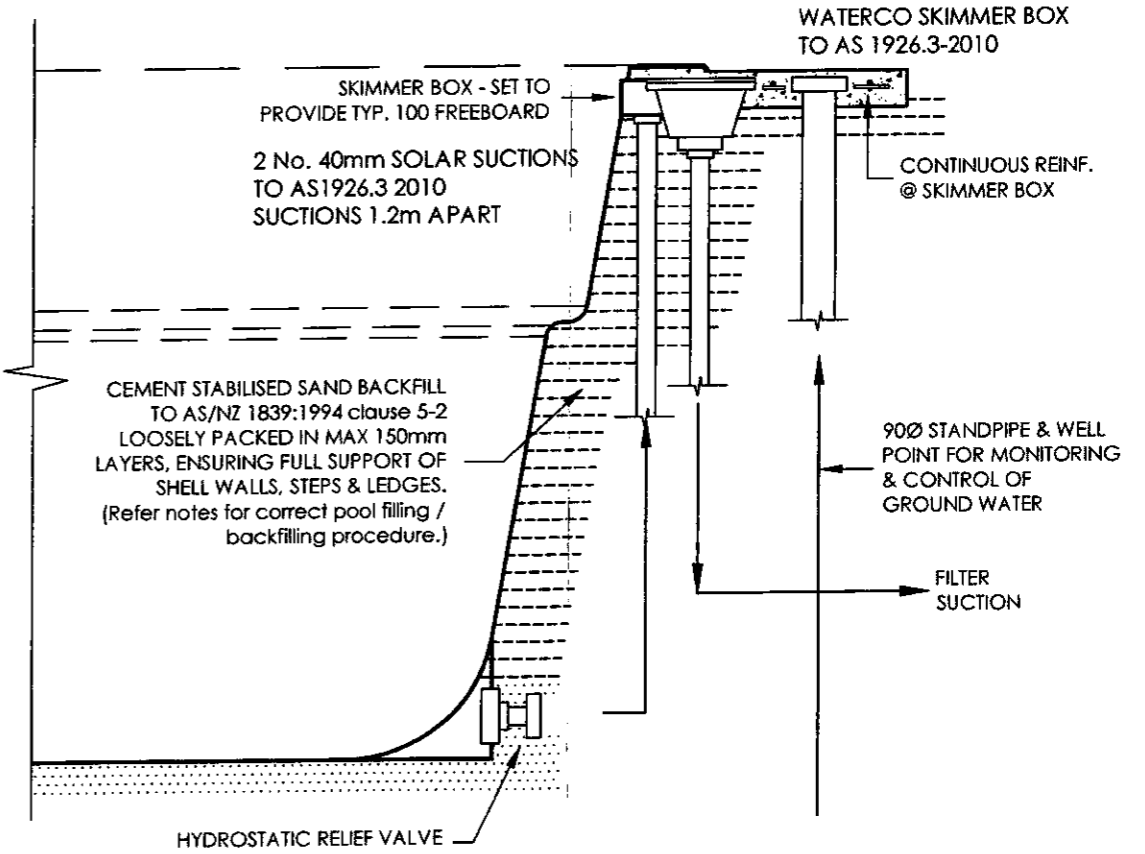
**CONCRETE PAVING SLAB DETAILS**

**CONCRETE PAVING SLAB NOTES:**

1. Paving Slab to be 120mm thick, 25MPa concrete with 3-11TM (trench mesh) central reinforcement, min lap 250mm.
2. Slab reinforcement to be fixed to pool shell using wire ties @ 1000mm crs.
3. Continuous reinforcement to be maintained across skimmer box location, with N12 bar spliced min 500mm to 3-11TM either side of skimmer.
4. Paving Slab to be founded on compacted cement stabilised backfill material.
5. Concrete non-slip surface to be graded away from pool with a minimum slope of 1 in 40

**GENERAL NOTES RELATING TO POOL LOCATION, CONSTRUCTION & FILLING:**

1. All pool discharge to be to Sewer or approved absorption system with relevant Sewerage Authority or Council approval.
2. Location of filter equipment to be confirmed on site.
3. Pool not to be installed closer than 2 metres to existing structures or property boundaries without approval of location by a Structural Engineer.
4. Childproof fences, gates and building security by owners according to AS1926-1.
5. Pool filling shall not commence until safety fencing and barriers around pool are approved by a registered Building Surveyor.
6. Backfill behind walls as pool is filled for the first time. Ensure backfill is maintained above pool water level up to a max of 300mm above during filling / backfill sequence.
7. Pool is not to be emptied or drawn down without the written approval of Summertime Pools.



**SKIMMER, MAIN DRAINAGE, STANDPIPE & HYDROSTATIC RELIEF VALVE DETAIL**

SH44T 2

<b>CLIENT:</b> SUMMERTIME POOLS KARINIE ST, SWAN HILL		<b>F.C.H. Consulting Pty Ltd</b> (Formerly FORREST CADD & ASSOCIATES Pty Ltd) BUILDING, CIVIL AND STRUCTURAL ENGINEERS	
<b>PROJECT:</b> TYPICAL DOMESTIC IN-GROUND SWIMMING POOL INSTALLATION DETAILS		26 Beveridge Street, P.O. Box 8, Swan Hill, Vic., 3215	Telephone (03) 50329147 Facsimile (03) 50322225
<b>DATE:</b> July 2014	<b>SCALE:</b> Not to Scale	<b>DWG No.</b> 06 - 148 / 1	

1573-17.

Doc ID: 223084

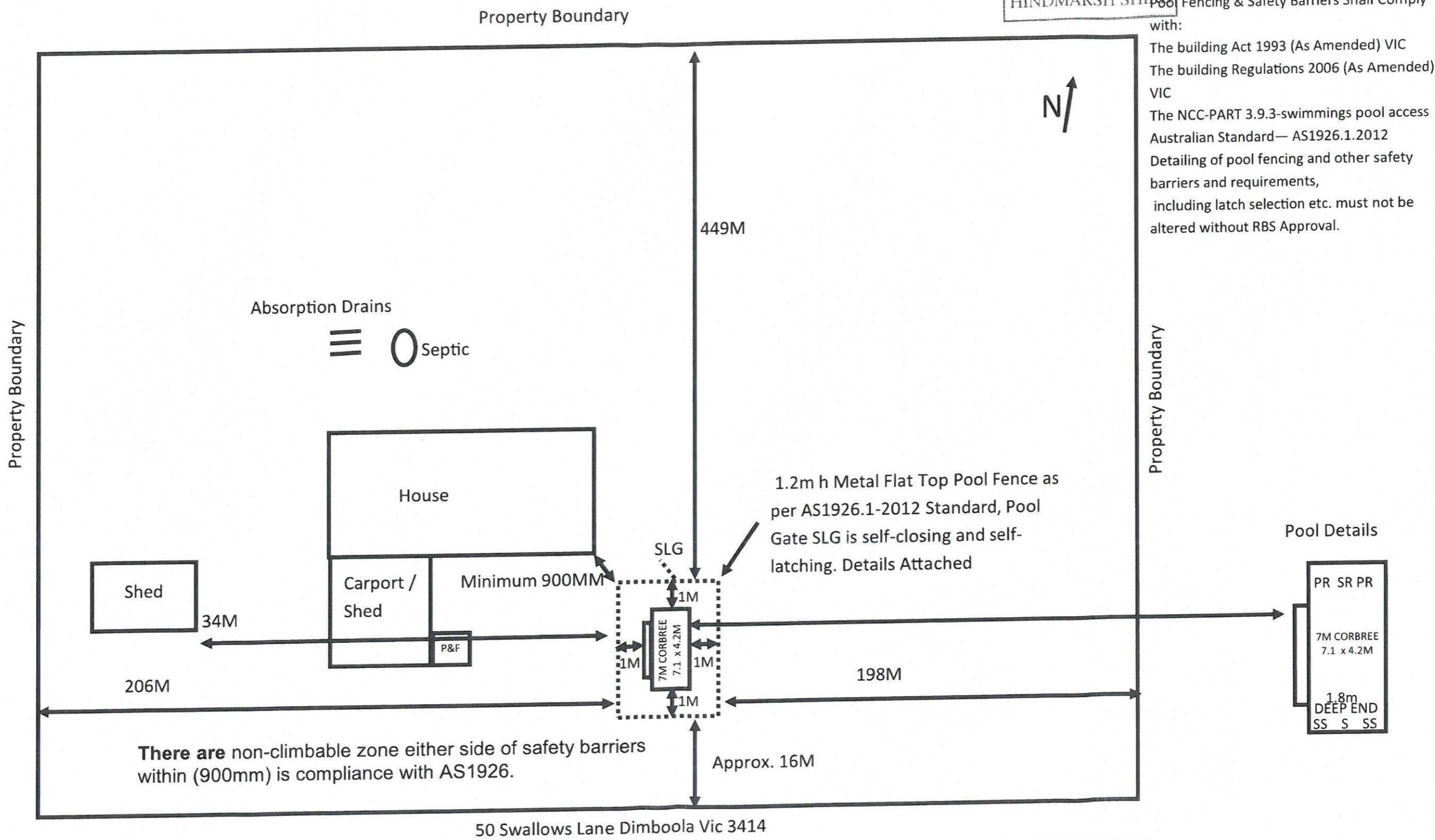
# Bruce & Kathrine Edwards 50 Swallows Lane Dimboola Vic 3414. Rural Block Site Plan for Pool.

ASSESS #	090005
ACTION	CPP.
INFO	
X REF	221867

**RECEIVED**  
10 NOV 2017  
HINDMARSH SHIRE

Pool Fencing & Safety Barriers Shall Comply with:

- The building Act 1993 (As Amended) VIC
- The building Regulations 2006 (As Amended) VIC
- The NCC-PART 3.9.3-swimmings pool access Australian Standard— AS1926.1.2012
- Detailing of pool fencing and other safety barriers and requirements, including latch selection etc. must not be altered without RBS Approval.

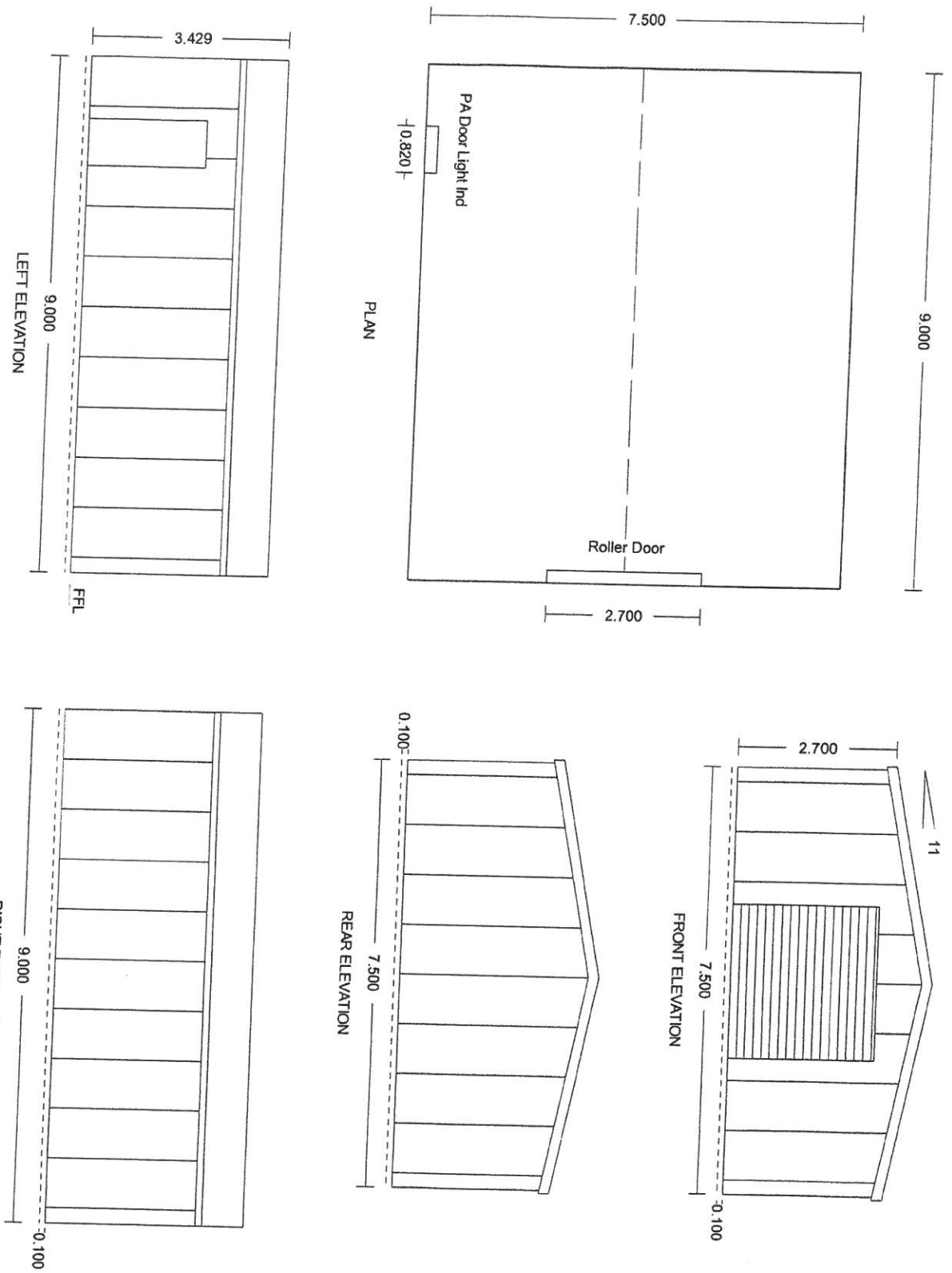


Bruce & Kathrine to Sign:

X

X





SHEET 1

PROPOSED Shed 7.500x9.000x2.700		
At 2 Anderson Street Dimboola		
For John Rayes		
Wall Colour - TBA Merino	Roof colour - TBA Zinc	
Barge Colour - TBA Heritage Red	Roller Door Colour - TBA Heritage Red	
Job No R1313	Quote No QHO9299	Scale 1:100
All Work To Be In Accordance With Accompanying Engineers Details		

**Eureka Garages & Sheds**  
 39 Dimboola Road Horsham Vic 3400

NOT FOR CONSTRUCTION

Copyright (C) 1990-2010 Oaktech Pty. Ltd. Version: 1.5.0

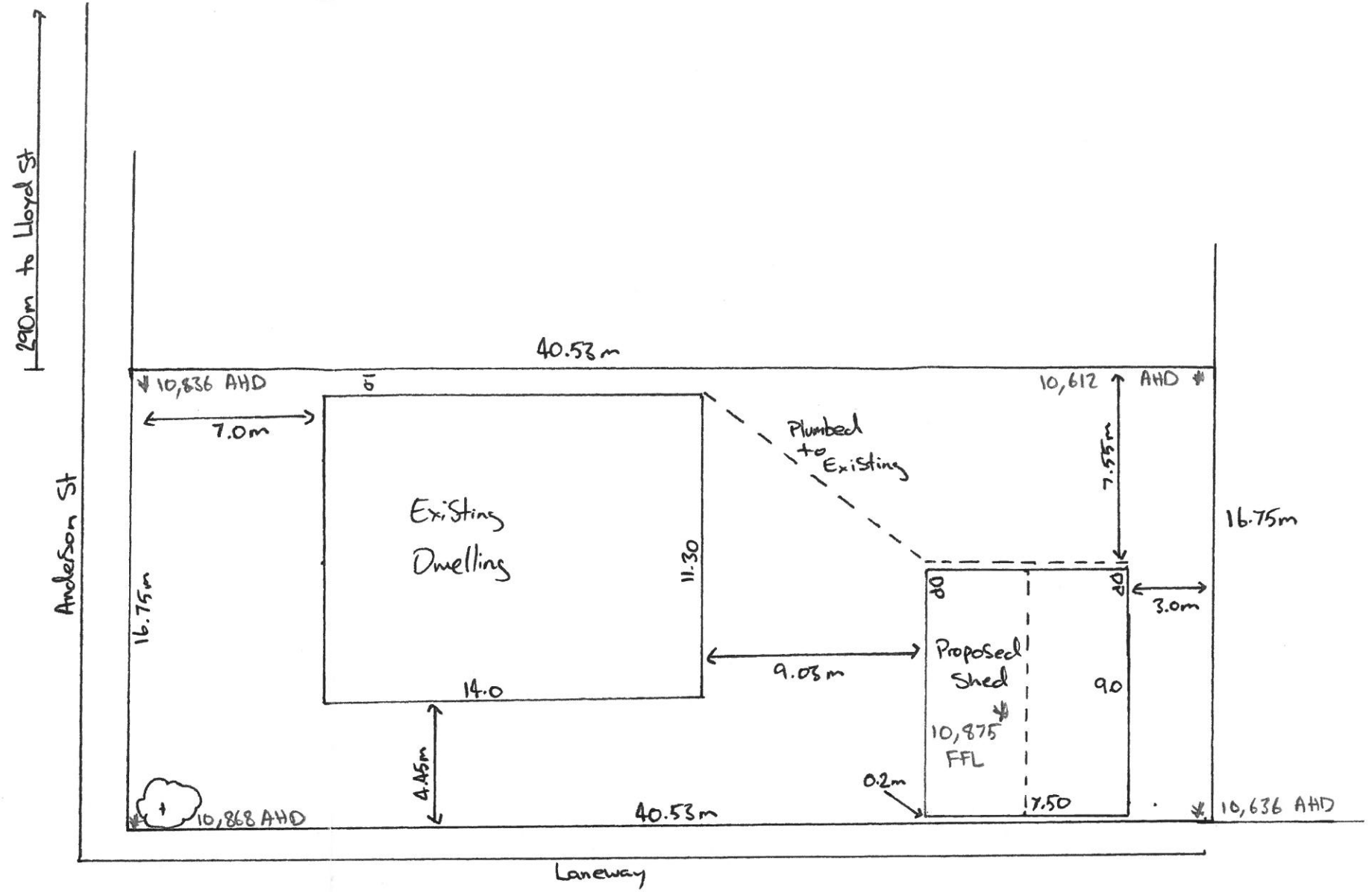
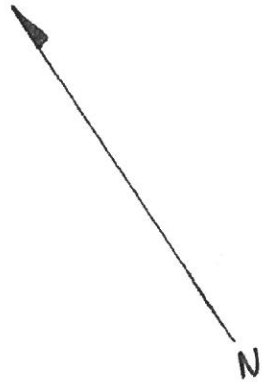


39 DIMBOOLA RD, HORSHAM, VIC, 3400

SITE PLAN - R1313 2 Anderson St, Dimboola

SCALE - 1:200

DRAWN BY Richard





WCMA Reference: WCMA-99-44571  
System Reference: F-2017-0206-01  
File Reference; [https://login.wcma.vic.gov.au/EDMS/Referrals/Referrals 2017/F-2017-0206/F-2017-0206-01.docx](https://login.wcma.vic.gov.au/EDMS/Referrals/Referrals%2017/F-2017-0206/F-2017-0206-01.docx)  
Contact: Floodplain Officer

Date: 8 December 2017

Mr Andre Dalton  
Coordinator Planning and Development  
Hindmarsh Shire Council  
PO Box 250  
Nhill Vic 3418

Dear Mr Dalton

**Planning Permit Application No. 2017-1570**  
**To erect 9.0 x 7.5 x 2.7 storage shed**  
**Lot 15, LP21117, 2 Anderson Street Parish of Dimboola**

**Applicant: Mr Richard Cornwall, TNT Steel Buildings**

Thank you for your referral under Section 55 of the *Planning and Environment Act 1987* dated and received 4 December 2017.

Wimmera CMA understands the allotment is zoned General Residential Zone – Schedule 1 (GRZ1) and covered by the Environmental Significance Overlay – Schedule 6 (ESO6) and Land Subject to Inundation Overlay (LSIO) in the Hindmarsh Shire Council planning scheme.

We advise the allotment is likely to be subject to flooding during 1% Annual Exceedance Probability (AEP) event from the Wimmera River, refer to Figure 1.

This information, derived from the Lower Wimmera Flood Investigation 2016, at Dimboola determines the 1% Annual Exceedance Probability (AEP) flood level for the allotment as 102.0 metres Australian Height Datum (AHD).

Given the proposed shed will have no impact on flooding, Wimmera CMA has no objection to the proposal as submitted.

Please note:

- A 1 % AEP flood is not the maximum possible flood. There is always a possibility that a flood larger in height and extent, than the 1 % AEP flood, may occur in the future.

In accordance with Section 66 of the *Planning and Environment Act 1987* and for purposes of our records, please forward a copy of the outcome of Planning Permit Application N°2017-1570 to the Authority.

Further information is provided in the following pages with respect to definitions and disclaimers relating to this correspondence



Should you have any queries, please do not hesitate to contact the Authority's Floodplain Officer on (03) 5382 1544. To assist the CMA in handling any enquiries please quote F-2017-0206 in your correspondence.

Yours sincerely

Tony Baker  
**MANAGER STATUTORY AND STRATEGY**

cc  
Richard Cornwall  
TNT Steel Buildings  
permit@tntsteelbuildings.com.au



**Figure 1.** Wimmera CMA GIS export image showing the proposed site highlighted on a property cadastre layer showing the extent of flood inundation and depths resulting from a 1% AEP flood event.

Colour shading in this figure corresponds to depths of flooding: 0 to 0.25 metres (yellow), 0.25 to 0.5 metres (orange), 0.5 to 1.0 metres (red) and greater than (>) 1.0 metres (purple).



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Wimmera Emergency Management Resource Sharing Program  
Partnering Councils

Hindmarsh – Horsham – West Wimmera – Yarriambiack

# Emergency Animal Welfare Support Sub-Plan



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**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
Emergency Animal Welfare Support Sub-Plan**

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## Certificate of Endorsement

Under the provisions of the *Emergency Management Act 1986*, the Municipal Emergency Management Planning Committee (MEMPC) of each Partner Council has facilitated the writing of this Emergency Animal Welfare Support sub-plan to complement their Municipal Emergency Management Plan (MEMP). This sub-plan has been tabled at a meeting of the MEMPC for each Partner Council and endorsed by them as a sub-plan of their MEMP on the following date:

Chair:

Hindmarsh Shire Council, MEMPC

Date:

Chair

Horsham Rural City Council, MEMPC

Date:

Chair

West Wimmera Shire Council, MEMPC

Date:

Chair

Yarriambiack Shire Council, MEMPC

Date:



## Plan Development

The Emergency Animal Welfare Support Sub-plan is a sub-plan of the Municipal Emergency Management Plan for each Partner Council. It has been developed in consultation between the Partner Councils, the Department of Economic Development, Jobs, Transport & Resources (DEDJTR) and other agencies as required. In developing this sub-plan, reference has been made to the *Victorian Emergency Animal Welfare Plan (Revision 1)*.

## Glossary and Acronyms

This sub-plan may use terminology specific to Animal Emergency Welfare Support. Please refer to the Victorian Emergency Animal Welfare Plan (Revision 1) for a definition.

The sub-plan will in the first instance fully write the title or phrase followed by the acronym. The acronym will be then used throughout the rest of the sub-plan.

## Disclaimer

The Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack make no representations about the suitability of the information contained in this document or any material related to this document for any purpose.

The document is provided without warranty of any kind to the extent permitted by law. The Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack hereby disclaim all warranties and conditions in regard to this information, including all implied warranties and conditions or merchantability, fitness for particular purpose, title and non-infringement.

In no event shall the Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack be liable for any special, indirect or consequential damages or any damages whatsoever resulting from the loss of use, data or profits, whether in an action of contract, negligence or other tortuous action, arising out of or in connection with the use of information available in this document. The document or material related to this document could include technical inaccuracies or typographical errors.

## Introduction

The four Partner Councils who make up the Wimmera Emergency Management Resource Sharing Program (WEMRSP): Hindmarsh, Horsham, West Wimmera and Yarriambiack are vulnerable to a number of hazards that impact their area and may affect the welfare of domestic animals (pets), livestock and wildlife.

The area of the four municipalities is home to a large number of domestic animals, livestock and wildlife. The area is also traversed by major highways, which carry livestock in large volumes on a daily basis.

This Emergency Animal Welfare Support Sub-Plan complements the Municipal Emergency Management Plan (MEMP) of each Partner Council.

The focus of this sub-plan is to prescribe the municipal coordination arrangements that exist to support agencies which have a responsibility for emergency animal welfare support, this includes:

1. Domestic Animals (pets) – Local Government
2. Livestock – Dept. for Economic Development, Jobs, Transport & Resources (DEDJTR)
3. Wildlife – Dept. of Environment, Land, Water & Planning (DELWP)

## Authority to Plan

The Emergency Animal Welfare Support Sub-plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986

## Scope

The scope of this sub-plan refers to the area bounded by the four Partner Councils and their Municipal Emergency Management Plans (MEMP).

The sub-plan refers to domestic animals (pets), livestock and wildlife located within the Council boundaries. It is based on the principle of 'Shared Responsibility' where the owners of domestic animals and livestock will have arrangements in place before, during and after an emergency to manage the welfare of their animals.

This sub-plan is designed to complement and support their individual arrangements as required depending on their situation.

The focus of this sub-plan is in relation to the:

- Identification and assessment of affected animals in an emergency event
- Management of displaced animals in an emergency event
- Veterinary treatment and triage of affected animals
- Humane destruction and disposal of animals as a result of an emergency event
- Logistical coordination of goods and services for animals affected by an emergency event

## **Purpose**

The purpose of this animal welfare sub-plan is to assist in the coordination of animal welfare support for domestic animals and livestock before, during and after an emergency.

These arrangements prescribe the role and responsibility of Council and partnering agencies in relation to animal welfare support.

## **Objectives**

The objectives of this plan are to:

- ensure animal welfare support is considered before, during and after an emergency
- prescribe the resources that are locally available to support this plan
- prescribe the resources available externally that may support this plan
- outline the municipal coordination arrangements for animal welfare support
- assess the need for animal welfare support before, during and after an emergency
- provide advice to the community on animal welfare support before, during and after an emergency

## **Related Documents**

This sub-plan should be read with reference to the following documents and legislation:

1. Victorian Emergency Animal Welfare Plan (Revision 1)
2. Municipal Emergency Management Plans for the Partner Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack
3. Relief Centre Operations Handbooks for the Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack
4. Emergency Management Act 1986 & 2013

## **Review and Testing**

This sub-plan is to be reviewed at least annually or after activation for an emergency event by the Municipal Emergency Management Planning Committee.

The sub-plan is to be tested by an exercise every two years unless it has been activated for an emergency event. An evaluation of the exercise is to be tabled with the MEMPC for their review.

## **Information Sharing**

At times, animal owner/carer details may need to be provided to animal welfare support agencies to ensure comprehensive assessment of animals impacted by an emergency. This enables the coordinated delivery of services to affected owners/carers and their animals.

Council will coordinate the management of information in accordance with the Information Privacy Act 2000 and relevant policy. Where information is disclosed Council will record the details of the information and who it is released to, to the relevant file.



## Organisational Roles and Responsibilities

There is a number of Government Agencies and Non-Government Organisations who have a role and or responsibility in providing emergency animal welfare support.

Part 7 of the Emergency Management Manual Victoria (EMMV) lists a number of specific animal welfare emergencies e.g. emergency animal disease events and cetacean emergencies. In these cases, the EMMV assigns responsibility for managing an emergency to specific agencies.

In other emergencies listed under the EMMV e.g. bushfire and flood events, impacts on animal welfare may be identical to the broader emergency. In this case there is a controlling agency that requires the support of those Government Agencies and Non-Government Organisations with the requisite knowledge, skills and resources to manage animal welfare support.

### Primary Agencies

The following agencies have a primary role and responsibility in emergency animal welfare support.

#### **Department for Economic Development, Jobs, Transport and Resources (DEDJTR)**

DEDJTR is the primary agency for livestock and companion animal welfare support services in emergencies and has the following responsibilities:

- maintaining the Victorian Emergency Animal Welfare Plan
- provide emergency animal welfare management advice to agencies, organisations and the community
- identifying and assessing impacted animals
- provide advice on treatment, humane destruction or emergency salvage slaughter
- assessing fodder and water needs of impacted animals
- provide wildlife welfare advice to the Department of Environment, Land, Water & Planning (DELWP)
- coordinating animal welfare groups and volunteers
- assessing and reporting losses and damage
- investigating animal welfare complaints
- liaise with DELWP, Local Governments and animal welfare support agencies to ensure effective allocation of resources

### **Department of Environment, Land, Water and Planning (DELWP)**

DELWP is the primary agency for wildlife welfare support services and has the following responsibilities:

- communicating wildlife emergency welfare arrangements to relevant stakeholders
- providing advice to response agencies regarding the impact of an emergency on flora and fauna
- developing information for public and media relating to the management of wildlife impacted by the emergency
- ensuring the treatment and care of wildlife is conducted in accordance with relevant legislation
- providing advice on wildlife carcass disposal

### **Local Government**

The role and responsibility of Local Government is summarised under the following headings as listed in the Victorian Emergency Animal Welfare Plan (Revision 1).

#### **Prevention, Mitigation & Risk Reduction**

- Ensure emergency relief and recovery components of MEMPs detail local emergency animal welfare support arrangements and providers for relevant animal welfare services, including:
- Communicate municipal animal welfare contacts and arrangements to relevant stakeholders
- Reference animal welfare information in publications and websites to assist broader community awareness, education and understanding

#### **Response**

- Liaise with animal welfare agencies and organisations to enable effective and timely delivery of animal welfare support services
- Provide input to information for the public and media relating to the management of animals impacted by the emergency for release by the Incident Controller

#### **Relief**

- Provide assistance with urgent animal welfare needs
- Manage donated goods and services offered to Council
- Emergency confinement of stray animals within the municipality
- Referral of animal welfare needs to welfare support organisations
- Coordination of clean-up activities
- Provide a point of contact for agencies and organisations in relation to emergency animal welfare support issues
- Make provisions for animals presenting at emergency relief centres that include provision for the registration, treatment and housing of animals at the relief centre

or advise animal owners of alternative arrangements where animals cannot be housed at the site

**Recovery**

- Work with DEDJTR to assist in ongoing animal welfare recovery within the municipality
- Coordinate recovery services for animal owners and carers

The following key positions in Council provide a summary of their role in coordinating emergency animal welfare support before, during and after an emergency event.

**Municipal Emergency Resource Officer (MERO)**

The MERO is responsible for the coordination of Council resources and activities in support of a controlling agency managing an emergency.

**Municipal Recovery Officer (MRM)**

The MRM in consultation with the MERO is responsible for the coordination of relief and recovery activities.

**Relief Centre Coordinator (RCC)**

The Relief Centre Coordinator manages the Emergency Relief Centre and the services provided through them.

**Council Ranger**

In an emergency event, the Council Ranger's function is coordinated by the MERO. The Ranger will assist in implementing Councils Emergency Animal Welfare Support sub-plan. Their role may include the following:

1. Receiving, recording and distributing information on emergency animal welfare support issues
2. Identify and assess emergency animal welfare risks
3. Advise and consult with the MERO and MRM on emergency animal welfare support
4. Liaise with and coordinate the distribution of additional resources from animal welfare support agencies
5. Prioritise animal welfare operational activities
6. Attend community recovery meetings as required

## External Organisations

There are a number of external agencies and suppliers who may provide emergency animal welfare support services depending on the emergency event location and their resource capacity. DEDJTR monitors an emergency event and consults with the Australian Veterinary Association and RSPCA where local resources are exhausted.

The following is a list of some of the external agencies who may provide emergency animal welfare support with a summary of the services they may provide:

### **Australian Veterinary Association (Vic)**

- Access is via DEDJTR
- Communication with and support of veterinarians and other agencies in the treatment of animals
- maintaining a data base of volunteer veterinarians and veterinary nurses
- monitoring the level of support being provided by veterinarians and practices
- preparation and distribution of fact sheets and other technical information to veterinarians treating injured animals

### **Royal Society for Prevention of Cruelty to Animals (RSPCA)**

- Access is generally via DEDJTR
- undertaking animal welfare assessment activities
- reporting animal welfare needs
- managing the distribution of donations
- providing advice to pet owners

### **Animal Welfare Organisations**

- Assist in the establishment and resourcing of triage sites
- Provision of veterinary and animal treatment services
- Provision of boarding facilities and portable housing
- Distribution of donated pet food and fodder
- Maintaining registers
- Assisting with animal transport

### **Wildlife Shelters and Carers**

- providing assistance in wildlife rescue, relief and recovery activities
- where authorised, provide treatment, rehabilitation and release of wildlife affected by emergencies

## Other State Agencies

The following lists the role of other State Agencies in emergency animal welfare support.

### Victoria Police (VicPol)

- ensuring emergency animal welfare support is represented in State, Regional and Local plans
- ensuring Traffic Management Point arrangements allow the timely delivery of animal welfare support services
- ensuring emergency animal welfare support issues identified through initial impact assessments are referred to DEDJTR

### Department of Health and Human Services (DHHS)

- ensuring that emergency animal welfare support is represented in State, Regional and Local relief and recovery plans

### Country Fire Authority (CFA)

- as a control agency, ensuring approved emergency animal welfare support messages are provided to the community and media
- ensuring that emergency animal welfare support issues identified through rapid impact assessments are referred to DEDJTR

### Victorian State Emergency Services (VicSES)

- as a control agency, ensuring approved emergency animal welfare support messages are provided to the community and media
- ensuring emergency animal welfare support issues identified through rapid impact assessments are referred to DEDJTR

**Appendix B** contains a table with state-wide animal services contact details that may be able to provide assistance regarding animal welfare during an emergency.

## Preparedness Arrangements

Each of the Partner Councils prepares for emergency animal welfare support services through the development of this sub-plan and the following activities.

### **Municipal Emergency Management Planning Committee (MEMPC)**

Animal emergency welfare support services will be represented by DEDJTR and Council at MEMPC meetings as required.

The MEMPC of each Partner Council facilitates the development and review of this Animal Emergency Welfare Support Sub-plan that supports their Municipal Emergency Management Plan.

The MEMPC will ensure that animal emergency welfare support will be included in appropriate exercises to test and train for the activation of this sub-plan.

### **Training**

The Partner Councils facilitate appropriate training for Council Staff who may be involved in animal emergency welfare support activities.

Council Rangers have specific accreditations required to manage animals. These requirements are found under and include:

- Protection Of Cruelty To Animals Act 1979 & authorisation
- Domestic Animals Act 2000 & authorisation
- First Aid
- Victorian Firearms Long Arm Licence
- Firearms Safety Course
- Basic Wildlife Awareness
- Impoundment of Livestock Act & authorisation

## **Memorandum of Understanding (MOU)**

The Partner Councils may consider authorising Council Rangers from one Council to operate in another Council in support of their Council Rangers during an emergency event to provide animal emergency welfare support.

This may be facilitated by the relevant Councils signing a Memorandum of Understanding (MOU) and ensuring the Council Rangers have the appropriate authorisation and delegation of powers as required.

Where a Memorandum of Understanding (MOU) is entered into between Councils, it will be referred to in this sub-plan.

## **Animal Accumulation Centres**

The Partner Councils have a number of animal accumulation centres within their municipality. They are listed in **Appendix C**. It is expected that these centres have emergency management plans in place to manage their livestock. However, during an emergency they may require assistance or be able to provide assistance.

## **Deceased Animal Disposal Sites**

The municipality is responsible for the coordination of clean-up activities in an emergency, including the disposal of dead animals.

DEDJTR provides advice regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities.

In the event of an emergency, DEDJTR will liaise with each municipality regarding the carcass disposal needs of livestock and companion animals and with the assistance of the EPA can assist each municipality to identify suitable sites for disposal.

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with the each municipality to oversee the disposal of carcasses of euthanised wildlife.

DEDJTR has a list of licensed landfill sites that may take dead animal carcasses across the State. Other sites may be identified and assessed in consultation between the Environmental Health Officer (EHO) from the municipality where the site is located and the

Environmental Protection Agency (EPA) before an emergency and listed in this sub-plan as appropriate.

The Horsham Rural City Council Dooen Road Landfill may be considered for carcass disposal once consultation has occurred between the MERO and EHO from the Council



## Response Arrangements

In the event of an emergency, respective animal emergency welfare support responsibilities will be activated in accordance with the classification given to the event e.g. Level 1, 2 or 3.

Where an emergency impacts animals, an appointed DEDJTR Animal Welfare Liaison Officer will interact with the MERO, or their delegate, to ensure animal welfare arrangements are in place that allow effective scoping, management and referral of animal welfare needs, as well as distribution of relevant public information.

**Appendix A** provides a comprehensive list of key contacts relating to animal welfare.

### Activation of the Plan

The plan may be activated by:

- At the request of DEDJTR
- At the request of a Control agency
- Each Council based on incident information received

The response will be graduated depending on the:

- Incident
- Information
- Assessments made

### Processing Animals

An accurate record of each animal that is presented is extremely important. At least one person should be designated to complete paperwork, photograph and put identification on each animal presented.

This data is to be transferred into a central data base to ensure that animal owners have one reliable source of information when trying to locate an animal. The importance of this system should be communicated to other shelters and animal businesses that may receive animals directly from the public.

**Appendix H** Provides a procedure for processing animals presenting at a designated location

**Appendix I** Provides a template of an Animal Registration Form.

## Animal Emergency Accommodation

Accommodating animals in emergency housing is a last resort. The first option should always be with family or friends outside the affected area that can better provide for animals. If there is no feasible pet friendly accommodation, boarding kennels may be available and appropriate.

Wildlife should be transferred to authorised wildlife carers located in a safe area. **Appendix E** provides list of available short term housing options in each municipality.

Animals should not be kept at the Emergency Relief Centre or in emergency housing and shelters for more than three days.

**Appendix D** provides a Guideline for Animal Emergency Accommodation.

## Humane Destruction

It is the responsibility of the person in charge of animals to arrange for the humane destruction or salvage slaughter of impacted animals where the animals will continue to suffer if they remain alive, or where the animals have little or no chance of survival.

DEDJTR will assist in the humane destruction or salvage slaughter of animals when the person in charge cannot perform the necessary actions to alleviate the suffering of their animals. This assistance may include referral to Veterinarians, DELWP or the RSPCA. Prevention of Cruelty to Animals (POCTA) trained and equipped officers (from RSPCA or local government) may also assist.

Wherever possible, destruction activities will take place in consultation with the person in charge of affected animals. In situations where owners cannot be found, indemnity for immediate destruction in their absence is provided by Section 21 (ii) of POCTA Act 1986.

In case of wildlife, the triage veterinarian is responsible for assessing the need for euthanasia. While it is prohibited to destroy native wildlife under the Wildlife Act, registered veterinary practitioners and appropriately accredited officers and volunteers who destroy wildlife in accordance with POCTA are exempt.

Methods of destruction of animals must be consistent with the relevant Code of Practice, such as the Codes of Accepted Farming Practice for the Welfare of Animals (species specific in the case of livestock), Code of Practice for the Welfare of Horses and Code of Practice for the Welfare of Wildlife during Rehabilitation.

## **Disposal of Dead Animals**

Due to possible health hazards, timely disposal of animal carcasses is critical. A number of on-farm and off-farm options exist for the disposal of dead animals resulting from an emergency, including licensed landfills, knackeries and rendering facilities and high temperature incineration. Disposal on private land and government owned sites, such as unlicensed or decommissioned landfill sites, may be allowed subject to section 30A (Environment Protection Act) approval from EPA and will require the development of a site management plan.

The DEDJTR is the provider of advice regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities.

In the event of an emergency, the DEDJTR will liaise with each municipality regarding the carcass disposal needs of livestock and companion animals and with the assistance of the EPA can assist each municipality to identify suitable sites for disposal.

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with each municipality to oversee the disposal of carcasses of euthanised wildlife.

## **Briefing and Debriefing**

Council will provide regular internal briefings to all staff involved in an emergency; these will be coordinated through the MERO and MRM. Animal welfare issues will be discussed at all briefings.

At the end of any emergency, debriefings will be held and all staff involved in the emergency will be asked to be involved. Animal welfare issues will be discussed at a debrief.

For detailed information on emergency briefings and debriefing procedures refer to the Municipal Emergency Management Plan (MEMP).

## Relief Arrangements

Each Partner Council is responsible for coordinating relief arrangements within their municipality. Relief arrangements are detailed in this sub-plan and the ERC Handbook.

### Emergency Relief Centre Arrangements

When a Relief Centre is open, the provision for animals will be made in accordance with the Relief Centre Handbook. The Council Ranger will work closely with the Relief Centre Coordinator to assist in the management of companion animals and stray animals.

Management of both companion animals and strays that present themselves at a relief centre or are collected from the emergency area will be processed as per Council local laws.

Service animals e.g. Seeing Eye dogs are allowed into and can stay in emergency relief centres. Other domestic animals that present may not be housed on-site, but in consultation with the owner/carer taken to alternative venues. The Relief Centre Coordinator and or Council Ranger will assist in facilitating alternative arrangements.

## Recovery Arrangements

Longer term animal welfare will be documented and addressed through the development of the Municipal Recovery Plan for the emergency event.

### Donations

Donations of money, goods and services may be made during an emergency event to assist in emergency animal welfare support. This sub-plan details how these donations may be managed. (Reference is made to the National Guidelines for Managing Donated Goods 2011).

### Food Items

The MRM will liaise with local organisations to assist in the coordination of pet food donations. Otherwise a donated goods management plan and recording system will be developed for the emergency event.

The Victorian Farmers Federation may be activated to coordinate fodder distribution in large events in consultation with the MRM. Where they are not activated, the MRM will work with relevant agencies to coordinate distribution.

### **Non-Food Items**

The management of these items will be coordinated by the MRM who may delegate responsibility to an appropriate organisation.

### **Financial**

The MRM will determine how financial donations are received and managed for an emergency event. The MRM may liaise with an appropriate organisation to accept responsibility to manage financial donations in relation to an emergency as required.

### **Volunteers**

In the context of this sub-plan, volunteers who assist in emergency animal welfare support activities are members of organisations that are accredited to perform work in this area and have the appropriate management structure and training in place for their personnel.

Spontaneous volunteers are to be acknowledged and referred to appropriate organisations that may be able to incorporate them into their activities.

There may be no opportunity to utilise the services of a spontaneous volunteer due to:

- The specialised nature of the work
- Limited resources to equip a spontaneous volunteer e.g. safety equipment
- Limited management structures to supervise spontaneous volunteers
- Sufficient resources are already employed to manage the work load

The MRM will coordinate acknowledgement of the offer of service from spontaneous volunteers in an appropriate manner.

## Appendix A: Local Contact Information for EAW Support

Please note: DEDJTR can assist in contacting:

1. Vets through the Aust. Veterinary Association (AVA) to provide services
2. RSPCA where extra services are required

Circumstances permitting consult with DEDJTR first

SERVICE	ORGANISATION	CONTACT
<b>Animal welfare assessment</b>		
Livestock Companion animals	DEDJTR RSPCA	Paul Beltz 0427 565 643 Dr Rod Bradman 0418 711 399 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525 – May contact through DEDJTR
Wildlife	DELWP	1300 094 535
<b>Hindmarsh - Municipal Emergency Animal Welfare</b>		
HSC Ranger & Local Laws	HSC	0428 500 244 03 5391 4444
<b>Horsham - Municipal Emergency Animal Welfare</b>		
HRCC Ranger & Local Laws	HRCC	0409 944 033 03 5382 9777
<b>West Wimmera - Municipal Emergency Animal Welfare</b>		
WWSC Ranger & Local Laws	WWSC	0417 628 874 03 5585 9900
<b>Yarriambiack Shire Council - Municipal Emergency Animal Welfare</b>		
YSC Ranger & Local Laws	YSC	0428 591 980 03 5398 0100
<b>Neighbouring Municipal Emergency Animal Welfare Support</b>		
Local Laws - Ranger	Northern Grampians Shire Council	03 5358 8700

**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
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SERVICE	ORGANISATION	CONTACT
Local Laws - Ranger	Southern Grampians Shire Council	03 5573 0444
Local Laws - Ranger	Glenelg Shire Council	1300 453 653 03 5522 2208
Local Laws - Ranger	Buloke Shire Council	1300 520 520
Local Laws - Ranger	Mildura Rural City Council	1800 241 540 03 5018 8100
<b>Identification of affected animals</b>		
Livestock identification	DEDJTR	Paul Beltz 0427 565 643 Dr Rod Bradman 0418 711 399 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525
Pet identification (Microchips or tags) (Ranger/authorised person to access)	National Pet Register Central Animals Register	1300 734 738 1800 333 202
<b>Veterinary Practices</b>		
Domestic Animals	Horsham Veterinary Hospital	25 Dimboola Rd Horsham Vic 3400 (03) 5381 1439
Domestic & Livestock except Horses	O'Callaghan Parade Veterinary Clinic	29 O'Callaghan Pde Horsham Vic 3400 (03) 5381 1996
Domestic & Livestock	Brian Clark Veterinary Surgeons Warracknabeal & Nhill	37 Woolcock St Warracknabeal Vic 3393 (03) 5394 1100 135 McPherson St Nhill Vic 3418 (03) 5391 3134

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SERVICE	ORGANISATION	CONTACT
Domestic & Livestock	Rural Vet Services Naracoorte	(08) 8762 1885 0419 621 886
Domestic & Livestock	Naracoorte & Penola Veterinary Centres	82 Stewart Terrace Naracoorte SA 5271 (08) 8762 1955 Emergency: 0428 834 706 42 Church Street Penola SA 5277 (08) 8737 2252 Emergency: 0428 834 706
Domestic & Livestock	Bordertown Veterinary Clinic	19 Woolshed St Bordertown SA 5268 (08) 8752 1478
<b>Veterinary Treatment/Triage</b>		
Wildlife Carers	DELWP	Mrs Robyn Fraser "Laundon Pines" 510 Horseshoe Bend Rd Dimboola Vic 3414 (03) 5389 1659 Ms Heather R Phillips 156 Oliver Schmidt Rd Grass Flat Vic 3409 0448 715 036 Ms Michelle A Wood 198 Bullocky Mary Rd Black Range Vic 3381 (03) 5358 5559 Ms Lea Crystal 841 Broughton Rd Broughton Vic 3418 (03) 5392 8292 Miss Vicki L Stevens 175 Shells Rd Wartook Valley Vic 3401 (03) 5383 6298



**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
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SERVICE	ORGANISATION	CONTACT
Volunteer Vets and Nurses	DEDJTR with Australian Veterinary Association	Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525
Triage support	RSPCA Australian Veterinary Association	Phone: (03) 9224 2222 Fax: (03) 9224 2200 rspca@rspcavic.org.au
	Blue Cross Animals	Phone: (03) 9722 1265 www.bluecrossanimals.org.au <a href="mailto:bluecrossanimals@gmail.com">bluecrossanimals@gmail.com</a> May contact through DEDJTR
<b>Animal Destruction (Consult with DEDJTR where appropriate)</b>		
Livestock Companion animals	DEDJTR RSPCA	Paul Beltz 0427 565 643 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: 1800 675 888
Wildlife	DEDJTR	Geoff Miller 0428 599 927
	DELWP-Parks Victoria	1300 094 535
	HRCC	03 5382 9777
	YSC	03 5398 0100
WWSC	03 5585 9900	
HSC	03 5391 4444	
<b>Carcass disposal (Consult with DEDJTR where appropriate)</b>		
Transport	Municipal Rangers to facilitate	HRCC: 03 5382 9777 YSC: 03 5398 0100 WWSC: 03 5585 9900 HSC: 03 5391 4444

**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
Emergency Animal Welfare Support Sub-Plan**

SERVICE	ORGANISATION	CONTACT
Dooen Road Landfill site (Licenced)	Horsham Rural City Council (HRCC) Consultation required with the MERO and Environmental Health Officer (EHO)	MERO : 03 5382 9777
Knackeries	Auld's Stock Removals - Stanhope	(03) 5857 2683
Pet food processor	Pet Meat Processors P/L	(03) 5593 1986 Camperdown (03) 5572 4544 Hamilton
Approvals	EPA	Phone (24/7): 1300 372 842 Fax: (03) 9695 2610
<b>Donated fodder suppliers</b>		
Fodder (Mainly Sheep & Cattle)	Victorian Farmers Federation (VFF) (Consult with DEDJTR before contacting direct)	Phone: 1300 882 833 Fax: (03) 9207 5500 vff@vff.org.au
Pet food support	Horsham PAWS	0427 221 231
<b>Animal Welfare Groups</b>		
Domestic Pet support	Horsham PAWS	0427 221 231 hpaws@live.com.au
Horse support	Pony Rescue	Tania Decker 0428 148 802
Wildlife help	Help for Wildlife	0417 380 687

## Appendix B: Statewide contact information for Emergency Animal Welfare Support

Consult DEJTR for advice where appropriate on who to contact in the emergency event.

ORGANISATION	PHONE	WEBSITE
Australasian Animal Record (microchips)	1800 025 461	<a href="http://www.aar.org.au">www.aar.org.au</a>
Australian Veterinary Association	(03) 9600 2930	<a href="http://www.ava.org.au">www.ava.org.au</a>
Cat Protection Society of Victoria	(03) 9434 7155	<a href="http://www.catprotection.com.au">www.catprotection.com.au</a>
Central Animal Records (microchips) (Requires Ranger to access)	1800 333 202	<a href="http://www.car.com.au">www.car.com.au</a>
Dept. of Health & Human Services (DHHS)	1300 650 172	<a href="http://www.dhhs.vic.gov.au">www.dhhs.vic.gov.au</a>
Dept. Economic Development, Jobs, Transport & Resources (DEDJTR)	136 186	<a href="http://www.agriculture.vic.gov.au">www.agriculture.vic.gov.au</a>
Dept. of Environment, Land, Water & Planning (DELWP)	136 186	<a href="http://www.delwp.vic.gov.au">www.delwp.vic.gov.au</a>
Dogs Victoria	(03) 9788 2500	<a href="http://www.dogsvictoria.org.au">www.dogsvictoria.org.au</a>
Feline Control Council	(03) 9720 8811	<a href="http://www.hotkey.net.au/~fccvic">www.hotkey.net.au/~fccvic</a>
Ferret Rescue	0428 553 609	<a href="http://www.vicferrets.org.au">www.vicferrets.org.au</a>
Governing Council of Cat Fancy	(03) 97524217	<a href="http://www.cats.org.au">www.cats.org.au</a>
Help for Wildlife	0417 380 687	<a href="http://www.helpforwildlife.org.au">www.helpforwildlife.org.au</a>
National Pet Register (microchips) Requires Ranger to access	1300 734 738	<a href="http://www.petregister.com.au">www.petregister.com.au</a>
Petcare Information and Advisory Service		<a href="http://www.petnet.com.au">www.petnet.com.au</a>
Petsafe	(02) 9476 5631	<a href="http://www.petsafe.com.au">www.petsafe.com.au</a>
Project Hope Horse Welfare Australia Inc.	1300 881 606	<a href="http://www.phhvw.org.au">www.phhvw.org.au</a>
Red Cross	(03) 8327 7700	<a href="http://www.redcross.org.au">www.redcross.org.au</a>
RSPCA	(03) 9224 2222	<a href="http://www.rspcavic.org">www.rspcavic.org</a>
The Lost Dogs Home	(03) 9329 2755	<a href="http://www.dogshome.com">www.dogshome.com</a>
VicRoads	131 170	<a href="http://www.vicroads.vic.gov.au">www.vicroads.vic.gov.au</a>
Victorian Animal Aid Trust	(03) 9275 5608	<a href="http://www.vaat.org.au">www.vaat.org.au</a>
Victorian Bushfire Information Line	1800 240 667	<a href="http://www.emergency.vic.gov.au">www.emergency.vic.gov.au</a>
Victorian Farmers Federation	1300 882 833	<a href="http://www.vff.org.au">www.vff.org.au</a>
Wildlife Victoria	1300 094 535	<a href="http://www.wildlifelife.vic.gov.au">www.wildlifelife.vic.gov.au</a>
Zoos Victoria	(03) 9285 9300	<a href="http://www.zoo.org.au">www.zoo.org.au</a>

## Appendix C: Animal Accumulation Centres

Consult DEJTR where appropriate for advice first on who to contact in the emergency event.

<b>Hindmarsh Shire Council - Animal Accumulation Centres</b>		
<b>Facility-Location</b>	<b>Main Threat</b>	<b>Existing arrangements</b>
Luv a Duck – Nhill, Dimboola & Wynum	Biosecurity Fire, Power Outage	Business Continuity Plans
Rethus Cattle Feedlot	Biosecurity Fire	Not Known
Albrecht – Gerang Gerung Cattle Feedlot	Biosecurity Fire	Not Known
<b>Horsham Rural City Council - Animal Accumulation Centres</b>		
<b>Facility-Location</b>	<b>Main Threat</b>	<b>Existing arrangements</b>
Quantong Dairy	Flood, Fire	Has capacity to move stock in case of flood
Horsham Regional Livestock Exchange	Fire	Has Business Continuity Plans
Turkey Farm – Dadswells Bridge	Flood, Fire, Power Outage	Not known
Two duck Farms at Tooan	Fire, exotic animal disease, Power Outage	Not known
The Giant Koala Zoo – Dadswells Bridge	Flood, Fire, Power Outage	Not known
Horsham Racetrack	Limited threat	None – animals on site only on race days
Horsham Showgrounds	Flood	None – animals only on site for Greyhound racing and Show days
Dunkerrie Road Horses	Fire	Not known
Pony Rescue Tooloondo	Fire	Not known
Horsham Pound	Fire – limited threat	Not known

### West Wimmera Shire Council - Animal Accumulation Centres

Facility-Location	Main Threat	Existing arrangements
Bringalbert – Cattle feedlot	Biosecurity & Fire	Not Known
Tallageira- Sheep feedlot	Biosecurity & Fire	Not Known
Harrow-Sheep feedlot	Biosecurity & Fire	Not Known
Minimay-Piggery	Biosecurity & Fire	Not Known
Charam-Piggery	Biosecurity & Fire	Not Known
Nurcoun- Duck stud	Biosecurity, Fire, Power Outage	Not Known
Neuarcurr-Sheep feedlot	Biosecurity & Fire	Not Known
Karnak-Piggery	Biosecurity & Fire	Not Known
Gymbowen-Piggery	Biosecurity & Fire	Not Known
Telopea Downs-Sheep feedlot	Biosecurity & Fire	Not Known

### Yarriambiack Shire Council - Animal Accumulation Centres

Facility-Location	Main Threat	Existing arrangements
Warracknabeal Pound	Flood	None
Warracknabeal Regional Livestock Exchange	Flood	None-animals on site on sale days
Warracknabeal Showground	Fire, Flood	None – animals only on site on show days
Brim Piggery	Fire, Flood	Not known
Warracknabeal Duck Farm	Fire, Power Outage	Not known
Murtoa/Warracknabeal Racecourse	Fire, Flood	None – animals only on site for race days

## Appendix D: Emergency Housing Guidelines

### Emergency housing should provide the following:

- Animal admission and identification record keeping
- Secure and functional housing
- Food and water
- Triage sites or access to veterinary treatment for injuries, illness and humane destruction
- Identifying and contacting owners (lost and found registers)
- Animals requiring special attention (horses, wildlife etc.)
- Staff health and safety
- Processing and distribution of donated goods

### Conditions attached to animal emergency housing

Animals with no identified owner will be handled according to the municipality's stray animal's policy. Animals presenting with an owner can be housed under the following conditions:

- All animals are held at the owners risk
- Owners are required to feed the animal
- Water will be provided for the animals
- Housing is only short term. Animals that remain at the shelter after three days may be processed as unowned animals.
- Animals must be confined or on leash at all times
- Animals with special needs will need to be managed by the owner to ensure they do not cause harm or discomfort to other animals
- Animals must not be moved from their designated crate/pen without notification to the person in charge of the animal emergency housing
- Animals that are not well or have an infectious disease will be managed on a case by case basis. Suitable alternative arrangements for accommodation will be made, this will be done to protect the health of other animals in a facility.

Access for owners/carers of pets in alternative shelter options away from them will be managed according to the incident and resource capacity at the time.

## Appendix E: Animal Accommodation Requirements

Due to the increased stress levels amongst animals during an emergency, all possible effort must be undertaken to minimise its effects.

- Predator and prey species should be kept as separate as possible
- Animals should be inspected ideally every four hours to ensure their environment is adequate to maintain their health
- If any animal appears sick, injured or its behaviour has changed it has to be reported to the manager as soon as possible
- Animals in the relief centre should be provided with food in sufficient quantity and nutritional quality to meet the daily requirements for the condition and size of the animals
- Food and water containers should be of a suitable type for the animal and should not easily spill
- Animals should have access to water at all times

### Dogs

- Dogs should be walked daily
- Poo bags and garbage bins should be readily available
- If dogs that have been declared menacing, dangerous or of a restricted breed are presented at the relief centre, they must wear a muzzle and their specified collar and be restrained on a secure leash until alternate suitable housing can be arranged
- Further information on the care of dogs can be found in the “Code of practice for the private keeping of dogs” and “Code of practice for the management of dogs and cats in shelters and pounds”

### Cats

- Cages need to be large enough to allow for a sleeping area, water container and a litter tray
- Cats should be provided with clean litter every day and litter trays should be disinfected between each use
- Further information on the care of cats can be found in the “Code of practice for the private keeping of cats” and “Code of practice for the management of dogs and cats in shelters and pounds”

### Small Pets

A variety of small pets such as rabbits, guinea pigs, rats, mice or reptiles are likely to arrive at relief centres. These will hopefully arrive in cages suitable for housing and confinement. Further information on the care of small pets can be found in Codes of Practice or DEDJTR information sheets.

### **Birds**

- Birds are particularly susceptible to stress
- Perches must be provided for birds that rest by perching. The perches must be of sufficient diameter to allow the bird to maintain a firm grip. There must be sufficient perch space for all birds in a container to perch comfortably at the same time
- Bird cages must be covered or kept in a darkened room at night to enable them to get appropriate rest
- Further information on the care of birds can be found in the “Code of practice for the housing of caged birds”

### **Livestock**

In most large emergency situations DEDJTR will establish its own Incident Management Team to coordinate field operations relating to fire affected agricultural properties.

People transporting large livestock to an ERC or an emergency shelter should be directed to the nearest large, safe venue for holding them. Possible sites may include show grounds, saleyards, empty feedlots and confinement buildings with adequate ventilation, airports, airplane hangars, livestock auction markets and fenced pasture.

Further information on the care of livestock can be found in the “Codes of accepted farming practice”.

### **Wildlife**

Wildlife requires special housing and care. DELWP is the primary support agency for the welfare of wildlife. If wildlife is presented at the relief centre advice should be sought from DELWP on the appropriate course of action regardless of whether it is owned or wild.

Information on the care of wildlife can be found in the “Code of practice for the welfare of wildlife during rehabilitation”.

### **Horses**

Horses can be adequately housed for a short time on an oval or in a paddock as long as there is adequate fencing, water and food and any pasture is fit for horse consumption.

Unfamiliar horses should not be housed adjacent to each other as they may bite or kick each other through fencing. Stallions will require specialist fencing and should be housed separately from other animals.

Further information on the care of horses can be found in the “Code of practice for the welfare of horses”.



## Appendix F: Available Animal Housing Sites

<b>Hindmarsh Shire Council - Available Animal Housing Site</b>		
<b>SITE</b>	<b>CAPACITY</b>	<b>CONTACT</b>
Municipal Pound	50-100 sheep/cattle	Steve Nicholson 0428 500 244
Saleyards	Sheep mainly	HSC 5391 4444
Showgrounds	Small numbers of livestock	A & P Society 0438 911 608 HSC 5391 1682
Race Course	Generally Horses only	Race Course 5391 1682 HSC 5391 4444
<b>Horsham Rural City Council - Available Animal Housing Site</b>		
<b>SITE</b>	<b>CAPACITY</b>	<b>CONTACT</b>
Horsham Showgrounds	Greyhound Pavilion: 100 greyhounds, no mixed breeds Maydale Pavilion: horses, cows, Poultry shed	Justin Brilliant Tel: (03) 5382 4329 Fax: (03) 5382 1949 Mobile: 0418 361 268
Livestock Exchange (Burnt Creek)	26,000 sheep, 500 cattle, goats. No pigs Water facilities on site No food kept on site	Phone: (03) 5382 1542
Pound (Golf Course Road, Horsham)	Inside: 12 dog pens various sizes (room for approx. 12-24 dogs), 19 cat pens (room for approx. 29 cats) Outside: 10 cages for rabbits, guinea pigs etc. (potentially room for 20 animals) Cattle sheep yards 30-40 head at a pinch of cattle or more sheep Some minimal food kept on site	HRCC Local Laws Ranger 03 5382 9777 0409 944 033
Natimuk Showgrounds	Livestock	Mitchell Street/Jory Street, Natimuk Vic 3409
Racecourse	Horses	Wimmera Racing Club Mobile: 0427 989 212 horsham@countryracing.com.au

### West Wimmera Shire Council - Available Animal Housing Site

SITE	CAPACITY	CONTACT
Kaniva Showgrounds	Small animal holding capacity mainly poultry. Council supplied portable yards can improve capacity	President: Amanda Munn 03 5392 2557
Edenhope Showgrounds	Livestock/poultry pavilions. Council supplied portable yards can improve capacity	President: Ian Hiller 03 5585 7275
Edenhope Pound	Limited domestic (5 dogs-4 cats) and large livestock holding capacity	Ranger 0417 628 874 03 5585 9900

### Yarriambiack Shire Council - Available Animal Housing Site

SITE	CAPACITY	CONTACT
Warracknabeal Pound	8 Dogs, 9 Cats Minimal food on site. Outside yard can accommodate up to 40 sheep and 12 cattle Water on site	Ranger Pyers Street Warracknabeal 0428 591 980
Wet Noses Boarding Kennel	34 dogs only	(03) 5398 2233 3790 Borung Hwy Warracknabeal
Warracknabeal Showgrounds	34 horses, 36 pens available for smaller animals (goats, small pigs, some sheep and rabbits) Water on site 280 cages for roosters/chooks, guinea pigs	A&P Society Ken Goodwin (03) 5398 1425
Saleyards	15,000 sheep Water on site	Aaron Zwar 0407 979 866 Tony Brennan 0427 515 238
Racecourse	Horses	President: Brian Clark (03) 5394 1100

## Appendix G: Emergency Water Supplies

For a map of the sites: [www.ourwater.vic.gov.au/saving/farms/emergency-supply/types](http://www.ourwater.vic.gov.au/saving/farms/emergency-supply/types)

The water suitability definition used in the table is as per Water Quality Guidelines in Appendix H.

Hindmarsh Shire Council - Emergency Water Supplies				
LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Detpa	At CFA Fire Shed (Preston Rd)	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Shed locked
Diapur	Nhill-Diapur Rd (at Diapur Hall)	HSC (03) 5391 4444	Potable-Acceptable	In yard, not locked, gate latch damaged
Dimboola	Pine Ave off Horseshoe Bend Rd (back corner of Rifle Range & Wastewater treatment plant)	HSC (03) 5391 4444	Potable-Desirable	Not Known
Gerang Gerung	Coker Dam at Coker Dam Rd (left off highway after Dimboola driver reviver site)	HSC (03) 5391 4444	Potable-Desirable	Shed locked (key: Lyle Tune)
Kurnbrunin	Pigick Kurbrunin Rd (Kurbrunin Rd end)	HSC (03) 5391 4444	Potable-Desirable	Not Known
Lake Hindmarsh	Rainbow-Nhill Rd at Lake Hindmarsh School Rd	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Shed locked (key: Lyle Tune)
Lorquon	Lorquon Township Rd (north side of dirt track, look for windmill frame)	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Not Known
Woorak	Nhill-Jeparit Rd at Woorak-NiNi-Lorquon Rd (20 m from Nhill- Jeparit Rd)	HSC (03) 5391 4444	Potable Acceptable	Not Known

<b>Horsham Rural City Council - Emergency Water Supplies</b>				
<b>LOCATION</b>	<b>ADDRESS</b>	<b>CONTACT</b>	<b>WATER SUITABLE FOR</b>	<b>ACCESS</b>
Burnt Creek Industrial Estate	Western Highway/Burnt Creek Drive (Horsham Rural Livestock Exchange)	HRCC (03) 5382 9777	Stock	Not Known
Cooack	Cooack Road (end of Grass Flat Road)	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Dadswells Bridge	Western Highway (400 m east of Golton Road)	HRCC (03) 5382 9777	Stock	Not Known
Dock Lake	8 Dock Lake Road (Taylors Lake Reserve off Western Highway)	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Dooen	Henty Highway (Dooen Recreational Reserve)	HRCC (03) 5382 9777	Stock	Shed locked
Drung	Arnotts Road	HRCC (03) 5382 9777	Potable-desirable	Not Known
Firebrace Street	Firebrace Street	HRCC (03) 5382 9777	Potable-desirable	Shed locked
Kalkee	Kalkee Road (Kalkee Recreational Reserve)	HRCC (03) 5382 9777	Stock	Not Known
Laharum	Cnr Laharum Road (Wonwondah-Dadswells Bridge Road and Old Wartook Road)	HRCC (03) 5382 9777	Potable-desirable	Shed locked
Telangatuk East	Yulong East West Road at the bend off Telangatuk East Rocklands Road	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Tooan	Tooan-Mitre Road	HRCC (03) 5382 9777	Potable-desirable	Not Known

West Wimmera Shire Council - Emergency Water Supplies				
LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Chetwynd	Casterton-Edenhope Rd, in town, 300m from corner	WWSC (03) 5585 9900	BORE -Potable - Acceptable	Not Known
Douglas	Wombelano Rd, 200m from Harrow Clear Lake Rd	WWSC (03) 5585 9900	water salinity is 27000CE units – not suitable for consumption or irrigation	Not Known
Edenhope	Shire Yard Langford St	WWSC (03) 5585 9900	Potable – acceptable	Shed locked
Gymbowen	50m up Hennesys Rd from Natimuk-Frances Road	WWSC (03) 5585 9900	BORE – Potable Acceptable	Not Known
Harrow	Edenhope-Coleraine Rd past Nhill turnoff on left, 1.6km before Bore Rd	WWSC (03) 5585 9900	BORE- Irrigation, potable mineral water	Not Known
Jane Duff Reserve (nearest town is Mitre)	Natimuk-Frances Road	WWSC (03) 5585 9900	BORE- Potable desirable	Not Known
Kalinger	Nhill-Harrow Rd between Miga Lake and Gymbowen, 50m from Blackers Rd	WWSC (03) 5585 9900	BORE- irrigation Potable Mineral water	Not Known
Lake Charlegrark	Rec Reserve Lake Charlegrark, Lake Charlegrark Rd	WWSC (03)5585 9900	BORE- Potable desirable	Not Known
Minimay	Rec Reserve Minimay Tallegeira Frances Rd	WWSC (03) 5585 9900	BORE- potable acceptable	Not Known
Mitre Road (nearest town is Nurcoug)	100m off Mitre Rd, Public Hall 200m from Chenoweths Rd	WWSC (03) 5585 9900	BORE – Potable acceptable	Not Known

**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
Emergency Animal Welfare Support Sub-Plan**

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Nurcoung	Cnr Nhill-Harrow & Jack Breens Rd	WWSC (03) 5585 9900	Not Known	Not Known
Redfords Road (nearest town Telopea Downs	Chappel Rd on lane way	WWSC (03) 5585 9900	BORE Irrigation potable mineral water	Not Known
Wombelano	Harrow Rd Rec Reserve 20m from crossroads	WWSC (03) 5585 9900	BORE irrigation potable mineral water	Shed locked

<b>Yarriambiack Shire Council - Emergency Water Supplies</b>				
<b>LOCATION</b>	<b>ADDRESS</b>	<b>CONTACT</b>	<b>WATER SUITABLE FOR</b>	<b>ACCESS</b>
Beulah	On Shire Land west of Phillips St and south of Lascelles St (Dam – Storm Water Run-off)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Brim	Simson St, Recreation Reserve (Catchment Dam)	James McFarlane 0427 535 147	Stock Water	Easy Access
Brim	Henty Hwy (Silos)	Not known	Stock Water	Access not known
Hopetoun	Austin St (in Hopetoun Caravan Park)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Horsedip Road (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Cummings St (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Lake Lascelles, Austin St	Burt Hallam 0417 012 003	Stock Water	Easy Access
Rupanyup	Wimmera Hwy – opposite Cemetery (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Rupanyup	Gibson St – Recreation Reserve (Catchment Dam)	Committee of Management	Stock Water	Easy Access
Warracknabeal	Henty Highway) (near saleyards)	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Shed locked
Warracknabeal	Henty Highway – Truckwash (near Saleyards)	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Avdata Touch Key

**Hindmarsh – Horsham – West Wimmera - Yarriambiack  
Emergency Animal Welfare Support Sub-Plan**

Warracknabeal	Pyers Street Depot – Standpipe	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Woomelang	Cronomby Tank, Hopetoun Sea Lake Rd	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Whole of Shire	YSC Fire Tanks	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Shire Swimming Pools	Beulah, Hopetoun, Minyip, Murtoa, Patchewollock, Rupanyup, Tempy, Warracknabeal, Woomelang	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Yarriambiack Creek Weir Pools	Beulah, Brim, Hopetoun, Minyip, Murtoa, Rupanyup, Warracknabeal, Woomelang	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Easy Access
GWM Reservoirs	Warracknabeal, Hopetoun, Rupanyup & Murtoa	GWM Water 1300 659 961	Stock Water	Not Known



## Appendix H: Animal Processing Procedure

### Procedure: Processing Incoming Animals at a Designated Location

1. The animal is received at the animal admission area
2. The animal is secured in the appropriate manner e.g. cage, leash etc.
3. Record details of the person presenting the animal
4. Scan the animal for a microchip and search for any identifiers such as tags or tattoos
5. Complete identification process:
  - Take a photograph of the animal and note photo number on the register of animals received
  - Record breed and sex of the animal
  - Identify the animal with a neck tag or other appropriate form of ID
  - If the animal is owned and the owner is known record details of the ownership
  - If the animal is not owned or the owner is not known record location where animal was found
6. Prepare a card to stay on the cage of the animal with the ID number of the animal and the owner's name. Use this card to record notes on the management of the animal such as medical treatment or when the animal was fed or walked
7. Have the animal assessed by appropriately skilled person and processed as necessary
8. Record details of the departure of all animals from the Emergency Relief Centre (ERC), including hospitalisation and deaths, on the register of animals received
9. Transfer information from register of animals received to central database (Crisisworks) as soon as practicable
10. If appropriate, transfer information on unowned animals to lost and found register as soon as practicable

## Appendix I: Animal Registration Form Template

ANIMAL REGISTRATION FORM		
<b>Date &amp; time received:</b>	<b>Name of person presenting the animal:</b>	<b>Contact detail of person presenting the animal:</b>
<b>Animal owned:</b>	<b>Animal alive or dead:</b>	<b>Animal type:</b>
<input type="checkbox"/> yes  <input type="checkbox"/> no	<input type="checkbox"/> alive <input type="checkbox"/> health issues <input type="checkbox"/> dead	
<b>Sex:</b>	<b>Identifying marks (incl. microchip details):</b>	<b>Photo #:</b>
<input type="checkbox"/> male  <input type="checkbox"/> female		
<b>Date &amp; time released:</b>	<b>Released to where and whom (contact details):</b>	<b>Entered into database:</b>
		<input type="checkbox"/> yes  <input type="checkbox"/> no

## Appendix J: Water Quality Guidelines

EC RANGE ( $\mu\text{S}/\text{CM}$ )	USEFULNESS OF WATER
0-800	<ul style="list-style-type: none"> <li>• Good drinking water for humans (provided there is no organic pollution and not too much suspended clay material)</li> <li>• Generally good for irrigation, though above 300 <math>\mu\text{S}/\text{cm}</math>, some care must be taken, particularly with overhead sprinklers, which may cause leaf scorch on some salt sensitive plants</li> <li>• Suitable for all livestock</li> </ul>
800-2500	<ul style="list-style-type: none"> <li>• Can be consumed by humans although most would prefer water in the lower half of this range if available</li> <li>• When used for irrigation, requires special management including suitable soils, good drainage and consideration of salt tolerance of plants</li> </ul>
2500-10000	<ul style="list-style-type: none"> <li>• Not recommended for human consumption, although water up to 3000 <math>\mu\text{S}/\text{cm}</math> could be drunk if nothing else was available</li> <li>• Not normally suitable for irrigation, though water up to 6000 <math>\mu\text{S}/\text{cm}</math> can be used on very salt tolerant crops with special management techniques. Over 6000 <math>\mu\text{S}/\text{cm}</math>, occasional emergency irrigation may be possible with care, or if sufficient low salinity water is available, this could be mixed with the high salinity water to obtain an acceptable supply</li> <li>• When used for drinking water by poultry or pigs, the salinity should be limited to about 6000 <math>\mu\text{S}/\text{cm}</math>. Most other stock can use water up to 10000 <math>\mu\text{S}/\text{cm}</math></li> <li>• High magnesium levels can cause stock health problems in this range. Analysis recommended</li> </ul>
Over 10000	<ul style="list-style-type: none"> <li>• Not suitable for human consumption or irrigation</li> <li>• Not suitable for pigs, poultry or any lactating animals. Beef cattle can use water up to 17000 <math>\mu\text{S}/\text{cm}</math> and adult dry sheep can tolerate 23000 <math>\mu\text{S}/\text{cm}</math>. However it is possible that waters below these EC levels could contain unacceptable concentrations of particular irons. Detailed chemical analysis should therefore be considered before using high salinity water for stock</li> <li>• Water up to 50000 <math>\mu\text{S}/\text{cm}</math> (the salinity of the sea) can be used to flush toilets provided corrosion in the cistern can be controlled</li> </ul>

EC Range: EC stands for Electrical Conductivity and is a measure of salinity in water

$\mu\text{S}/\text{CM}$ : means micro-siemens per centimetre and is a measure of electrical conductivity of water in relation to the salt content



# Minutes of the Hindmarsh Municipal Emergency Management Planning Committee Meeting

Thursday, 9 November, 2017 -1000 hours to 1130 hours at Nhill Fire Station

Chairperson: Cr David Colbert

Minutes: Noella Smith

**Present:** Cr David Colbert (Chairperson), David Tepper (DHHS), Jo Ussing (CFA), Alfred Mason (CFA) Phil Kuhne (WEMT), Gavin Kelly (VicSES), Melissa Douglas (VicSES), Greg Deutscher (VicRoads), Peter Solly (CFA), Dianna Blake (WEMT), Monica Revell (Hindmarsh Shire), Trevor Webb (Ambulance Victoria), Lyn McKenzie (Red Cross), Steve Gray (VicPol), Les Newton (VicPol), Shane Power (Hindmarsh Shire) Neil Cheney (Grampians REMI-VicPol) and Noella Smith (Hindmarsh Shire)

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
1.	<b>WELCOME</b>	Cr. Colbert introduced himself and welcomed everyone to the meeting.			
2.	<b>ATTENDANCE AND CONTACT DIRECTORY REVIEW</b>	The contact directory was distributed during the meeting for updating.			
3.	<b>APOLOGIES</b>	Dimboola Team Leader (Ambulance Victoria), John Robinson (CFA), Joshua Dickerson (Graincorp), Darren Welsh (WWHS), Anthony Clark (VicPol), Ian Day (Retired), Paul Fennell (WCMA), Alan Braithwaite (Parks Victoria), Miles Norton (GMMWater), Wayne Schulze (Hindmarsh Shire) and Amy Sluggett (DEDJTR)	Peter Solly <b>Moved</b> that the apologies be accepted, <b>Seconded</b> Les Newton and <b>CARRIED:</b>		

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
4.	<b>CORRESPONDENCE – INWARD/OUTWARD</b>		Jo Ussing <b>Moved</b> that the inward correspondence be accepted, <b>Seconded</b> Trevor Webb and <b>CARRIED</b> :		
4.1.	<b>Ian Day-Retirement</b>	Ian Day is retiring today, not 16 October, 2017. Ian thanked the committee for their work.	See item 10.10. The Committee acknowledged the work of Ian Day in his membership of the Committee and wished him well in his retirement		
5	<b>CONFIRMATION OF THE PREVIOUS MINUTES</b>		Minutes of the previous Hindmarsh Municipal Emergency Management Planning Committee Meeting held on 27 July 2017, as circulated to all members of the committee were taken as read, and confirmed on the <b>Motion</b> of Alfred Mason <b>Seconded</b> Les Newton and <b>CARRIED</b> .		
6.	<b>ACTION ITEMS FROM PREVIOUS MINUTES</b>	Refer to Appendix.			
6.1.	<b>Relief and Recovery Sub Plan-P. Kuhne</b>	Draft is 50-60% completed.	Once the draft is 80% completed, it will be emailed to committee members for comment.	P. Kuhne	Ongoing
6.2.	<b>Update of Victorian Risk Register-D. Blake/M. Douglas</b>	Annual review completed.	Will be released in November, 2017.	Completed.	Delete

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
6.3.	<b>Rainbow Desert Enduro Feedback - P. Solly</b>	<p>Peter Solly advised that the event was very successful. He raised concerns regarding the traffic management plan and the lack of CFA volunteers, as they were assisting with the Enduro.</p> <p>As this event is planned for the next three years, it is important that the Rainbow Enduro group provide an Emergency Management Plan specific to the event. .</p>	<p>Neil Cheney advised that the Regional Emergency Management Committee is looking at the issue of emergency services not being informed of large events.</p> <p>Peter Solly <b>Moved</b> that the Hindmarsh Shire Council contacts the Rainbow Desert Enduro Planning Committee and request an Emergency Management Plan, and in consultation with the agencies, <b>Seconded</b> Alfred Mason.</p> <p style="text-align: right;"><b><u>CARRIED:</u></b></p> <p>Council also needs to advise the Regional Emergency Management Team of significant events or gatherings.</p> <p>The community needs to be educated in relation to how to create a risk management plan.</p>	<p>S. Power</p> <p>S. Power</p> <p>All</p>	
6.4.	<b>Emergency Exercise</b>	A joint exercise for the four Councils will be held in May, 2018, relating to the Animal Welfare Plan.		P. Kuhne	Ongoing

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
7.	<b>STANDING ITEMS</b>				
7.1.	<b>Municipal Emergency Management Plan &amp; Sub-Plans</b>				
7.1.1.	<b>Municipal Fire Management Plan-V2</b>	<p>The updated Municipal Fire Management Plan was circulated to all members of the Committee.</p>	<p>Shane Power <b>Moved</b> that the Municipal Emergency Management Committee endorse the Municipal Fire Management Plan, Version 2, for presentation to Council, subject to administrative adjustments, <b>Seconded</b> Peter Solly.</p> <p style="text-align: right;"><b><u>CARRIED:</u></b></p> <p>Peter Solly asked that the Mallee fire in 2014 be included in the plan, as 100,000 hectares was burnt.</p> <p>Shane Power thanked Phil and Dianna for their work.</p>	S. Power/N. Smith	
7.1.2.	<b>Municipal Emergency Management Plan-V2</b>	<p>The Relief and Recovery component will be a separate sub-plan.</p> <p>Good feedback was received and incorporated into the plan.</p> <p>Neil Cheney refrained from voting, as he is an auditor.</p>	<p>Gavin Kelly <b>Moved</b> that the Municipal Emergency Management Planning Committee endorse the Municipal Emergency Management Plan, Version 2, subject to administrative changes and be forwarded to Council for adoption, <b>Seconded</b> Shane Power.</p> <p style="text-align: right;"><b><u>CARRIED:</u></b></p>		

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
7.1.2.	<b>MEMP Plan-V2 continued</b>		Gavin Kelly <b>Moved</b> that the committee acknowledge the work of Phil Kuhne and his team, <b>Seconded</b> Jo Ussing.  <b><u>CARRIED:</u></b>		
7.2	<b>Emergency Incident Review:</b>	No events to discuss.			
7.3.	<b>Integrated MEMP</b>	The Wimmera Cluster is exploring the possibility of developing an integrated MEMP for the four Councils.			
7.4.	<b>Risk Management Review-Community Survey:</b>	A combined CERA is being discussed with SES for the four Councils. 480 responses (80 from Hindmarsh) were received for the community survey. There was a lot of positive feedback and the community's perspective regarding hazards was similar to what the committee has documented.	A final report will be distributed in the next two weeks.  Ideas for education programs were requested.	P. Kuhne  All	
7.5.	<b>Relief and Recovery-Relief Centre Audits</b> -P. Kuhne/D. Blake	Monica advised that there has been no change to the relief centres.			
8.	<b>AGENDA ITEMS:</b>				
8.1.	<b>2018 Calendar-D. Blake</b>		Dianna Blake <b>Moved</b> that the dates for emergency management meetings be adopted in principal for 2018, subject to change as necessary, <b>Seconded</b> Alfred Mason.  <b><u>CARRIED:</u></b>		



No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
8.2.	<b>Emergency Services- Access to Properties</b> -S. Power	It was noted that emergency management services access is not necessarily the most direct route.	<p>If a road needed to be upgraded for emergency services access, a FARRS application would be considered.</p> <p>A copy of Council's road hierarchy map was distributed to all members of the committee prior to the meeting. If agencies have any concerns, they should write to the Committee.</p>	All	March, 2018
9.	<b>AGENCY REPORTS:</b>				
9.1.	<b>Red Cross</b> -L. McKenzie	<p>Written report circulated prior to the meeting.</p> <p>There will be changes to single incident procedures in the near future.</p>			
9.2.	<b>VicSES</b> -G. Kelly	Written report tabled.			
9.3.	<b>Ambulance Victoria</b> T. Webb	Written report tabled.			
9.4.	<b>Agriculture Services and Biosecurity Operations</b> -A. Sluggett	Written report tabled.			
10.	<b>GENERAL BUSINESS:</b>				
10.1.	<b>Shane Power</b> -HSC	Tanks have been installed at Diapur.			
10.2.	<b>David Tepper</b> -Department of Health and Human Services	The department is conducting several campaigns - "Insure it-It's worth it" , Beat the Bite (mosquito) and Thunderstorm asthma.			

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
10.3.	<b>Alfred Mason -CFA</b>	<p>The remainder of Hindmarsh Shire will be subject to Fire Danger restrictions from 13 November, 2017.</p> <p>Ian Day retired from CFA today.</p> <p>The Incident Control Centre in Horsham has been upgraded. Planning has been completed for the upcoming fire season.</p>	This information needs to be put on the CFA and Shire website.	A. Mason	
10.4.	<b>Peter Solly-CFA</b>	<p>Graincorp has begun grain receiptal.</p> <p>Fixed wing aircraft are available from Ouyen/Sea Lake during the fire season.</p> <p>The CFA have been working on a fire break north west of Rainbow township.</p>			
10.5.	<b>Neil Cheney-Grampians REMI-VicPol</b>	<p>Neil raised the need for an electricity sub-plan as Australia is a net importer of power.</p> <p>An explanation of the emergency management hierarchy was provided.</p> <p>Counter terrorism events are also being looked at and a Counter Terrorism Liaison Officer will be employed in the future.</p>	Neil will send Noella the links to distribute to the Committee.	N. Cheney/N. Smith	November, 2017
10.6.	<b>Peter Solly-CFA</b>	Edenhope, Kaniva and Rainbow CFAs will be upgraded, to include a kitchen, generator, and air conditioning.			

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
10.7.	Monica Revell-HSC	The shire will be baiting mosquitos in November/December, 2017.			
10.8.	Greg Deutcher-Vicroads	Grass mowing is in progress.  Wire rope training has been conducted in Ballarat. There will be a State operating procedure adopted in the future.			
10.9.	Gavin Kelly-VicSES	Lauren Hawkins has been appointed as the VSO.  The increase in solar systems has increased the need for rooftop safety training.  Gavin raised concern regarding a battery farm in South Australia transporting large quantities of goods between Melbourne and Adelaide.			
10.10	Shane Power-HSC		Shane Power <b>Moved</b> that a letter of thanks be written to Ian Day and Cr. Rob Gersch, <b>Seconded</b> Gavin Kelly.  <b><u>CARRIED:</u></b>	S. Power	
11.	<b>NEXT MEETING</b>	Thursday, 15 March, 2018 at the Nhill CFA Fire Station.			

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
12.	<b>CLOSE OF MEETING</b>	The meeting closed at 11.30 am.			

# Minutes of the Hindmarsh Municipal Fire Management Planning Committee Meeting

Thursday 5 October, 2017 -1010 hours to 1145 hours at Nhill Fire Station

Chairperson: Shane Power/W. Schulze

Minutes: Noella Smith

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
1.	<b>Welcome</b>	Shane Power introduced himself and welcomed those present.	As Cr. Gersch was not in attendance, Shane handed over the chair to Wayne Schulze.		
2.	<b>Attendance</b>	Wayne Schulze (Hindmarsh Shire - Chairperson), Shane Power (Hindmarsh Shire), Phil Kuhne (WEMT), Peter Solly (CFA), Dianna Blake (WEMT), Ian Morrison (CFA), Ian Day (CFA), Alan Braithwaite (Parks Victoria), Stephen Nicholson (Hindmarsh Shire), and Noella Smith (Hindmarsh Shire)			
3.	<b>Apologies</b>	Cr. Rob Gersch (Hindmarsh Shire), Monica Revell (Hindmarsh Shire), Michael Boatman (CFA), John Robinson (CFA) Matthew Goodie (DELWP), Damien Skurrie (Parks Victoria), Daryl Sinclair (VicRoads), Anthony Salter (DELWP) and Greg Deutscher (VicRoads), Jo Ussing (CFA)			
4.	<b>CORRESPONDENCE</b>				
4.1.	<b>Inward Correspondence</b>	- NIL -			
4.2.	<b>Outward Correspondence</b>	- NIL -			
5.	<b>CONFIRMATION OF THE PREVIOUS MINUTES.</b>		Minutes of the previous Hindmarsh Shire Municipal Fire Management Planning Committee Meeting held on 15 June, 2017, as circulated to all members of the committee were taken as read and confirmed on the <b>Motion</b> of Ian Morrison <b>Seconded</b> Stephen Nicholson and <b>CARRIED</b> .		
6.	<b>ACTION ITEMS FROM THE PREVIOUS MINUTES</b>				

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
6.1.	<b>Responsible Agent for maintaining infrastructure under the Wimmera Mallee Pipeline Project-R. Gersch/W. Schulze</b>		Wayne Schulze and Cr Rob Gersch will refer this matter to Council	W. Schulze/R. Gersch	
6.2.	<b>Slashing of crown land west of the old Rainbow Tennis Courts- P. Solly</b>	DELWP has begun slashing in the area. The land in question needs to be added to the fire plan.	Phil Kuhne <b>Moved</b> that a letter be written to Mallee DELWP to find out treatments for the crown land west of the old Rainbow Tennis Courts and raise issues, <b>Seconded</b> Alan Brathwaite.  <b>CARRIED:</b>	Committee	Ongoing
6.3.	<b>Hydrant Access Pads-P. Solly/S. Power/Works supervisors</b>	Some hydrants have poor access and therefore require gravel. Unfortunately, the criteria of the Fire Access Road Subsidy Scheme do not cover this type of work.	Peter Solly will document a list of sites requiring gravel and work with Shane Power to alleviate access issues.	P. Solly/S. Power	Closed
6.4.	<b>Schedule 13 permits to burn-statistical information-S. Nicholson</b>	Stephen Nicholson advised that approximately 40 Schedule 13 permits were issued last year within the fire danger period. Around 200 fire prevention notices were issued last year in the residential areas and approximately 18 infringement notices.  Shane Power left the meeting at 10.31 am.	Farmers are reluctant to provide addresses; therefore the Municipal Fire Prevention Officer plans to use the CFA map book as a resource for all farmers to use.	S. Nicholson	
6.5.	<b>Access Roads in the Little Desert-Heavy Vegetation-D. Skurrie/G. Deutscher</b>	There are a number of roads being blocked by overgrown vegetation. Shane Power advised that this issue cannot be combined with the Farmers Consultations programme as an ecologist has already been engaged by Council.	Damien Skurrie will notify and discuss with Council the roads that require improved access.	A. Braithwaite/D. Skurrie	Ongoing
6.6	<b>Community Advisory Committee at Rainbow-P. Solly/P. Kuhne</b>		No longer required.		Closed

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
7.	<b>STANDING ITEMS:</b>				
7.1	<b>Contact List</b>	The contact list was distributed during the meeting to record updates.	Directory updated.	N. Smith	
7.2	<b>Municipal Fire Management Plan Endorsement-All</b>	The 2017-2020 Fire Management Plan has been circulated and amended.  Wayne Schulze thanked Phil and Dianna for their work.	Phil Kuhne <b>Moved</b> that the Committee endorse the Hindmarsh Shire Council Fire Management Plan 2017-2020 in principal, subject to any minor administrative amendments and present to the November Municipal Emergency Management Planning Committee and Council, <b>Seconded</b> Ian Day.  <b><u>CARRIED</u></b>  The plan will be circulated again for any further changes.	N. Smith    P. Kuhne	
7.3	<b>Emergency Fire Incident Review</b>	Rainbow CFA attended an incident at the Rainbow Hospital when a microwave blew up. Smoke was an issue and resetting the alarms was challenging.			
7.4	<b>Victorian Fire Risk Register (VFRR)</b>	The VRFF was updated at the June meeting, but has not been completed online.	Once completed the VFRR will be circulated for agencies to confirm treatment plans.  The VFRR review will take place following the February fire meeting (approximately 3 hours duration).	D. Blake	
7.5	<b>Fire Access Road Subsidy Scheme (FARSS)</b>	Applications close 1 November, 2017.  The Committee need to plan a year in advance for budgeting purposes.	Council will be submitting an application for the replacement of two leaking tanks on the Rainbow-Nhill Road. An additional tank and replacement of a pump is also required.  Ian Day <b>Moved</b> that the Committee endorse Council's FARSS application, <b>Seconded</b> Alan Braithwaite.  <b><u>CARRIED:</u></b>	S. Power	

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
			The MERO will be added to the mailing list for future FARSS funding notifications.	N. Smith/ Morrison	
7.6	<b>Schedule 13 Permits to Burn</b>	Stephen Nicholson will keep statistical data for 2017-2018 and will not issue permits until after the long weekend in March, 2018.  There has been no communication from the Reference Group discussing this matter.	Hindmarsh Shire Council, (unlike some other Councils) will continue issuing permits.	S. Nicholson	
7.7	<b>Sub-committee reports</b>	No Sub-Committees.			
8	<b>AGENDA ITEMS</b>				
8.1	<b>Endorsement of Municipal Fire Management Plan-D. Blake/P. Kuhne</b>	Refer to Item 7.2.			
8.2	<b>Community Map: Fire Hydrants/Tanks and Fire History-D. Blake/P. Kuhne</b>	Dianna showed the committee the emergency management components on the community map available <a href="http://www.hindmarsh.pozi.com">www.hindmarsh.pozi.com</a> .  The Victorian Emergency app shows all water points.	Information will continue to be added to the map.. Peter Solly asked whether strategic fire breaks can be added as a layer.	D. Blake/P. Kuhne	
8.3.	<b>Fire Plan: VFRR Review in April/May</b>	Refer to Item 7.4.			
8.4.	<b>Proposed 2018 Calendar</b>	Agenda items will be separated into meeting dates. A combined MEMPC will be held in July, 2018.	Peter Solly <b>Moved</b> that the Proposed 2018 Calendar-Wimmera Emergency Management Resource Sharing Program, as circulated be endorsed, <b>Seconded</b> Ian Day.  <b>CARRIED:</b>	N. Smith	
9.	<b>AGENCY REPORTS</b>				
9.1	<b>Local Government</b>	Nil			
9.2	<b>Peter Solly-CFA</b>	Peter Solly advised of new operation staff			



No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
		appointments. Fire restrictions will not be lifted until after the Melbourne Cup.			
9.3	<b>DELWP</b>	Refer to 9.4.			
9.4	<b>Alan Braithwaite-Parks Victoria</b>	<p>Glen Rudolph has been appointed as the new district manager.</p> <p>Burns have been completed along McCabe's Hut and Eagle Swamp track, as per the new internal breaks strategy.</p> <p>The new level 3 Incident Control Centre has been completed in Horsham.</p> <p>Resources have been sent to Gippsland.</p>	<p>The broader township slashing program will start this month.</p> <p>Spring/summer burns are planned for Nhill and Lochiel. The CFA will be invited to attend.</p>	<p>DELWP/Parks</p> <p>DELWP/Parks</p>	
10	<b>GENERAL BUSINESS</b>				
10.1	<b>Council's slashing program-D. Blake</b>		Wayne Schulze will check when the Council's roadside slashing programming is starting.	W. Schulze	
10.2	<b>Rainbow Local Control Centre-P. Solly</b>	The Rainbow Control Centre has received a new printer and will be provided with a 35K generator.			
10.3	<b>Old Fire Stations-P. Solly</b>	Peter Solly advised that the CFA are happy to move tanks from old fire stations, so the sites can be decommissioned. The poly tanks at Antwerp and Yanac would be relocated to the Rainbow Airstrip. Wayne advised that the Yanac fire station is being sold and the owner may require the tank to be left at the site. The Werrap tank would be moved to Marg Krelle's gateway, however ownership is unknown. The Pigick fire station tanks could be hooked up to the pipeline.	Peter Solly will investigate who owns the tanks at the old fire stations and then discuss with CFA and Hindmarsh Shire.	P. Solly	



No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
11.	<b>Next Meeting</b>	Thursday 15 February, 2018 at the Nhill CFA.			
12.	<b>Meeting Closed</b>	11.45 am.			

# Minutes of the Hindmarsh Municipal Fire Management Planning Committee Meeting

Thursday, 15 June 2017 -1010 hours to 1325 hours at Nhill Fire Station

Chairperson: Adrian Gasperoni

Minutes: Dianna Blake

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
1.	<b>Welcome</b>	Adrian Gasperoni welcomed all members to the meeting.			
2.	<b>Attendance</b>	Adrian Gasperoni (Hindmarsh Shire - Chairperson), Phil Kuhne (WEMT), Peter Solly (CFA), Dianna Blake (WEMT), Ian Morrison (CFA), Trevor Schwarz (CFA), Matthew Goodie (DELWP), Jo Ussing (CFA), Damien Skurrie (Parks Vic), Craig Britten (CFA)			
3.	<b>Apologies</b>	Cr. Rob Gersch (Hindmarsh Shire Council), Monica Revell (Hindmarsh Shire), Steve Nicholson (Hindmarsh Shire), Noella Smith (Hindmarsh Shire), Michael Boatman (CFA)			
4.	<b>CORRESPONDENCE</b>				
4.1.	<b>Inward Correspondence</b>	- NIL -			
4.2.	<b>Outward Correspondence</b>	- NIL -			
5.	<b>CONFIRMATION OF THE PREVIOUS MINUTES.</b>		Minutes of the previous Hindmarsh Municipal Fire Management Planning Committee Meeting held on 23 March, 2017, as circulated to all members of the committee were taken as read and confirmed on the <b>Motion</b> of Trevor Schwarz <b>Seconded</b> Peter Solly and <b>CARRIED</b> .		
6.	<b>ACTION ITEMS FROM THE PREVIOUS MINUTES</b>				
6.1.	<b>Responsible Agent for maintaining infrastructure under the Wimmera Mallee Pipeline</b>	Phil spoke to Bob Millar, GMMWater regarding this matter and was advised that mechanical infrastructure such as pipeline fittings etc. were the responsibility of	Wayne Schulze and Cr Rob Gersch will refer this matter to Council.	W. Schulze/R. Gersch	

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
	<b>Project-P. Kuhne</b>	GMMWater. However, slashing and hard stand areas are the responsibility of Council. Phil suggested that Council refer to its agreement with GMMWater to clarify responsibility.			
<b>6.2.</b>	<b>Streamlining of fire permit procedure-P. Kuhne/D. Blake</b>		Refer to Point 6.6.		
<b>6.4.</b>	Slashing of crown land west of the old Rainbow Tennis Courts- P. Solly	The Education Department still owns the land in question.	Needs to go back on the fire plan. Refer Point 6.2	CFA	Ongoing
<b>7.</b>	<b>STANDING ITEMS:</b>				
<b>7.1</b>	<b>Contact List</b>	The contact list was distributed during the meeting to record updates.	Directory updated.		
<b>7.2</b>	<b>Municipal Fire Management Plan</b>	New version is currently undergoing re-write. Will be circulated to committee for review and feedback prior to next meeting, with the aim to endorse at the October meeting.	Committee to review draft MFMP once they receive it.	All	prior to next meeting
<b>7.3</b>	<b>Emergency Fire Incident Review</b>	Nothing major occurred. Couple of stubble burn escapes, Burn Controllers course at Little Desert Lodge – electrical fault coincidentally combusted in the building during the course. Dealt with effectively. Planned burns all progressing well. Complaints throughout the district of atmospheric smoke – far more burning being conducted than in recent years. Number of “false calls” from public is down significantly; cause not known but could be: - increased public awareness - roadside signage - burn registration			
<b>7.4</b>	<b>Victorian Fire Risk Register (VFRR)</b>	Reviewed and updated at the end of meeting – refer attachment			

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
7.5	<b>Fire Access Road Subsidy Scheme (FARSS)</b>	Applications close before next MFMP meeting. Hydrant access does not come under FARSS (Ian). Peter Solly – a number of hydrants need additional gravel on pad. Peter and Anne Champness (acting for Adrian as Director of Infrastructure/MERO) to discuss – include works supervisors.	Peter and Anne Champness (acting for Adrian as Director of Infrastructure/MERO) to discuss hydrant access pads – include works supervisors.	Peter Solly	
7.6	<b>Schedule 13 Permits to Burn</b>	MAV & Council Insurance body continue discussions. Position of MAV is that the State needs to fund CFA to fully manage this process. Representation on this is ongoing. Craig Britten (CFA) has an update in his report.	- Phil writing an advice to Councils - MFPO requested to provide stats on permits issued this season to review at next meeting. Any statistics on where permit burns went wrong and why?	Phil Steve Nicholson	
7.7	<b>Sub-committee reports</b>	no sub-committees			
8	<b>AGENDA ITEMS</b>				
8.1	<b>Neighbourhood Safer Places – Bushfire Places of Last Resort</b>	Damien Skurrie – consider Kiata location in future?	Motion to accept NSP locations as listed, no new locations at this time. <b>Motion</b> of Phil Kuhne <b>Seconded</b> Craig Britten and <b>CARRIED</b>		
8.2	<b>End of season review</b>	farm burning as occurred since last meeting – refer Point 7.3			
9	<b>AGENCY REPORTS</b>				
9.1	<b>Adrian Gasperoni HSC</b>	- nil -			
9.2	<b>Craig Britten CFA</b>	as tabled			
9.3	<b>Matthew Goudie DELWP</b>	as tabled			
9.4	<b>Damien Skurrie Parks Vic</b>	Productive burning program implementing strategic breaks. Reviewing and updating program. Bushfire risk team meeting and going on ground to review areas of risk. Discussion followed on from Cr Gersch question at last meeting re windfarms. Phil advised that as they are commercial they have their own fire management plans. Trevor – planned burn in Nhill Swamp area? Damien confirmed it is planned to			

No.	Issue Topic	Points of Discussion	Details of Action or Motion	Responsible Officer	Time Frame
		occur in conjunction with slashing program. Potential joint venture with CFA.			
<b>10</b>	<b>GENERAL BUSINESS</b>				
<b>10.1</b>	<b>Access roads in Little Desert</b>	Damien advised there is heavy vegetation on some roads – overhang and restriction. PV crew are happy to do the works to clear. Adrian has a program scheduled to work with farmers in the next 3 months – consolidate in this program	Damien to speak with Wayne Schultz about process to implement this. Include Greg Deutscher from VicRoads.	Damien Skurrie	
<b>10.2</b>	<b>Advisory committee at Rainbow?</b>	Peter Solly has previously offered to assist with implementing a community advisory committee. Phil looking at community engagement across the Shire, this work should be consolidated. Adrian advised that Rainbow Town Committee is very engaged – same model may not be appropriate in all other towns.			
<b>10.3</b>	<b>Burn Camp training</b>	Ian Morrison advised that this training is on this weekend on private land at 2506 Edenhope Kaniva Rd, in case extra smoke is seen.	Ian to send details to Adrian to include notification on Council's Facebook page	Ian Morrison	
<b>10.3</b>	<b>12 noon - Extend meeting to review VFRR</b>		<b>Motion</b> by Craig Britten to extend meeting to complete the VFRR review <b>Seconded</b> Ian Morrison and <b>CARRIED</b>		
	<b>Meeting Closed</b>	1325			

# Hindmarsh Municipality

## Municipal Emergency Management Plan 2017 – 2020

Version 2.0



Nhill Town Centre. VisitHindmarsh.com.au

**RESTRICTED VERSION**

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# Authority and Endorsement

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## Authority

The Hindmarsh Shire Council is the custodian of the Municipal Emergency Management Plan (MEMP) pursuant to Section 20(1) of the Emergency Management Act 1986. This MEMP was endorsed through a formal motion by the Hindmarsh Municipal Emergency Planning Committee (hereafter referred to as “the MEMPC” or “the Committee”).

Chairperson of the Municipal  
Emergency Management  
Planning Committee



9/11/17

The MEMP was then adopted through a formal motion by the Hindmarsh Shire Council as the Hindmarsh Municipal Emergency Management Plan.

## Endorsement

Version 2.0 of the MEMP was officially endorsed by the Hindmarsh Shire Council on:

XX/XX/XXXX

Chief Executive Officer  
Hindmarsh Shire Council



## Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of Hindmarsh Shire Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

# Document Information

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## Amendment Register

Version Number	Date endorsed by MEMPC	Date adopted by Council	Amendment History
1.0	July 2013		Adoption of Version 1.0
1.1	November 2015		Recommendations from 2014 audit and legislation changes. Adoption of Version 1.1
1.1	November 2016		VICSES Audit review passed
2.0	November 2017		Full review and endorsement, inclusive of 2016 audit recommendations

Table 1 Hindmarsh MEMP Amendment Register

## Administrative Updates

Administrative updates will be made to this plan from time to time that will be noted in the [Amendment Register](#) section. These amendments are of an administrative nature and do not substantially change the content or intent of this plan. These amendments do not require the plan to be endorsed by the Committee or Council.

Where there is substantial change required to the content or intent of the plan, the plan will go through the formal endorsement process.

## Distribution of the MEMP

The Hindmarsh MEMP is for the use of the members of the Hindmarsh MEMPC. The Hindmarsh MEMP and amended copies will be distributed to the MEMPC membership electronically.

A Public Copy is available from the:

- Hindmarsh Shire Council website: [www.hindmarsh.vic.gov.au](http://www.hindmarsh.vic.gov.au)
- State Library of Victoria: [www.slv.vic.gov.au](http://www.slv.vic.gov.au)

Access to the restricted version of the plan may be considered upon application to the MERO via the [MEMP Contact Details](#)

Please refer to the [Disclaimer](#) of this plan for further details about the intended uses and appropriate distribution of this document.

## Public Access

- A Public Access version of the plan is placed on the Council's website under the Emergency Management tab: [www.hindmarsh.vic.gov.au](http://www.hindmarsh.vic.gov.au)
- Please note the Public Version has information and contact details removed to comply with confidentiality and privacy requirements. The Restricted version has full details and is only made available to the MEMPC membership or approved agencies that have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council on the "Crisisworks" emergency management platform for Council and approved agency staff access.

## MEMP Contact Details

This Plan is administered by the MERO. Please address all enquiries to The Municipal Emergency Resource Officer:

Hindmarsh Shire Council

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Nhill Victoria 3418

[info@hindmarsh.vic.gov.au](mailto:info@hindmarsh.vic.gov.au)

[www.hindmarsh.vic.gov.au](http://www.hindmarsh.vic.gov.au)

## **Glossary and Acronyms**

Definitions of words and phrases used in the MEMP have the same meaning as those prescribed in the relevant legislation and should be referred to, they include:

- Emergency Management Act 1986
- Emergency Management Act 2013
- [Emergency Management Manual Victoria Part 8: Appendices & Glossary](#)
- Local Government Act 1958
- Risk Management Standard ISO: 31000 2009

The MEMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

## **Statistical Data**

Statistical data referenced in this document is from the following sources:

- (1) Australian Bureau of Statistics 2016 Census
- (2) Department of Health and Human Services 2015 Local Government Area Statistical Profiles
- (3) VicHealth Indicators Survey 2015

# Introduction

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The unpredictable nature of emergencies can cause loss of life, destruction of property and dislocation of communities. Coping with hazards gives our reason and focus for planning. Emergency management planning at the municipal level is a multi-agency responsibility with Council playing an important role as direct participants as well as facilitating the planning process.

Experience shows that good planning for the use of resources in preventative (risk management) activities, in the response to emergencies and towards the recovery of affected communities and environments, can significantly lessen the harmful effects of those emergencies.

## Context of the Plan

The framework for the management of all types of emergencies in Victoria is provided by the [Emergency Management Act 1986](#), the [Emergency Management Act 2013](#) and by the planning arrangements contained within the [Emergency Management Manual Victoria](#).

This plan is one component of the broader framework that enables emergency services, support agencies, service providers and the community to better understand hazards, determine priority risks, prepare for, respond to and recover from emergencies to strengthen community resilience and safety within the Hindmarsh municipality.

This Plan is the result of the cooperative efforts of the agencies and organisations that comprise the Hindmarsh MEMPC. It is these collaborative efforts of the membership that will ensure the objectives of the plan are implemented.

## State Planning

[The State Emergency Response Plan \(Part 3 of EMMV\)](#) identifies the organisational arrangements for managing the response to emergencies within, or with the potential to affect, the State of Victoria. It applies to all agencies having roles or responsibilities in response to those emergencies, regardless of the scale of the emergency.

The State Emergency Response Plan, in conjunction with the [State Emergency Relief and Recovery Plan \(Part 4 of EMMV\)](#), set the strategic framework for preparedness, planning and emergency operations in Victoria.



## Regional Planning

Emergency management agencies may develop plans that cover the Grampians regional area, that have a focus for a coordinated response across the region. These plans are managed by the respective agencies. As appropriate, this MEMP and its sub-plans are linked to these regional plans e.g. Grampians Relief and Recovery Plan, Grampians Regional Strategic Fire Management Plan.

## Local Planning

Local emergency management planning in the Hindmarsh municipality is facilitated by the Hindmarsh Shire Council. The Hindmarsh MEMP is a multi-agency plan that describes the emergency management arrangements at the local level.

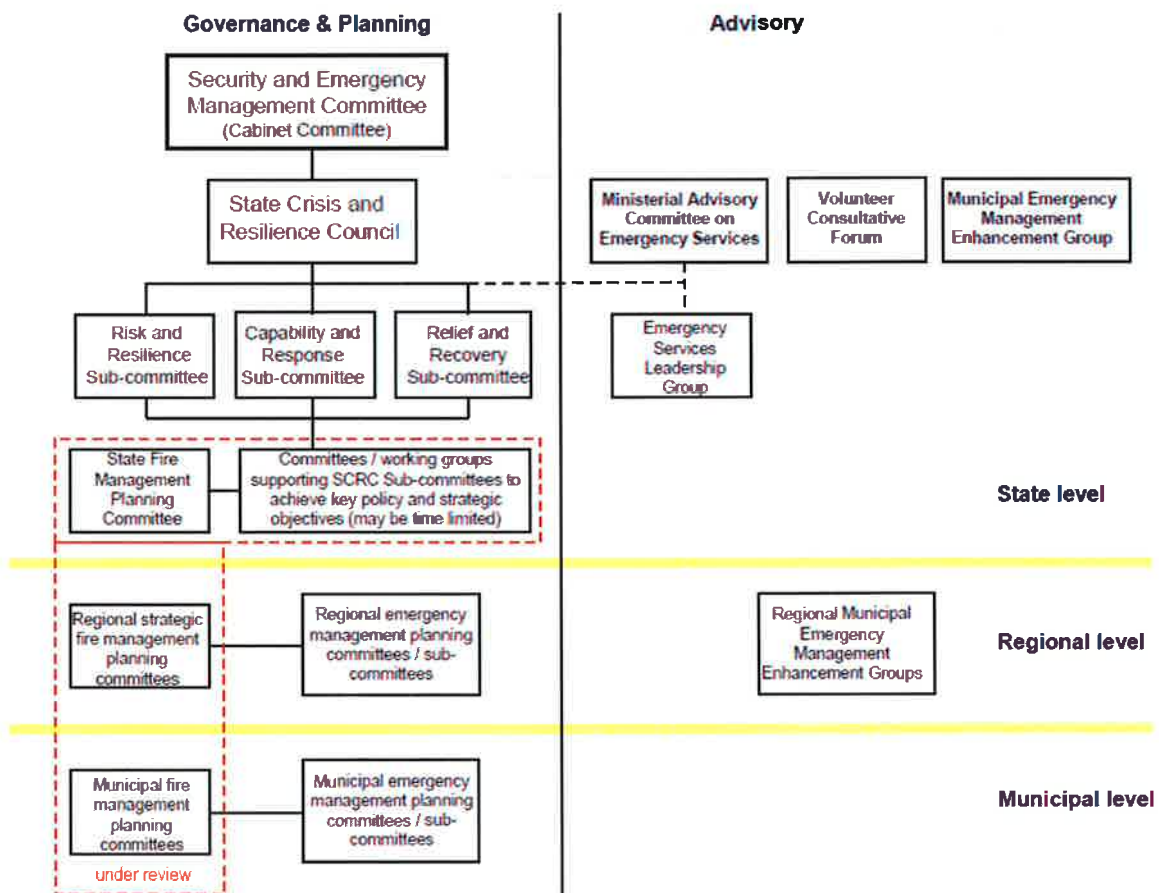


Figure 1 EMMV Part 6, Overview of the State's Planning & Committee Structure

## **Purpose**

The purpose of this plan is to detail agreed multi-agency and community arrangements for the prevention of, preparedness for, response to, and recovery from emergencies that may occur in the municipality of Hindmarsh.

## **Objectives**

The Hindmarsh MEMP has the following objectives:

- Identify and evaluate hazards and their risks that may affect the municipality
- Identify mitigation strategies to manage the likelihood or consequences of emergencies
- Promote educational programs that reduce the community's vulnerability and supports its resilience
- Managing arrangements for the utilisation and implementation of available municipal resources and other resources
- Assisting the community to recover following an emergency
- Complementing other local, regional and state government planning arrangements

# Plan Evaluation and Reporting

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## Audit

The Municipal Emergency Management Planning Committee (MEMPC), pursuant to Section 21A of the Emergency Act 1986, will submit the MEMP to the Victoria State Emergency Service for audit. The purpose of the audit is to assess this plan's compliance with the guidelines issued by Victoria's Emergency Management Coordinator. MEMPC will respond to all requests resulting from the audit as required. This plan will be subject to audit every three (3) years.

The MEMP is a multi-agency plan for the municipal district. It is not owned by Council. The result of the emergency planning process is a coherent plan that should be known and understood by all agencies, MEMPC members, senior council officers and all staff who have emergency management responsibilities.

## Review

The MEMP will be reviewed and updated as required:

- Annually in full or part at each MEMPC meeting
- After each major event where the plan has been activated
- Where the MEMP has been Exercised
- As part of its programmed three (3) year major review.

It is acknowledged that planning cycles may change as planning processes evolve in the future.

All agencies that are represented and have responsibilities in the MEMP and associated plans are required to notify the MEMPC of any changes to their contact details, agency responsibilities and resourcing levels so that the arrangements can be updated as required.

Testing (Exercising) of the Arrangements is undertaken following completion of the development or major review of the arrangements and associated plans. This will be done in a form determined by the MEMPC. Other aspects of the Arrangements may be tested in part as determined by the MEMPC.

## **Reporting**

The MEMPC reports after each meeting to the:

- Hindmarsh Shire Council by providing a copy of the meeting Minutes and any other information as required on the progress of any work being undertaken by the Committee
- Grampians Regional Municipal Emergency Management Planning Committee (GREMPC) by providing a summary and notification of issues for the Regional Committee to consider

Agencies assigned actions by the Committee report on their progress at each meeting in an appropriate form until the action is complete.

# Municipal Profile

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## The Land

### Traditional Owners

Hindmarsh Shire acknowledges the Aboriginal history of the municipality as the traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people.

### Topography

The Hindmarsh Shire is situated in North-western Victoria, 350km north-west of Melbourne, and covers an area of approximately 7,524 square kilometres. The Shire is bordered by the Mildura Rural City Council to the north, West Wimmera to the west, Horsham Rural City Council to the south and Yarriambiack Shire Council to the east. The Shire is divided into three wards: North, West and East. North Ward consists of Big Desert, Lake Albacutya, Rainbow, Netherby and Lake Hindmarsh. West Ward contains Nhill and East Ward contains Dimboola.

The topography includes relatively flat open plains situated between the two desert parks providing ideal conditions for broad acre cropping. The Wimmera River flows south to north, terminating in Lake Albacutya. The Wimmera River floodplain between Glenorchy and Horsham is a large and relatively flat alluvial area.

The climate in the area is dominated by warm dry summers and cool wet winters and the bushfire season generally runs from November to April. Weather conditions associated with the bushfire season in the Shire include warm to hot north-westerly winds, high temperatures and low relative humidity followed by a cool south westerly change. In recent years there has been a significant decrease in average spring and autumn rainfalls.

The townships of Jeparit and Nhill experience an increase in seasonal population from spring through to autumn. Many of the visitors to Lake Hindmarsh and the region are local but an increasing number of visitors are from overseas or from out of the region.

For additional information please refer to [Appendix D: Hindmarsh Municipality Boundary Map](#)

## Climate

The climate in the area is dominated by warm dry summers and cool wet winters.

The climate is semi-arid to sub-humid, with annual rainfall ranging generally from 380 millimetres (15 in) in the north to 580 millimetres (23 in) in the south. Most rain falls in winter, though heavy summer falls can occur, the most

famous of which was the thunderstorm that dumped 133.2 millimetres (5.24 in) on Nhill in mid-January 1974.

Temperatures are hot in summer, ranging typically from a maximum of 30 °C (86 °F) to a minimum of 14 °C (57 °F), whilst extremes can be as high as 46 °C (115 °F). In the winter, maximums are 15 °C (59 °F), but mornings can be cool.

The State Government climate change projections predict that the municipality can expect:

- increased temperatures with the greatest increases occurring in summer.
- to be drier with greater decreases in rainfall expected in spring.
- to have an increase in the intensity of rainfall but a decrease in the number of rainy days.

With increased temperatures and a decreased amount of rainfall, water will be a key issue in the future for the community, council, primary producers and businesses.

### **Land Use**

Rural land use comprises just 59.7% of the total land in the area with less than 1% being used for business, industrial or residential purposes (2) . Approximately 2,450 households are present in the area (1). Little Desert National Park rests in the south of the Shire and the Big Desert in the North. Lake Hindmarsh is situated near to the towns of Rainbow and Jeparit and is the largest freshwater lake in Victoria.

### **Water Supply and Management**

The Wimmera Mallee pipeline has been implemented on the eastern side of the Wimmera River across the municipality. This system has replaced the earthen channel system which is being replaced over time. The major towns of Jeparit, Dimboola, Nhill and Rainbow are supplied through Supply System 1 - Yaapect line. As part of the construction of the pipeline, a number of water tanks for firefighting purposes have been strategically placed along its length.

### **The People**

The total population of the region is 5,741 people (1). The four largest towns in the area are Nhill (largest town), Dimboola, Rainbow, and Jeparit.

Hindmarsh has the third smallest LGA population in Victoria. Hindmarsh experienced negative population growth from 2002 to 2012, with negative growth also projected to 2022 (2). More than 50% of residents are aged 45 or older, and 4.6% are aged 85 or older which is more than twice the Victorian rate. The Aboriginal and Torres Strait Islander population is more than double the Victorian average, rates of volunteering are well above average, and community engagement is high. The median household income is well below average and there are high percentages of low income individuals and families, however rental housing is highly affordable and the unemployment rate is below the Victorian average (2).

The largest ancestries in Hindmarsh in 2016 were Australian (41.4%), English (39.6%), and German (9.6%).

There has been growth in the Karen community since 2011 (from 0.9% to 2.5%).

The Aboriginal and Torres Strait Islander population is 1.3% of the total population.

66.3% of the population identify as Christians, 0.7% identify as Buddhist, while 23.2% classify themselves as non-religious.

In Hindmarsh, 5.3% of people spoke a language other than English at home, with the most common being Karen (2.4%), Malayalam (0.5%) and Filipino/Tagalog (0.4%) (1).

The percentage of the population with a severe or profound disability or who requires assistance with core activities is 7.7%, compared to the state measure of 5.1% (ABS Census 2016).

## Services

The Hindmarsh Shire is a well serviced municipality which provides, and supports the provision of a range of services that promote public health, education and wellbeing. Listed below are a range of hospitals, aged/disability service centres and the schools and early learning centres in the area.

Township	Kindergarten/Early learning	School/College	Health/Care Facilities
<b>Dimboola</b>	Dimboola Kindergarten	Dimboola Primary School Dimboola Memorial Secondary College Dimboola Lutheran Primary School	West Wimmera Health Service Wimmera Health Care Group
<b>Jeparit</b>	Jeparit Kindergarten	Jeparit Primary School	West Wimmera Health Service
<b>Nhill</b>	Nhill Kindergarten	Nhill College Nhill Lutheran Primary School St Patrick's Catholic School	West Wimmera Health Services Nhill Medical Centre Tristar Medical Group
<b>Rainbow</b>	Rainbow Kindergarten		West Wimmera Health Service

**Table 2 Hindmarsh Service Organisations & Facilities**

A comprehensive list of services including contact details can be found in the supporting document: Vulnerable People in Emergency Policy. Each of these facilities has their own Emergency Management Plan.



## **Vulnerable People and Facilities**

The state-wide database for vulnerable people is regularly updated and available via Victoria Police for response agencies in the event or possible event of a major incident. Hindmarsh Shire Council provides a Vulnerable Persons Coordinator who assists other agencies with maintaining their entries in the state-wide database on an ongoing basis.

Facilities including schools, health services and aged care and disability services are listed in the Vulnerable People register and need to be considered as vulnerable facilities which would require extra care and attention when dealing with evacuation and emergency procedures.

## **The Industry**

The major industry in the region is agriculture, with 26.8% employed in this industry and 59.5% of all business enterprises being highly connected to this sector. Agriculture is based largely on grain and wool production but in recent years has diversified into the production of oilseeds and legumes. Other major industries within the Shire include intensive livestock management, silo manufacturing and grain receival locations.

## **Major Transport**

The main transport infrastructure in the Shire includes the:

- Western Highway, traversing east-west and is the main road link between Melbourne and Adelaide
- Melbourne-Adelaide rail link, traversing east-west through Dimboola and Nhill (approx. 16 freight trains per day increasing during the harvest season)
- Nhill Aerodrome - two runways, one suitable for day and night operations

The main transport services include the:

- Melbourne-Adelaide-Melbourne bus line
- Melbourne and Adelaide Overland passenger train
- Melbourne-Dimboola-Rainbow rail line (used for grain transport only)

## The Economy

The total number of businesses in the Shire in 2014 was 792 with well over half of these related to the agricultural industry (1). The next largest employers in the Shire are construction, retail, transport and warehousing and real estate services. Hindmarsh Shire rates relatively high on the Index of Relative Socio-Economic Disadvantage ranking 9th in Victoria, however the unemployment rate is lower than average at 4.3% (2).

## Tourism

The Shire boasts stunning, unspoiled wilderness areas such as the Big and Little Desert Parks, Wyperfeld National Park and Lakes Hindmarsh and Albacutya. A number of small museums and heritage buildings lie within the shire boasting a vibrancy of culture and local historical knowledge. Just a few of these historic places are Nhill Memorial Community Centre, Wimmera Mallee Pioneer Museum (Jeparit), Dimboola Printing Museum, Old Shire Hall (Nhill), Yurunga Homestead (Rainbow), Pella Lutheran Church (Rainbow), Ebenezer Mission (Jeparit) and Dimboola Courthouse Museum.

## History of Emergencies

### Fires

The municipality has a history of lightning strikes in particular within the Little Desert National Park and Wyperfeld National Park. The addition of agricultural machinery and stubble burning are also factors that increase the likelihood of ignition in the broad acre cropping area across the Shire. For further Fire History of the municipality refer to Hindmarsh Community Map.

Year	Location	Size [ha]	Ignition Source
2015	Little Desert – Nhill Harrow Road	13,100	Lightning
2015	Little Desert – Wallaby Track	1,121	Lightning
2014	Antwerp – Warracknabeal Rd	1,200	Escaped burn off
2014	Antwerp – Tischler Rd,	297	Mechanical
2011	Hay shed (\$1.5m) (structure fire). Nhill – Netherby Rd	N/A	Unknown
2008	Little Desert National Park	15,000	Lightning
2003	Dimboola Hotel (structure fire)	N/A	Unknown
2002	Big Desert	27,000	Prescribed burn
1998	Wyperfeld National Park	14,000	Lightning
1998	Cordner Motors, Dimboola (structure fire)	N/A	Unknown

Year	Location	Size [ha]	Ignition Source
1997	Rainbow	220	Escaped Burn off
1993	Photography Business, Nhill	N/A	Unknown
1980	Western Highway Nth Dimboola	1,700	Vehicle

Table 3 Major Fire Summary

### Floods

Large floods along the Wimmera River through the Hindmarsh Municipality generally occur as a result of moderate to heavy rainfall in the upper parts of the catchment to the south after a prolonged period of general rainfall. Large floods most recently occurred in 2010 and 2011 greatly affecting the towns of Jeparit and Dimboola as well as many of the roads, cutting off access in the municipality.

### Pest Plague

Late in 2010 and early in 2011 a plague of locusts ravaged the state of Victoria impacting greatly on the agricultural industry of the municipality. The occurrence of high summer and autumn rainfall provided an ideal environment for extensive breeding and egg-laying. The Australian plague locust is a native Australian insect and is a significant agricultural pest. In recent years, crops in the Wimmera have also been affected by mouse plagues. In 2010, 2011 and 2014 particularly, numerous regions across Victoria, South Australia and Western Australia were subject to mouse plagues.

### Future Implications for Emergency Management

Future vulnerabilities will include larger landholdings managed by consortiums and serviced by contractors leading to declining populations across the shire. This demographic combined with an ageing population has seen previously robust rural communities replaced by smaller, older more vulnerable communities isolated from services. The shift in population may reduce emergency services volunteer capacity and resources potentially leading to delayed suppression activities in rural areas reducing brigade capacity and resources.

Changes in farming practices have led to increased fuel content being left on ground throughout the year potentially increasing fire spread due to continuity of fuel load. Hay production is widespread throughout the shire and there is potential for spontaneous combustion in stored product.

An increase in individuals purchasing property for investment purposes has resulted in more absentee land owners. These land owners traditionally have less understanding of fuel and fire management requirements, have little

engagement with the community and live externally to the municipality. This limits their capacity and ability to undertake regular fuel management works and participate in local community networks.

As predicted by the State Government climate change projections, an increase in temperature can be expected in the future. This escalation in temperature will potentially increase the likelihood and frequency of heatwaves across the municipality. Increased heatwaves in conjunction with an ageing population could be a cause for concern.

# Emergency Risk Management

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## Risk Assessment

Emergency Risk Management is a systematic process that produces a range of measures that contribute to community and environmental wellbeing.

'Unexpected' emergencies can affect the community differently as they generally happen without warning or predictability. These may include transport accidents, flash floods, terrorism and structure fires. Due to the 'unexpected factor' of these events, it is difficult to plan all suitable counter measures at the municipal level.

The Hindmarsh MEMPC recognizes it has a key role in prevention and mitigation activities to reduce the risk or minimize the effects of emergencies that may occur in the Hindmarsh municipality.

To ensure an effective response to such events, the risk management approach considers the most likely aspects and consequences of all types of potential hazards, which is incorporated into all levels of municipal emergency planning. This is further supported by the emergency risk management planning adopted at the State Level, as detailed in [Part 2 of the Emergency Management Manual Victoria \(EMMV\)](#).

The risk management approach provides the MEMPC with a framework for considering and improving the safety and resilience of their community from hazards and emergencies. It aims to identify the likely impacts of a range of emergency scenarios upon community assets, values and functions.

The assessment helps users to identify and describe hazards and assess impacts and consequences based upon the vulnerability or exposure of the community or its functions. The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

Hindmarsh MEMPC regularly undertakes risk assessment programs based on the Australian/New Zealand Standard AS/NZS 31000 and the National Emergency Risk Assessment Guidelines (NERAG) Handbook 10, 2<sup>nd</sup> Edition 2015. Full risk assessments have been undertaken in 1997, 2008, 2012 and 2015.

## Hindmarsh Risk Register

Through the risk assessment process, the following hazards were identified that impact significantly on the Hindmarsh community:

Risk	Risk
Bushfire	Flood
Storm	Transport Accident - Road
Service Disruption	Heatwave
Structural Hazard	Biosecurity Hazard

**Table 4 Major Hazards Impacting Hindmarsh Municipality**

A comprehensive risk profile worksheet has been developed for each of the above listed risks. This worksheet identifies the hazards, the risks, and treatment options. The Risk Register is reviewed at each MEMPC meeting to ensure that it is current. The Risk Assessment worksheets are recorded in "Crisisworks".

# Planning Arrangements

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## Multi Agency Approach

Multi agency collaboration is paramount to good municipal emergency management planning and implementation. Emergency services and recovery agencies work together at the municipal level to Plan, Prepare, Respond and Recover for all emergencies, taking a broad risk approach.

Control agencies responsible for each risk area will involve other agencies (including local government) in a support capacity.

These relationships work because of:-

- Annual Exercising
- Trigger points & level of activation
- Communications to stakeholders and the community
- Working together as one culture

[Appendix B: MEMP Agency 24 Hour Contact List](#) contains a list of agency 24 hour contact details for the MEMP. Additional information can be found in the [Emergency Management Manual of Victoria Part 7](#).

## Municipal Emergency Response Coordinator (MERC)

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

The MERC sits on the Municipal Emergency Planning Committee.

The Officer in Charge at the Nhill Police Station is the delegated MERC for the Hindmarsh municipality. For the full role description of the MERC refer to the [EMMV \(Part 3\)](#).

## Council Emergency Management Functions

The Emergency Management Act 1986 and 2013 and the Local Government Act 1989, identifies that Councils play a role in Victoria's emergency management arrangements and systems.

Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of the municipality. People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The Hindmarsh Shire Council accepts the responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during the response to and recovery from emergencies. Emergency management responsibilities of Council include:



- provision of emergency relief to the community affected by the emergency during the response phase
- provision of supplementary supply (resources) to lead and relief agencies during response and recovery
- relevant Municipal assistance to agencies during the response to and recovery from emergencies
- secondary impact assessment and post emergency needs assessment of the impact of the emergency
- recovery activities within the municipality, in consultation with Department of Health and Human Services and the Department of Economic Development, Jobs, Transport and Resources
- reviews and debriefs post incident and the development of the corresponding reports to agencies and Government

### **Council Emergency Management Roles**

Hindmarsh Shire Council maintains a number of emergency management roles to meet its responsibilities and support these arrangements where appropriate and as capacity allows.

It is anticipated that assistance will be required from neighbouring Shires and emergency service agencies to support the Hindmarsh Shire Council depending on the size of the emergency.

Staff have been appointed to the following roles:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)

### **Municipal Emergency Resource Officer (MERO)**

The Director Infrastructure Services has been appointed to the position of MERO pursuant to Section 21(1) of the Emergency Management Act 1986. Council has also appointed Deputy MERO's to ensure continuity of service in the absence of the MERO.

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

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

For the full role description of the MERO refer to the [EMMV \(Part 6\)](#)

## **Municipal Recovery Manager (MRM)**

The Finance & Customer Services Manager has been appointed by Hindmarsh Shire Council to fulfil the function of the MRM. Council has also appointed Deputy MRM's to ensure continuity of service in the absence of the MRM.

Responsibilities of the MRM include:

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

For the full role description of the MRM refer to the [EMMV \(Part 6\)](#)

## **Municipal Fire Prevention Officer (MFPO)**

The Country Fire Authority Act 1958 requires each council to appoint a MFPO, and any number of assistant MFPOs. The MFPO together with the MFMPC regularly reviews the municipal fire prevention plan and fire planning activities within the municipality.

Under the Act, an MFPO may delegate, by written instrument, to an assistant, any power or duty of the fire protection officer, except the power of delegation.

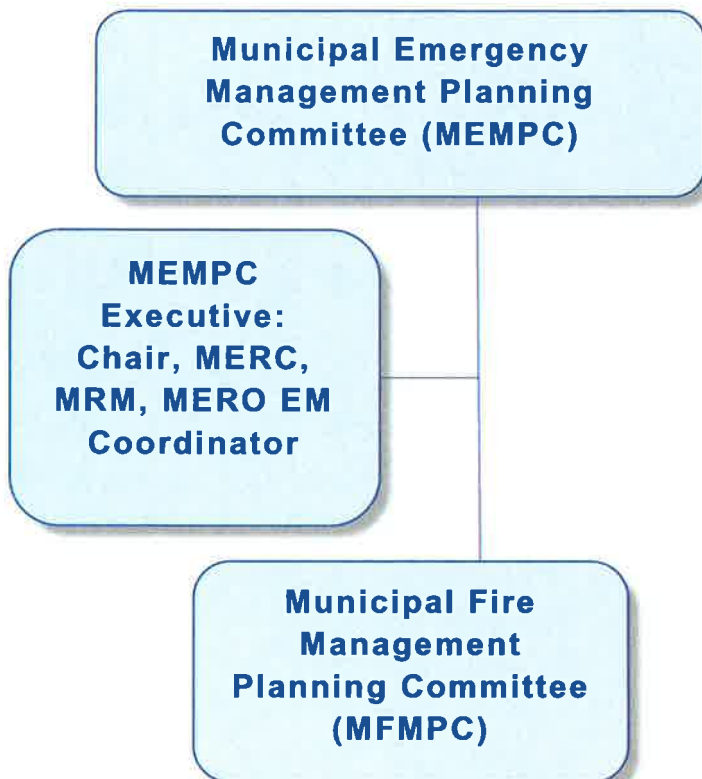
## **Emergency Management Liaison Officer (EMLO)**

The EMLO is appointed by Council to undertake liaison duties in respect of an emergency event and/or when requested to attend an Incident Control Centre (ICC) established by a Control Agency for an emergency event. Their main role is to provide two way communications between Council and the ICC/Emergency Service Agency. The staff member appointed is required to have sufficient knowledge and decision making capability to fulfil this role and ensure efficient and effective outcomes in the management of the emergency event.

## Municipal Emergency Management Planning Committee (MEMPC)

This Committee is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986. Its main purpose is to develop the Municipal Emergency Management Plan (MEMP) for Council's consideration in relation to the prevention, response and recovery arrangements in relation to emergencies that may impact the Hindmarsh Municipality.

The Terms of Reference for the Committee can be accessed at [Appendix A: Hindmarsh MEMPC Terms of Reference](#)



It is not the role of the MEMPC to manage emergencies. This is the responsibility of agencies allocated the role due to their expertise and resourcing to manage emergency events as the Control Agency or aspects of them in support of the Control Agency.

The Figure on the left describes the organisational relationship between the MEMPC, MEMPC Executive and Sub-committees.

Figure 2 MEMPC Organisational Relationship

### MEMPC Executive Group

The primary function of the Executive Group of the MEMPC Committee is to ensure that the local arrangements between Council and partner agencies remain current and that agencies are aware of their role and responsibilities under these arrangements. The Executive Group also ensures the appropriate debriefs and reviews are undertaken when these arrangements have been activated or tested.

The membership of this sub group of the MEMPC is:

- Hindmarsh Shire Council representatives (MERO, MRM)
- Victoria Police – Nhill (MERC)

## **Sub Committees and Working Parties**

To assist with the activities of the MEMPC, sub-committees may be established to examine various issues in more detail then report back to the MEMPC. These may include:

- MEMPC Executive Group
- Municipal Fire Emergency Management Planning Committee
- Recovery Sub-committee
- Other sub-committees, as required

# Preparedness Arrangements

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## Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources and the support of agencies to ensure a coordinated and well planned approach that delivers required outcomes.

Preparedness takes many forms including planning, training, exercising, resource acquisition and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

## Resource Sharing Protocol

Hindmarsh Shire Council is a signatory to the [Municipal Association of Victoria \(MAV\) Resource Sharing Protocol](#). The Protocol clarifies operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements in an emergency.

## Mutual Aid and Support

Hindmarsh Shire Council accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during response and recovery from emergencies. However it is recognised that when Hindmarsh Shire Council is required to enact any of the functions below, support will be requested from neighbouring & sister shires, state & federal government departments and other agencies to assist in the delivery of those functions appropriate to the event

This includes the management of:

- provision of emergency relief to the affected community during and immediately after the response phase
- provision of appropriate assistance and resources to control and relief agencies during response and recovery
- secondary impact assessment and post emergency needs assessments following the emergency
- financial support arrangements that arise
- recovery activities within the municipality, in consultation with Department of Health and Human Services (DHHS) and the Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- municipal debriefs, reviews and the development of corresponding reports.

## Emergency Relief Centres

An Emergency Relief Centre is a building or a place that has been activated for the provision of essential personal needs for people affected by an emergency. The decision to activate an emergency relief centre (ERC) is based on an Incident Controller's determination, in consultation with the MEMPC Executive Group. For information on Emergency Relief Centres in Hindmarsh municipality refer to [Appendix C: Supporting Arrangements and Useful Links](#).

## Vulnerable People

Hindmarsh Shire Council is one of several organisations in the municipality that maintains a Vulnerable Persons Register (VPR) in keeping with the current policy definition and procedures developed by Department of Health and Human Services. Each agency's VPR Coordinator will release information according to the procedure: [Appendix C: Supporting Arrangements and Useful Links](#)

## Neighbourhood Safer Places – Bushfire Places of Last Resort (NSP-BPLR)

Neighbourhood Safer Places – Bushfire Places of Last Resort are Council designated buildings or spaces within the community that may afford some protection from bushfires. Neighbourhood Safer Places – Bushfire Places of Last Resort:

- is a place of last resort in bushfire emergencies and are not designed to replace a personal bushfire survival plan
- may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible
- are not locations to relocate to when leaving early. On days when there is advice to leave early people should relocate well away to an area of lower risk either the night before or early in the morning

Neighbourhood Safer Places – Bushfire Places of Last Resort are reviewed annually. Sites are nominated by Council and then assessed by CFA for their suitability.

For more information refer to Hindmarsh Shire Municipal Fire Management Plan 2017 - 2020 or the Municipal Neighbourhood Safer Places - Places of Last Resort Plan. See: [Appendix C: Supporting Arrangements and Useful Links](#)

The list of Neighbourhood Safer Places- Places of Last Resort, including township maps, for the State of Victoria can be located at [www.saferplaces.cfa.vic.gov.au](http://www.saferplaces.cfa.vic.gov.au).

## Community Information Guides

Community Information Guides - Bushfire (formerly known as Township Protection Plans) are a key source of information for the community and an important tool to emphasise the shared responsibility between the community, fire services and local government. For Hindmarsh municipality, there are currently the following Community Information Guides developed:

- Dimboola

Community Information Guides are a dynamic document updated annually. For further information refer to [www.cfa.vic.gov.au](http://www.cfa.vic.gov.au).

## Mitigation

Government & non-government organisations, commercial enterprises and community members are all expected to maintain mitigation measures within their own areas of responsibility. For example:

- Private businesses prepare business continuity plans
- Aged care and health facilities have emergency management plans
- Farmers have appropriate fire control measures at harvest
- Fire agencies will conduct strategic controlled burn programs
- Council implements relevant planning, prevention and mitigation measures within its authority, responsibility and policies
- Community members have personal emergency plans
- Organisations and individuals have appropriate levels of insurance

## Hazard Specific Sub Plans

Treatment plans are developed at municipal and agency level to mitigate the risk of hazards that impact the municipality. The hazards and the associated risks are recorded in the Risk Register.

Where the risk is of sufficient magnitude, hazard specific sub plans are developed, which may contain mitigation arrangements. Other sub-plans and arrangements may be developed that:

- manage specific hazards of a technical nature such as biosecurity risks or pandemic
- support Control Agencies and their arrangements e.g. Resource Support Arrangements
- contribute to the overall management of an emergency e.g. Emergency Animal Welfare Support Sub-plan

These plans can be found in [Appendix C: Supporting Arrangements and Useful Links](#).

# Response Arrangements

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## Introduction

Emergency response focuses on organising, coordinating and directing available resources to respond to emergencies and the provision of rescue and immediate relief services for people affected by emergencies. This includes the provision for requests for physical assistance from regional, state and commonwealth levels of government when municipal resources are exhausted.

The following section outlines the arrangements in place for the activation and implementation of response activities for emergency events impacting on the Hindmarsh municipality, including regional collaborative arrangements to facilitate effective response to emergency events that impact on an area larger than the municipality.

## Strategic Control Priorities

EMV provide key strategic priorities for the State Controller, Regional Controllers and Incident Controllers to consider during the management of any complex emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery.

The priorities include:

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

## Event Categorisation

Emergency events are categorised using three parameters:

- Operational Tier
- Class of Emergency



- Classification

### Operational Tier

The operational tier defines the level of management required for the emergency event:

- Incident - managed at the local level by the Control Agency
- Regional – managed at the regional level by the Control Agency
- State Incident – managed at State level by EMV

Emergency events are managed at the appropriate operational tier until the event may require escalation to a higher level.

### Classes of Emergency

Classes of emergency as defined *the Emergency Management Act, 2013*, relate to the type of emergency and are defined below:

Class	Definition
Class 1 emergency	(a) a major fire; or (b) any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the State Emergency Response Plan. (Emergency Management Act 2013 section 3)
Class 2 emergency	A major emergency which is not— (a) a Class 1 emergency; or (b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or (c) a hi-jack, siege or riot. (Emergency Management Act 2013 section 3)
Class 3 emergency	A Class 3 emergency means a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.

Table 5 Classes of Victorian Emergencies

### Classification of Emergencies

There are three classifications of emergency response:

- **Level One – Small Scale Emergency (less than 24 hour impact)**  
Level one incident normally requires the use of local or initial response resources.
- **Level Two – Medium Scale Emergency (more than 24 hours)**

A level 2 incident is more complex in size, resources or risk than Level One. It is characterised by the need for:

- deployment of resources beyond initial response
- sectorisation of the emergency
- the establishment of functional sections due to the levels of complexity or
- a combination of the above

The Incident Control Centre (ICC) may be activated to coordinate the multi-agency response to the event. The Incident Controller will establish an Emergency Management Team as required.

- **Level Three – Large Scale Emergency (multiple days impact)**

A level 3 incident is a large scale emergency and is characterised by the levels of complexity that will require the activation and establishment of an ICC. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

## Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the consequences of emergencies are to be minimised. The phases of activation are:

### Alert

Upon receipt of warning or information that an emergency may occur or affect the relevant area of responsibility, the organisation and staff must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warning for key personnel.
- Testing of communications arrangements.
- Establish the flow of information between Municipality and Control/Support Agencies.
- Staff ready to deploy if required to respective Emergency Centres.
- Muster resources and prepare equipment and personnel for immediate action.
- Identify assembly areas.

### Action

This is the operational phase of the emergency when control and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" phase being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times.

Some of the activities that should be considered in this phase are:

- Mobilise personnel/equipment as requested.
- Produce situation reports on regular basis for higher authorities.
- Deploy additional resources as required.
- Ensure Casual Emergency Workers are registered.

### **Stand Down**

Once "Alert" or "Action" has been implemented, the MERC must declare a "Stand Down". The MERC will advise all participating agencies of 'Stand Down', after consultation with the Control Authority and any other relevant agency, and when satisfied that the response to the emergency has been completed.

### **Incident Control Centre (ICC)**

Incident management and control will be set up and activated by the controlling agency at a pre-determined Incident Control Centre (ICC). In some cases it may be initially set up from a police station or pre-determined municipal facility.

An Emergency Management Team (EMT) communicates through the Incident Control Centre (ICC) when an alert is issued. The team comprises the MERC, Control Agencies and the MERO. Its role and function is to assess agency readiness, which includes their capacity for deployment, and determine the extent of resources available locally.

The Incident Control Centre (ICC) operates by using the Australasian Interservice Incident Management System (AIIMS). AIIMS provides a management system that facilitates the coordination of all activities, by all parties involved, in the resolution of any emergency. The nearest ICC (Level 3) for Hindmarsh municipality is located in Horsham at the offices of the Department of Economic Development, Jobs, Transport and Resources (DEDJTR), also referred to as Grains Innovation Park.

The main ICC is located in Horsham but other ICCs may be established that impact the Hindmarsh municipality such as Mildura in the north or Heywood in the south. The address details are

1. Horsham ICC: Grains Innovation Park, 110 Natimuk Rd, Horsham
2. Mildura ICC: 308-390 Koolong Ave Irymple 3498
3. Heywood ICC: 12 Murray Street, Heywood 3304

**Note: The ICC is not open to the public.**

## **Council Emergency Management Coordination**

Coordination of emergency management is generally undertaken by the Control agency within an Incident Control Centre.

There may be instances where the Hindmarsh MEMPC Executive Group (MERC, MERO and MRM) perform a leadership role in municipal coordination, and provide a link between the Incident Control Centre (ICC) and Hindmarsh Shire Council to ensure that requests for resources and any other related requirements can be addressed.

Considerations for the MEMPC Executive to establish Council emergency management coordination or a coordination facility may include:

- members of the community are displaced by the emergency
- the ICC is established at a distance from the MEMPC Executive
- there is a need to coordinate the provision of emergency relief to the affected community
- there is a need to support the control agency in the provision, collation and dissemination of community information
- there is significant need for community recovery services

The Council Emergency Coordination Facility is located at Hindmarsh Sire Council, 92 Nelson St, Nhill.

## **Council's Role in Response Activities**

Whilst not an exhaustive list the EMMV (Part 7) sets out that most of the activities below are carried out by councils in close conjunction with, or with direct support by, Government departments and agencies.

- Provision of available municipal resources needed by the community and response agencies
- Provision of facilities for emergency services' staging areas
- Facilitate the delivery of warnings to the community
- Provision of information to public and media
- Coordination of the provision and operation of emergency relief (includes catering, emergency relief centres, emergency shelters and material needs)
- Clearance of blocked drains and local roads, including tree removal
- Support to VicRoads for partial/full road closures and determination of alternative routes

## Command, Control and Coordination

The State Emergency Response Plan (Part 3 EMMV) bases its emergency response arrangement on the emergency management functions of control, command and coordination.

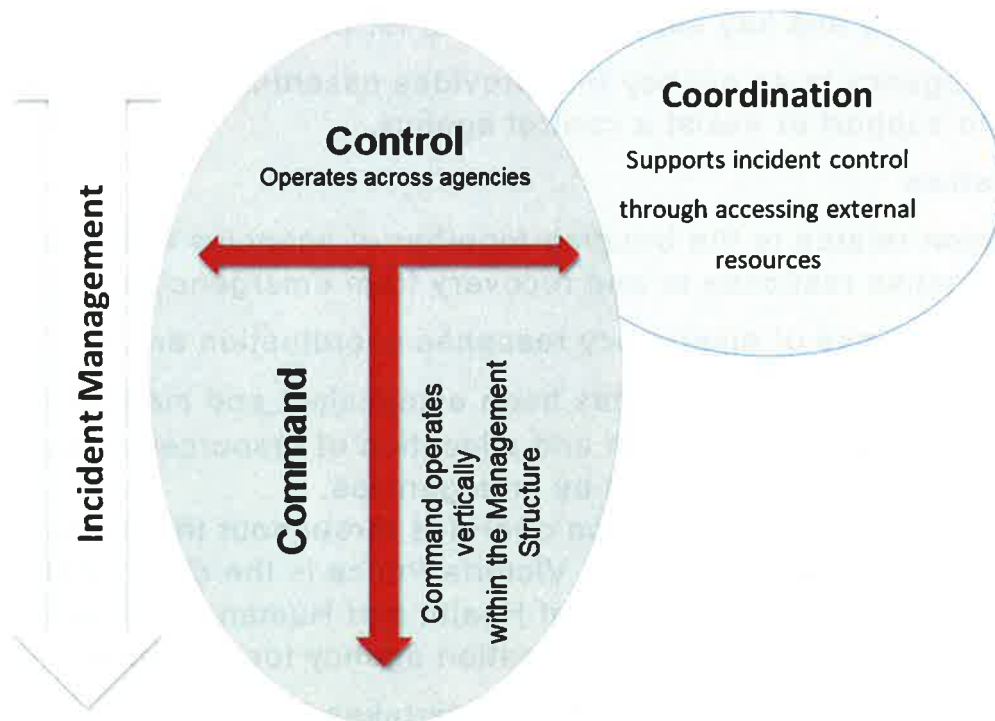


Figure 3 Command, Control & Coordination Relationship

### Command

Command relates to the internal direction of personnel and resources of an agency, operating vertically within the agency. The term 'chain of command' refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

### Control

Control relates to the overall direction of response activities in an emergency, operating horizontally across agencies. A single agency must be appointed as the control agency at each emergency.

During the course of the emergency response the control agency may change depending upon the circumstances. Handover of control must be made to the appropriate agency representative, be formal in nature and the details of the handover must be noted. If it is unclear which agency will be in control at any incident the responding agencies should determine the control agency by agreement. In the absence of an agreement the Emergency Response Coordinator will determine the control agency.

A Controller is responsible for providing direction to all agencies deployed in an emergency response.

## **Control and Support Agencies**

[Part 7 of the Emergency Management Manual of Victoria \(EMMV\)](#) sets out control agencies and key support agencies for response.

A support agency is an agency that provides essential services, personnel or material to support or assist a control agency.

## **Coordination**

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

The main functions of emergency response coordination are to:

- ensure effective control has been established and maintained , and
- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response and recovery activities. Victoria Police is the co-ordination agency for response and the Department of Health and Human Services (under delegation from EMV) is the co-ordination agency for recovery.

Coordination of emergency events is undertaken in a collaborative manner between response agencies, municipalities, relief and recovery agencies and not-for-profit/volunteer organisations. Depending on the scale of the emergency, a Municipal Emergency Coordination facility and/or a Regional Incident Control Centre (RCC/ICC) will be activated to coordinate the response, relief and early recovery requirements of an emergency event.

## **Consequences**

Each emergency is unique and response by agencies and organisations must be undertaken on an understanding of the consequences of the emergency on the affected community. Consequences of emergencies on communities can include:

- Physical health - illness
- Mental health – stress, anxiety and depression, anger, grief
- Family and relationships – family violence, impacts on children
- Disruption to community networks

Mental health impacts may include an increase in problematic alcohol and drug use, violence and abuse. People with pre-existing mental health issues may experience new or increased symptoms or possible relapses. There may also be an increased risk of violence against women occurring in the aftermath of an emergency, and the issues associated with this risk.

Effective consequence management involves the ongoing assessment and management of the potential or actual effect of the emergency on communities. The safety of community members is the primary consideration in consequence management.

Under section 45 of the Emergency Management Act (2013), the Emergency Management Commissioner (EMC) is responsible for consequence management for major emergencies.

## Communications

### Public Information

Releasing public information about the emergency response is authorised by the Incident Controller or their nominated representative prior to dissemination. Any information released by the municipality in relation to response activities must be approved by the control agency or police media liaison. General information to be released by the municipality must be authorised by the MERO or Chief Executive Officer.

It is important to ensure that communication of information to the public is maintained at an optimum level for specific circumstances where community action is necessary. This is primarily to protect lives and also for the protection of property and the environment. Warning arrangements are set out in the Victorian Warning Protocol available at Emergency Management Victoria on: <https://www.emv.vic.gov.au/responsibilities/victorias-warning-system/victorian-warning-protocol>

### Seasonal alerts

Control and support agencies release seasonal alerts and deliver educational programs for the purpose of reducing the community's vulnerability and increase its capacity for resilience and self-reliance. These agencies are members of the MEMPC.

### Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

**The Control Agency has the responsibility to issue warnings** to the potential affected communities and other agencies. Where this is not practicable, the Incident Controller must notify the Regional Emergency Response Coordinator (Victoria Police), who in turn will facilitate the issue of warnings.

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal to be used in assisting the delivery of public warnings and messages for major emergencies to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them
- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast
- Responsibility for issuing SEWS lies with the Incident Controller

Further information regarding SEWS can be read in the [EMMV Part 8 Appendix 14](#).

### **Agency Communications**

All agencies having a role in this plan are responsible for the provision of their own communications systems during emergencies. The Emergency Management Manual Victoria identifies Victoria Police as providing support for agencies for communications. Their role is to identify and coordinate all available alternative communications providers for activation when required. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the MERC who will arrange for the request to be actioned.

The Telstra network is the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible.

### **Telephone Communications**

When available, during emergencies, the Telstra network is the primary means of communication. It should be utilised to capacity where possible. When identifying locations for use as a Municipal Emergency Coordination facility, Emergency Relief Centres and Assembly Areas, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request from the Control Agency Incident Controller. All costs related to such installations are the responsibility of the requesting Organisation.

### **Community Connections**

Resilient communities have high levels of networks and structures that facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Connected communities actively engage and share local knowledge, allowing emergency management processes to be more effective. Relationships are in place to allow access to a wide support network within the community. This means the community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies. For information on community connections in Hindmarsh Shire refer to [Appendix E: Community Connections](#).



## Shelter Options

Shelter options for people relocated or evacuated as a result of an emergency are listed in the Wimmera Integrated Emergency Relief and Recovery Sub-plan.

## Impact Assessment

Impact assessment is conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer-term recovery needs.

There are three stages to impact assessment:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

EMV provide [Impact Assessment Guidelines for Class 1 Emergencies](#).

Loss and damage coordination	Impact Area
State Emergency Service	IIA loss and damage report
Country Fire Authority	IIA loss and damage report
Council	SIA and PENA where the impact is within an urban or industrial area
Department of Health and Human Services	SIA and PENA where there is loss of primary residence
Department of Economic Development, Jobs, Transport and Resources	SIA and PENA where the impact is upon farming enterprises
Department of Environment, Land, Water and Planning	SIA and PENA where the impact is upon public land

**Table 6 Post Impact Assessment Coordination**

## Resource Support Arrangements

Control and support agencies respond to emergencies according to the plans and arrangements for managing the specific emergency. These plans may include a SERP sub-plan for the specific form of emergency. Where additional resources are required, the incident controller should:

- Seek response agency resources directly through the response agency commanders or as explained in the relevant SERP sub-plan
- Seek supplementary resources, other than those of the responding agencies, through the IERC or MERC, or as explained in the relevant SERP sub-plan
- Seek relief or recovery resources through the MERO, ensuring the IERC or MERC is aware of the request.

Additional information on the process for sourcing resources can be found in the [EMMV Part 3 State Emergency Response Plan](#).

## Payment Responsibilities

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

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

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

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

Financial arrangements for paying for resources are detailed in the [EMMV Part 8 Appendix 1 Financial Arrangements](#).

## Emergency Relief Arrangements

Emergency Relief is a response requirement and is the provision of essential life support needs to the community and persons affected by an emergency.

The Wimmera Integrated Emergency Relief and Recovery Sub-Plan identify the roles and responsibilities of the various organisations and agencies that exist in the municipality in relief and recovery. It identifies the longer term aspects of recovery for communities and the organisations and agencies that provide services.

Emergency Relief Centres have been identified and documented in the appropriate arrangements: [Appendix C: Supporting Arrangements and Useful Links](#).

The Wimmera Integrated Emergency Relief and Recovery Sub-plan outline the Support Arrangements coordinated by Hindmarsh Shire Council at the local level. At a state and regional level, Emergency Relief is the responsibility of DHHS.

**Emergency Relief Management** - If Emergency Relief is required, the request is made through the MERC or the MERO, ensuring the MERC is aware of the request. The MERO will contact the MRM, who will activate the required functional services.

For further information about emergency relief see Wimmera Integrated Emergency Relief and Recovery Sub plan.

## **Medical and Health Arrangements**

Implementation of the medical arrangements will be automatic where people require medical assistance. This automatic response will be performed by Ambulance Victoria (AV) and hospitals within the municipality. The scale and nature of an emergency will dictate the medical and health.

Medical responsibilities are listed in the current [State Health Emergency Response Plan \(SHERP\)](#).

## **Debriefing arrangements**

Post emergency debriefs are undertaken as soon as is practicable after an emergency by each agency. Post incident reports should be documented as appropriate and circulated to relevant agencies.

It is the responsibility of the MERC to ensure a multi-agency debrief is conducted.

Following any debrief, the MEMPC should consider any feedback relating to the MEMP and sub-plans.

## Transition Response to Recovery

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Recovery operations begin at the same time as an emergency occurs. At a point in the scaling down of response operations a transition from response to recovery will occur between the control agency, the Hindmarsh Shire Council and other recovery stakeholders.

### Transition

Transition is the process of transferring from the response phase to the recovery phase. Recovery operations will commence as soon as possible after the onset of the emergency event and will be progressed alongside the response and relief activities while the incident is still under the management of the Incident Controller from the lead response agency. The timing of transition will depend on:

- whether there is a recurring threat
- the extent of impact on the communities
- the extent of known loss and damage
- the level of resources needed for recovery

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Coordination responsibility is passed to the DHHS as the recovery coordination agency at the state and regional level, while local government (through the MRM) has management responsibility at the municipal level.

Where it appears to the MERC after consultation with the relevant agencies that response and relief activities are nearing completion, they will convene a meeting with the control agency, MRM and Regional Recovery Coordinator (DHHS) to establish whether:

- the emergency response has or will soon be concluded
- the immediate care and needs of the affected persons are being managed
- the relevant agencies are ready to start or continue providing and/or managing recovery services
- the Incident Controller has supplied a current handover document
- sufficient damage/impact information has been passed to enable detailed planning for recovery activities

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates. This process recognises the shift from relief to recovery operations. It is important that the transfer of coordination responsibility from the MERC to MERO or MRM be appropriately negotiated, documented and communicated to all relevant agencies.

The [Agreement for Transition of Coordination Arrangements from Response to Recovery](#) is a formal agreement to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities. The scope of the transition agreement arrangements includes:

- Authorisation arrangements.
- Coordination and management arrangements.
- Transition activities and tasks to ensure continuity of essential community support.
- Information and communication arrangements.

### **Termination of Response Activities and hand over of Goods/Facilities**

In some circumstances it may be appropriate for certain facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations there would be an actual hand over to the MRM of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

Payment for goods and services used in the Recovery process is the responsibility of the MRM.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (DHHS) being actively involved, then the DHHS Regional Coordinator will consult with the MERO and the MRM on the timing and process of response stand down.

## Recovery

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The Wimmera Integrated Emergency Relief and Recovery Sub-plan (hereafter referred to as the WIERR Sub plan) sit within the broader structure of the Hindmarsh Municipal Emergency Management Planning framework. It outlines the commitments of various organisations involved in recovery management in the Hindmarsh Shire. It enables effective and coordinated management of the recovery process in the event of an emergency. The plan facilitates the recovery of affected persons, communities and infrastructure as quickly and practicably as possible. The emergency recovery arrangements apply to all emergencies as defined by the Emergency Management Act (1986) and the Emergency Management Act (2013) that have an impact on the community.

Refer to the Wimmera Integrated Emergency Relief and Recovery Sub-plan for full details on Recovery Arrangements.

# Appendices

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## Appendix A: Hindmarsh MEMPC Terms of Reference

### Authority

The Hindmarsh Municipal Emergency Management Planning Committee (MEMPC) is formed pursuant to Part 4 Section 21 of the Emergency Management Act 1986

Guidance is provided by:

[Emergency Management Manual Victoria Part 6: Municipal Emergency Management Planning Arrangements – Guidelines for Committees](#)

### Responsible Officer

Municipal Emergency Resource Officer (MERO)

### Purpose

The Committee's purpose is to facilitate a multi-agency forum to provide information and advice to assist with emergency management planning in the Hindmarsh municipality.

### Role of the Committee

The MEMPC has a planning and review role in relation to emergency management within the municipality.

### Objectives

- Prepare and maintain a Municipal Emergency Management Plan (MEMP), (subject to Audit by the Director of Victoria State Emergency Service every three years)
- Contribute to the continuous improvement of the Hindmarsh Municipal Emergency Management Plan (MEMP) through monitoring, review and development
- Identify and evaluate Hazards that may impact the municipality
- Identify evaluate and treat subsequent risks from identified Hazards that could impact the community
- Build relationships across member agencies and industries within the municipality
- Participate in functional sub-committees and working groups to plan for specific emergencies, address issues, and develop and implement plans and projects
- Contribute to testing components of the MEMP through the development and participation in emergency exercises
- Fulfil statutory obligations for HSC and member agencies.

## **Scope**

The Hindmarsh MEMPC is a multi-agency committee for the Hindmarsh municipality. Its scope is to develop, implement and maintain a Municipal Emergency Management Plan, sub-plans and arrangements appropriate to the risk profile of the municipality and review emergency incidents that occur in or are relevant to the municipality.

## **Membership**

### **Core Membership:**

The MEMPC membership comprises but is not limited by:

- Chair – HSC Councillor or Committee nominated person
- Municipal Emergency Response Coordinator (MERC) Victoria Police
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Victoria State Emergency Services Representative (VicSES)
- CFA Operations Officer from District 17
- Department of Environment, Land Water and Planning (DELWP)
- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- Ambulance Victoria (AV)
- VicRoads
- Australian Red Cross (ARC)
- Department of Health and Human Services (DHHS)
- West Wimmera Health Service (WWHS)

### **Co-opted Membership:**

In addition to this standing membership the MEMPC welcomes attendance of the following organisations at meetings where required to address specific risks or issues. At other times reports are submitted for each meeting:

- GWM Water
- Wimmera Catchment Management Authority (WCMA)
- VicTrack
- Australian Rail Track Corporation (ARTC)
- PowerCor
- Wimmera Uniting Care
- Wimmera Health Care Group
- Parks Victoria



**Hindmarsh MEMPC Executive Group** membership includes:

- Municipal Emergency Resource Officer (MERO) - HSC
- Municipal Emergency Response Coordinator (MERC) – VicPol
- Municipal Recovery Manager (MRM) – HSC
- In the absence of any of the above their nominated proxy

The member agencies nominate one person as the primary representative & one proxy to represent the primary in their absence. All other attendance is by invitation only.

The agencies listed above will provide representation at the appropriate level to enable decisions and commitment to be made on behalf of their agencies. The MEMPC may appoint new members, convene sub-committees or working Groups as required.

### **Quorum**

Quorum for meetings requires the attendance of at least 50% of the core members.

### **Schedule of Meetings**

The MEMPC will meet three times per year, following major emergencies involving the municipality or as required. Meetings will follow an agenda and be minuted.

### **Sub-committee's and Working Groups**

The MEMPC may set up sub-committees as required to investigate and report on specific issues. Two standing sub-committees are:

- Municipal Fire Management Planning Committee (MFMPC)
- Municipal Recovery Planning Committee (MRPC)

### **Reporting**

The MEMPC is required to submit a report (or Minutes) on its meeting to the next available Council meeting. The MERO is responsible for facilitating this process.

A sub-committee set up by the MEMPC is required to report on its meetings to the next available MEMPC meeting.

The MEMPC Minutes or Report are to be forwarded to the Grampians Regional Emergency Management Planning Committee (GREMPC) for their information by the MERO

The reporting may be in the form of either:

- Copy of the Minutes & associated documents
- Summary report

### **Administration**

Administrative support to the MEMPC including the development, maintenance and amendments to the MEMP, will be coordinated by the MERO and supported by the agency membership as required

### **Review of Terms of Reference**

The Terms of Reference are reviewed annually.

## Appendix B: MEMP Agency 24 Hour Contact List

Agency	Hours	Business Phone / Email
Hindmarsh Shire Council	BH	03 5391 4444
	AH	0428 500 244 Local Laws / Ranger
	AH	0427 319 529 Infrastructure & Roads
	AH	0429 169 767 Home & Community Centre
Ambulance Victoria	7am-8pm	Nhill 03 5391 2025
	24/7	Group Manager Wimmera District <a href="mailto:wimmera.groupmanager@ambulance.vic.gov.au">wimmera.groupmanager@ambulance.vic.gov.au</a>
	24/7	<a href="mailto:ambulanceemergencymanagement@ambulance.vic.gov.au">ambulanceemergencymanagement@ambulance.vic.gov.au</a>
	24/7	Grampians Regional Health Commander 03 5229 8890
Australian Red Cross	24/7	1800 232 969
		<a href="mailto:stakeholders_vic_es@redcross.org.au">stakeholders_vic_es@redcross.org.au</a>
Country Fire Authority (CFA)	24/7	District 17 Horsham <a href="tel:0353621700">03 5362 1700</a> <a href="mailto:admin.d17@cfa.vic.gov.au">admin.d17@cfa.vic.gov.au</a>
	24/7	District 18 Mildura <a href="tel:1800820118">1800 820 118</a> <a href="mailto:admin.d18@cfa.vic.gov.au">admin.d18@cfa.vic.gov.au</a>
Department of Education & Training (DET) – Ballarat	BH	Ballarat 03 5337 8444
	24/7	Security Services Unit – emergency notifications 03 9589 6266
		Regional Emergency Management Coordinators
	24/7	Jeff Cooper 0419 398 701      03 5225 1015 BH

	24/7	Andrea Cox 0407 861 841 03 5337 8429 BH
Department of Health & Human Services (DHHS) – Horsham	BH	03 5338 7928
	24/7	Regional Emergency Management 1800 238 414
	24/7	Regional Environmental Health Officer Stephen Waddington 0419 449 785 03 5333 6057 BH
Department of Economic Development, Jobs, Transport & Resources (DEDJTR)	BH	03 5362 2111 Rural Recovery Officer
	24/7	136 186 Statewide
	24/7	136 186 Emergency
	BH	03 5336 6626 Regional Agency Commander
Department of Environment, Land, Water & Planning (DELWP)	BH	03 5362 2111
	24/7	03 5362 0720
GWMWater	24/7	1300 659 961
Parks Victoria	24/7	13 19 63
Powercor	24/7	1300 653 598
	24/7	13 22 06
Victoria State Emergency Services (VICSES)	BH	03 9256 9800 Horsham Regional Office
	24/7	1800 609 511 Regional Duty Officer
VicRoads	24/7	13 11 70
Victoria Police: Municipal Emergency Response Coordinator (MERC) – Nhill	24/7	0459 849 967
VicPol: Regional Emergency Response Coordinator	24/7	0427146 945
VicPol: Regional Emergency Management Supt	24/7	0407 565 154

West Wimmera Health Service	BH	03 5391 4222
	24/7	03 5391 4299 Executive On-Call
Wimmera Catchment Management Authority (CMA)	BH	03 5382 1544
Wimmera Health Care Group	24/7	03 5381 9111
Wimmera Uniting Care	BH	03 5362 4000
	AH	0427 822 534

## Appendix C: Supporting Arrangements and Useful Links

The following is a list of supporting plans, arrangements, documents and useful links that support the implementation of the MEMPC and local emergency management arrangements across the municipality.

Useful Links	
VicEmergency website	<a href="http://emergency.vic.gov.au/respond/">http://emergency.vic.gov.au/respond/</a>
Hindmarsh Shire Community Map	<a href="http://www.hindmarsh.pozi.com">www.hindmarsh.pozi.com</a>
Agreement for transition of coordination arrangements from response to recovery	<a href="http://files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc">http://files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc</a>

MEMPC Sub-plans and other Agency Plans	
HSC Relief and Recovery Sub-plan	Not yet finalised
Municipal Fire Management Plan	<a href="http://www.hindmarsh.vic.gov.au/emergency">http://www.hindmarsh.vic.gov.au/emergency</a>
Flood Response Plan *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10044">https://hindmarsh.crisisworks.com/register/item/view/id/10044</a>
Emergency Animal Welfare Support Plan*	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10057">https://hindmarsh.crisisworks.com/register/item/view/id/10057</a>
Influenza Pandemic Plan *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10053">https://hindmarsh.crisisworks.com/register/item/view/id/10053</a>
Heatwave Plan *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10054">https://hindmarsh.crisisworks.com/register/item/view/id/10054</a>
Risk Register *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10042">https://hindmarsh.crisisworks.com/register/item/view/id/10042</a>

\* Please note that some plans are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Hindmarsh Shire Council Emergency Management Documents	
Contact Directory *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10099">https://hindmarsh.crisisworks.com/register/item/view/id/10099</a>
Municipal Impact Assessment Handbook *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10052">https://hindmarsh.crisisworks.com/register/item/view/id/10052</a>
Emergency Relief Centre Manual *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10050">https://hindmarsh.crisisworks.com/register/item/view/id/10050</a>
Recovery Centre Manual *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10051">https://hindmarsh.crisisworks.com/register/item/view/id/10051</a>
Vulnerable Persons	<a href="http://www.dhs.vic.gov.au/facs/bdb/fmu/service-agreement/4.departmental-policies-procedures-and-initiatives/4.18-vulnerable-people-in-emergencies">http://www.dhs.vic.gov.au/facs/bdb/fmu/service-agreement/4.departmental-policies-procedures-and-initiatives/4.18-vulnerable-people-in-emergencies</a>
Vulnerable Facilities *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10055">https://hindmarsh.crisisworks.com/register/item/view/id/10055</a>
HSC Emergency Management Team (Internal Use) *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10095">https://hindmarsh.crisisworks.com/register/item/view/id/10095</a>
Volunteers Registration Form *	
Plant & Machinery Resource List	Maintained by HSC Depot - available from MERO on request
Psychosocial Support Coordination MOU with DHHS *	<a href="https://hindmarsh.crisisworks.com/register/item/view/id/10062">https://hindmarsh.crisisworks.com/register/item/view/id/10062</a>
Resource sharing MOU (MAV)	<a href="http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx">http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx</a>
Hindmarsh Shire Council Health and Well-being Plan	

\* Please note that some plans are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Neighbouring Municipal Emergency Management Plans	
Horsham Rural City	<a href="http://www.hrcc.vic.gov.au/emergency/documents">www.hrcc.vic.gov.au/emergency/documents</a>
West Wimmera Shire	<a href="http://www.westwimmera.vic.gov.au/Residents/Emergency-Documents">www.westwimmera.vic.gov.au/Residents/Emergency-Documents</a>
Yarriambiack Shire	<a href="http://www.yarriambiack.vic.gov.au/emergency/documents/">www.yarriambiack.vic.gov.au/emergency/documents/</a>
Mildura Rural City	<a href="http://www.mildura.vic.gov.au/Council/About-Council/Council-Plans-Strategies">www.mildura.vic.gov.au/Council/About-Council/Council-Plans-Strategies</a>

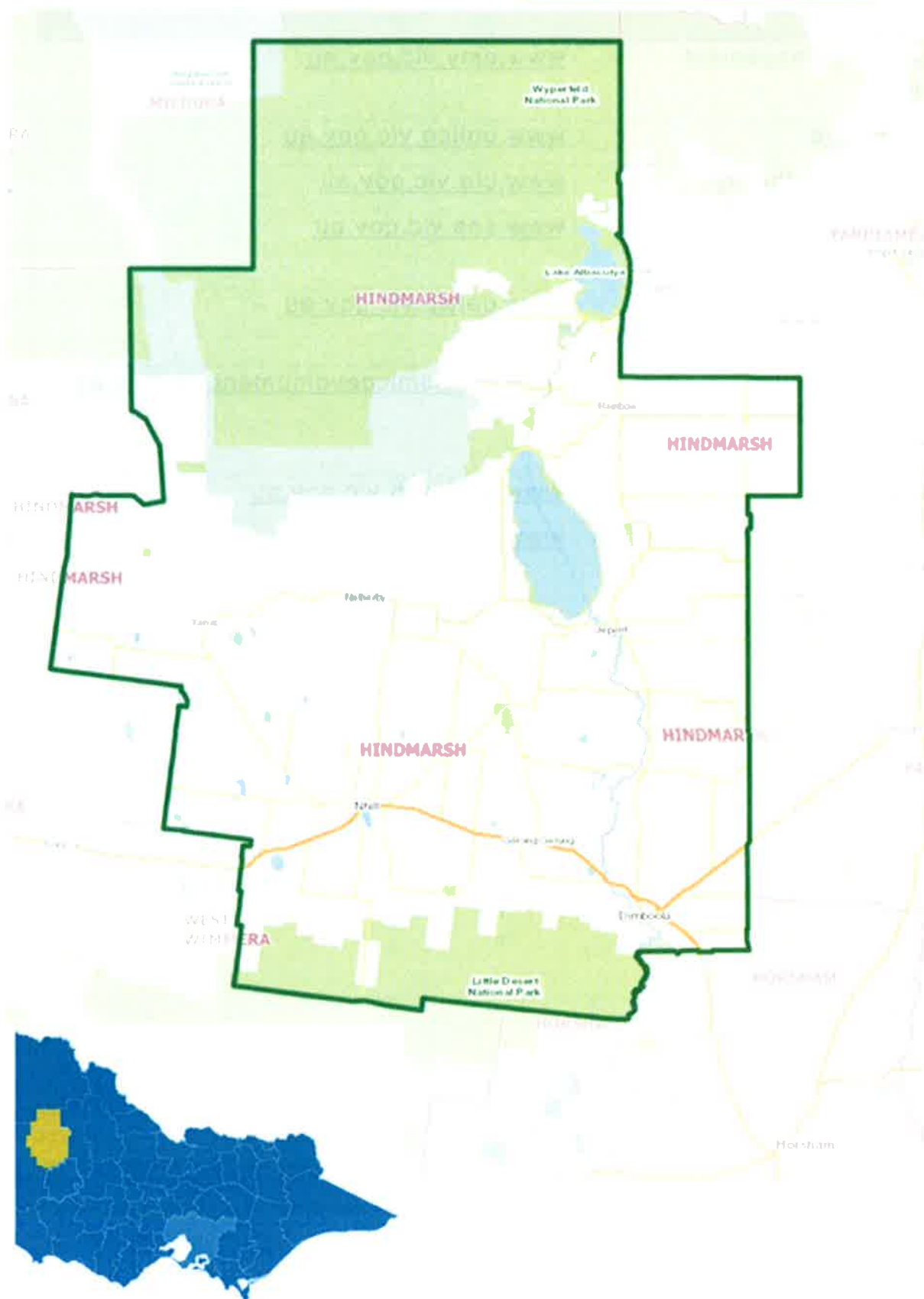
State Legislation and Plans	
Emergency Management Act 1986	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Emergency Management Act 2013	<a href="http://www.legislation.vic.gov.au">www.legislation.vic.gov.au</a>
Emergency Management Manual Victoria (EMMV)	<a href="http://www.emv.vic.gov.au/policies/emmv">www.emv.vic.gov.au/policies/emmv</a>
<ul style="list-style-type: none"> <li>• Part 1: Emergency Management in Victoria</li> <li>• Part 2: Emergency Risk Management and Mitigation in Victoria</li> <li>• Part 3: State Emergency Response Plan</li> <li>• Part 4: State Emergency Relief and Recovery Plan</li> <li>• Part 5: State and Regional Emergency Management Committees</li> <li>• Part 6: Municipal Emergency Management Planning Arrangements: Guidelines for Committees</li> <li>• Part 6A: Guidelines for Municipal Fire Management Planning</li> <li>• Part 7: Emergency Management Agency Roles</li> <li>• Part 8: Appendices and Glossary</li> </ul>	
State Health Emergency Response Plan September 2017	<a href="https://www2.health.vic.gov.au/-/media/health/files/collections/policies-and-guidelines/s/shera-state-health-emergency-response-plan--edition-4.pdf?la=en&amp;hash=5BB6DB09F5B6ED3D40709F33FCBBF5775D917E51">https://www2.health.vic.gov.au/-/media/health/files/collections/policies-and-guidelines/s/shera-state-health-emergency-response-plan--edition-4.pdf?la=en&amp;hash=5BB6DB09F5B6ED3D40709F33FCBBF5775D917E51</a>
Victorian Community Resilience Framework	<a href="http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework">http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework</a>



<b>Agency Websites</b>	
Emergency Management Victoria	<a href="http://www.emv.vic.gov.au">www.emv.vic.gov.au</a>
Victoria Police	<a href="http://www.police.vic.gov.au">www.police.vic.gov.au</a>
Country Fire Authority	<a href="http://www.cfa.vic.gov.au">www.cfa.vic.gov.au</a>
Victoria State Emergency Service	<a href="http://www.ses.vic.gov.au">www.ses.vic.gov.au</a>
Dept. of Environment, Land, Water and Planning - Victoria	<a href="http://www.delwp.vic.gov.au">www.delwp.vic.gov.au</a>
Dept. of Economic Development, Jobs, Transport and Resources	<a href="http://www.economicdevelopment.vic.gov.au">www.economicdevelopment.vic.gov.au</a>
Parks Victoria	<a href="http://www.parkweb.vic.gov.au">www.parkweb.vic.gov.au</a>
Dept. of Justice and Regulation - Victoria	<a href="http://www.justice.vic.gov.au">www.justice.vic.gov.au</a>
Australian Red Cross	<a href="http://www.redcross.org.au">www.redcross.org.au</a>

## Appendix D: Hindmarsh Municipality Boundary Map

For further information on maps refer to [Hindmarsh Community Map](#)



## Appendix E: Community Connections

Communities that have high levels of networks and structures facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Community members are actively engaged and share local knowledge, allowing emergency management processes to be more effective. Relationships are already in place to allow access to a wide support environment and a supply of goods and services when required. The community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies.

For further information on Community Connections refer to the Emergency Management Victoria publication [Community Resilience Framework](#).

Hindmarsh Shire Council has developed an emergency management tab on its external website <http://www.hindmarsh.vic.gov.au/emergency>.

The link includes emergency management information relating to:

- Current Emergency Warnings
- Preparing for emergencies
- During emergencies
- After Emergencies
- FAQs
- Planning documents

The web page also contains useful information on historical events, preparation works that residents can take and links to various emergency service web sites.

Other networks, groups, pathways and groups that exist within the communities of Hindmarsh Shire are listed below:

Organisation	Contact details
Dimboola Lions Club	
Nhill Lions Club	
Nhill Neighbourhood House	80 MacPherson St, Nhill (03) 5391-2196
Rainbow Men's Shed	9 King St, Rainbow (03) 5395-1884
Rainbow Neighbourhood House	Cnr Eddy & King Sts, Rainbow (03) 5395-1884

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# Hindmarsh Municipality

## Municipal Fire Management Plan 2017 – 2020 Version 2.0



Sunset from Hermans Hill. Visithindmarsh.com.au

### Quick References

- Fire Profile – p11
- Risk Management Strategies – p14
  - Community Information Guides – p16
  - Bushfire Places of Last Resort – p16
  - Cross Boundary Arrangements – p18

### Appendices

- A2 Bushfire Risk Register – p 22
- E Strategic Fire Breaks Map – p 70
- F Strategic Fire Break Treatments – p 71

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# Document Information

## Amendment Register

Criteria			Details
Document Title			Hindmarsh Municipal Fire Management Plan
Document Custodian			Hindmarsh Shire Council
Version Number	Date of Issue	Author(s)	Brief Description of Change
1.0	May 2012	Hindmarsh Shire MF MPC	Adoption of Version 1.0
1.1	Nov 2014	Wimmera Emergency Management Cluster	Updated Section 3.7, Chapter 5, Section 6.5, Appendix A, B, C.2, C.3 and H. Changed Community Information Guide (CIG) to Community Information Guide (CIG). Inclusion of Disclaimer, new Section 6.3 – Plan Reporting and change existing Section 6.3, 6.4 to the next sequence.
1.2	Oct 2015	Wimmera Emergency Management Resource Sharing Program	Department names, legislation references, authorisation and plan duration updated. Updated references in environmental scan. Updated data from VFRR for consistency with State-wide dataset.
2.0	Jun 2017	Wimmera EM Team & Hindmarsh Shire MF MPC	Review and rewrite

Table 1 Amendment Register

## Public Access

- A Public Access version of the plan is placed on the Council's website under the Emergency Management tab: [www.hindmarsh.vic.gov.au](http://www.hindmarsh.vic.gov.au)
- A Restricted full version of the plan is available by contacting the MERO on the contact details below.
- Please note the Public Version will have some detail removed to comply with confidentiality and privacy requirements. The Restricted version has full details included and is only made available to the appropriate agency and their representatives who have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council on the "Crisisworks" emergency management platform for Council and approved agency staff access.

## Administrative Updates

Administrative updates will be made to this plan from time to time that will be noted in the [Amendment Register](#) section. These amendments are of an administrative nature and do not substantially change the content or intent of this plan. These amendments do not require the plan to be endorsed by the Committee or Council.

Where there is substantial change required to the content or intent of the plan the plan will need to go through the endorsement process.

## Glossary and Acronyms

Definitions of words and phrases used in the MFMP have the same meaning as those prescribed in the relevant legislation they include:

- Country Fire Act 1958
- Emergency Management Act 1986
- Emergency Management Act 2013
- Local Government Act 1958
- Risk Management Standard ISO: 31000 2009

The MFMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

## Distribution of the MFMP

The Hindmarsh MFMP is intended for the use of the members of the Hindmarsh MFMPC, MEMPC, and Grampians Regional Strategic Fire Management Planning Committee (GRSFMPC).

The Hindmarsh MFMP will be distributed according to the committee membership of the MFMPC, MEMPC and Grampians RSFMPC as required.

Please refer to the [Disclaimer](#) of this plan for further details about the intended uses and appropriate distribution of this document.


## Authority and Endorsement

The Hindmarsh Shire Council is the custodian of the Municipal Fire Management Plan (MFMP) pursuant to current legislative arrangements. This MFMP was endorsed through a formal motion by the Hindmarsh Municipal Fire Management Planning Committee (hereafter referred to as "the MFMPC" or "the Committee").

The MFMP was then endorsed as a sub plan to the Hindmarsh Municipal Emergency Management Plan (MEMP) through a formal motion by the Hindmarsh Municipal Emergency Management Planning Committee (hereafter referred to as "the MEMPC").

The MFMP was then adopted through a formal motion by the Hindmarsh Council as the MFMP for Hindmarsh Shire.

Chairperson of the Municipal  
Fire Management Planning  
Committee



5/10/2017

Chairperson of the Municipal  
Emergency management  
Planning Committee



9/11/17

Chief Executive Officer  
Hindmarsh Shire Council



## Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of Hindmarsh Shire Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication. This Plan is administered by MERO.

## MFMP Contact Details

Please address all enquiries and feedback to the:

### **Municipal Emergency Resource Officer**

Hindmarsh Shire Council

PO Box 250

Nhill VIC 3418

[info@hindmarsh.vic.gov.au](mailto:info@hindmarsh.vic.gov.au)

[www.hindmarsh.vic.gov.au](http://www.hindmarsh.vic.gov.au)

# Introduction

Bushfires are a natural part of the landscape of Victoria. Learning from the experiences of recent fires will improve the way we prevent, respond and recover from fires.

The Hindmarsh Municipal Fire Management Plan (MFMP) is risk based, prepared and maintained as a sub-plan to the Municipal Emergency Management Plan (MEMP) to ensure that the linkages across fire prevention, response and recovery (PRR) programs are consistent and holistic. The plan also contains appropriate reference to other uses of fire, including agricultural, ecological and cultural applications.

The second iteration of the Hindmarsh MFMP seeks to achieve consistent and effective fire management planning across the Municipality through commitment to cooperation, including sharing and building of collective knowledge and experience at municipal and regional levels.

Critical to the success of integrated fire management planning is the ongoing building and maintaining of relationships across government, the private sector and the broader community.



Figure 1 - Hierarchy of Plans

The Hindmarsh MFMP is integrated and links other plans listed in [Appendix H: Documents and Links](#).

## Purpose

The purpose of the Hindmarsh Municipal Fire Management Plan is to document the planned and coordinated implementation of measures designed to minimise the occurrence and mitigate the effect of bushfire.

## Context of the Plan

### State and Regional Planning

The plan is based on the Integrated Fire Management Planning (IFMP) framework.

The Victorian Government developed the Integrated Fire Management Planning (IFMP) Framework for Victoria in response to recommendations made in the Victorian Bushfire Inquiry 2009. The aim of IFMP is to achieve a consistent and effective means for fire management planning within Victoria through a commitment to cooperation, including information sharing and the building of collective knowledge.

The planning framework operates under existing fire and emergency management legislation which is currently evolving. This approach does not replace the existing statutory roles and responsibilities of agencies; it supports and enhances them through government and agencies working together.

The State Fire Management Planning Committee has been created to establish, enable and monitor the implementation of the IFMP Framework, ensuring its consistency and sustainability. The committee provides policies and direction to facilitate an integrated approach to fire management planning across Victoria

Regional Strategic Fire Management Planning Committees have been established across eight regions throughout Victoria and work collaboratively to produce a Regional Strategic Fire Management Plan. Hindmarsh Shire is one of eleven municipalities in the Grampians Region.

The Regional Strategic Fire Management Plan is risk-based and considers the needs of the region as a whole. This plan guides the development of each municipal level plan within the region and includes advice on various treatment options, which may be considered in municipal level planning. The Grampians Regional Strategic Fire Management Planning Committee provides a critical link between municipal and state fire management planning.

Many other organisational plans and strategies have strong links to the development of this plan. The strategic intent of these plans is captured within this plan but the detail remains within those organisations documents.

For these and any other relevant strategies and/or documents which have and will influence this plan refer to [Appendix H: Documents and Links](#).

### Hindmarsh Shire Municipal Fire Management Planning Committee

The Municipal Fire Management Planning Committee (MFMP) is a sub-committee of the Municipal Emergency Management Planning Committee (MEMPC) and determines its procedures subject to the guidelines provided in the Emergency Management Manual Victoria. For information regarding the purpose and role of the MFMP refer to [Appendix A: MFMP Terms of Reference](#).

## **Municipal Fire Management Objectives**

The Hindmarsh MFMP is a strategic and operational document that identifies communities and assets at risk through an Environmental Risk Scan. This incorporates Council's existing Municipal Fire Prevention Plan and Municipal Emergency Management Plan. It also uses the Victorian Fire Risk Register (VFRR) tool to identify assets at risk from bushfire and treatments currently applied to mitigate risk.

The primary objective of the Hindmarsh MFMP is to ensure the community shares responsibility for implementing the strategies contained within the plan to create a safer municipality in partnership with the Hindmarsh MFMPC by:

- Effectively managing and reducing the risk of fire, with a view to protecting life and property with due regard to our natural environment.
- Aligning and integrating existing fire management planning and practices across agencies and the community.

The Hindmarsh MFMP objectives are also guided by the five key objectives of the Grampians Regional Strategic Fire Management Plan which include:

- Planning together - State, regional, municipal and local fire management plans will be linked with a common purpose and a consistent assessment of risk. The plans will be prepared in consultation with those most-affected and available to all interested parties.
- Implementing collaboratively the activities agreed to in the plans by preparing programs designed to include the common needs of those most vulnerable and affected by the adverse impacts of fires
- Building knowledge by share information and interacting with academic and professional institutions, other jurisdictions and communities
- Building capability by applying knowledge and continuous improvement principles in an environment that allows for innovation and change
- Using fire to support the health of our natural, economic, social and cultural environments.

The Hindmarsh MFMP aims to create greater community awareness and communicate fire management information more effectively through undertaking the following objectives:

- Ensure that plans and actions are in place (that responsible authorities are advised of actions which the committee deem necessary) for minimising the risk of an outbreak of fire or for suppressing any fire that may occur within the area (Section 55 of the CFA Act).
- Develop programs that are relevant to the community.
- Measure fire safety outputs to assess the reduction in community vulnerability to fire.
- Engage community groups and businesses in ongoing dialogue about fire mitigation solutions including fire prevention activities.
- Liaise with other agencies and committees to ensure integration and consistency of purpose

# Plan Reporting, Review and Improvement

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## Legislative Responsibilities

Hindmarsh Shire Council has a legislative responsibility under the [Emergency Management Act 1986](#), the Emergency Management Manual of Victoria (EMMV) and under Section 55A (1) of the CFA Act to develop and implement a MFPP.

The MFMP is a sub plan of the MEMP and is prepared by the MFMPC.

## Plan Reporting

The MFMPC reports after each meeting to the MEMPC on the progress of the committee and associated works.

Agencies assigned actions within the MFMP report on their progress using the reporting tool listed at [Appendix C: Yarriambiack Bushfire Asset Risk Management & Reporting Register](#). Reporting on actions is required at each MFMPC meeting.

Any issues requiring advocacy or elevation to Regional or State level are reported through to the Grampians RSFMPC for further action.

## Plan Audit

The MFMP will be audited by the CFA under Section 55B of the CFA Act under a 3 yearly cycle from adoption of the plan.

## Plan Amendment and Review

This plan expires in October 2020 and has a lifespan based around current audit requirements contained within Section 55B of the CFA Act. It is acknowledged that audit process and planning cycles may change as planning processes evolve in the future.

Other elements requiring annual update include the provision of Neighbourhood Safer Places-Places of Last Resort (NSP-PLR) as they are established and Community Information Guides as they are developed.

The Hindmarsh MFMP will be reviewed and amended as follows:

- As required by Legislation
- Following significant incidents
- As directed by the State or Regional Fire Management Planning Committees



## Engagement and Communications

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The Hindmarsh MFMPC undertakes communication and community engagement activities to support the development, review and implementation of the Municipal Fire Management Plan (MFMP). The Committee is guided by Council's communication and community engagement strategies and may develop specific plans to support communication and engagement with fire stakeholders and the community.

The Committee recognises the value of local knowledge and the unique contribution the community can make to the municipal fire management planning process.

Community engagement is driven by a schedule of fire management activities as identified in the MFMP. It will engage the support of organisations who are generally members of the Committee, promoting an integrated approach to fire management within the community and providing support to communities as required.

These fire management engagement activities may include the distribution of information to the community, visitors to the municipality and the formation of appropriate fire groups as required.

The Committee utilises the International Association of Public Participation (IAP2) Spectrum to guide engagement activities. Further information about the Spectrum can be viewed at [www.iap2.org.au/Home](http://www.iap2.org.au/Home). The Committee will use the Spectrum to determine the level of engagement with key stakeholders and the community.

### During an Emergency event

Community members are advised to access more than one source for emergency information and warnings:

- tune in to local radio or other [emergency broadcasters](#)
- SKY News
- download the [VicEmergency app](#)
- phone the VicEmergency Hotline on 1800 226 226
- follow VicEmergency on [Facebook](#) or [Twitter](#)
- Facebook or Twitter accounts for other agencies e.g. CFA or VICSES
- Hindmarsh Shire Council on [Facebook](#)

VicEmergency is a centralised website for Victorians to find emergency information and warnings. Preparedness and recovery information related to emergencies is also available.

The website has a real-time Google Map display with incidents across the state including floods, storms, fires, earthquakes, tsunami, beach closures, shark sightings and more.

Visit <http://emergency.vic.gov.au/respond/> to access VicEmergency.

## Municipal Fire Profile

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For detailed information regarding the municipal profile of the Hindmarsh municipality refer to the Municipal Emergency Management Plan. The following information relates to the municipal fire profile.

### Natural Environment

The Wimmera River runs from the south to the north of the Shire where it enters Lake Hindmarsh. The Shire contains large portions of two National Parks; Little Desert National Park of 1,320 square kilometres and Wyperfeld National Park of 3,568 square kilometres and a number of other reserves scattered across the Shire.

The Lakes of Hindmarsh, Albacutya and other wetlands and the river across the Shire, provide home to a range of birdlife. Lake Hindmarsh provides a range of recreational opportunities and when containing water is a key spot for locals and visitors to camp for extended periods.

The following table depicts the major public land holdings in Hindmarsh Municipality:

Name	Manager	Size [ha]
Wyperfeld National Park	Parks Victoria	356,000

Table 2 Hindmarsh Municipal Major Public Land Holdings

### Land Use

The Shire's major industry is agriculture, with many of the businesses within the townships being highly connected to this sector. It is based largely on grain and sheep production, but in recent years has diversified into the production of oilseeds and legumes. The Grampians Wimmera Mallee pipeline has been implemented across the municipality.

The surrounding townships of Jeparit and Nhill experience an increase in seasonal population from spring through to autumn. Many of the visitors to Lake Hindmarsh and the region are local but an increasing number of visitors are from overseas or from out of the region.

## Climate and Bushfire Season

The climate in the Hindmarsh area is dominated by warm dry summers and cool wet winters. In recent years there has been a significant decrease in average spring and autumn rainfalls. The bushfire season generally runs from November to April.

Prevailing weather conditions associated with the bushfire season in the Hindmarsh Shire area are warm to hot north westerly winds accompanied by high temperatures and low relative humidity followed by a cool south westerly change.

Under the State Government climate change projections, Hindmarsh Shire can expect:

- To be hotter with the greatest increases in temperature expected in summer
- To be drier with greatest decreases in rainfall expected in spring
- To have fewer rainy days but increasing rainfall intensity

## History of Fire and Ignition Causes

The municipality has a history of lightning strikes in particular within the Little Desert National Park and Wyperfeld National Park. The addition of agricultural machinery and stubble burning are also factors that increase the likelihood of ignition in the broad acre cropping area across the Shire.

A summary of major fires is depicted in the table below:

Year	Fire Type	Location	Ignition Source	Size [ha]
2015	Bushfire	Little Desert – Nhill Harrow Road	Lightning	13,100
2015	Bushfire	Little Desert – Wallaby Track	Lightning	1,121
2014	Bushfire	Antwerp – Warracknabeal Road, Antwerp	Escaped Burn Off	1,200
2014	Bushfire	Antwerp – Tischler Road 20 km north of Dimboola	Exhaust	297
2008	Bushfire	Little Desert National Park	Lightning	15,000
2002	Bushfire	Big Desert	Prescribed Burn	27,000
1998	Bushfire	Wyperfeld National Park	Lightning	14,000
1997	Bushfire/Grassfire	Rainbow	Escaped Burn Off	220
1980	Bushfire/Grassfire	Western Hwy (north Dimboola)	Vehicle	1,700

Table 3 Hindmarsh Municipality Major Bushfire History

## **Future Fire Management Implications**

Future vulnerabilities will include larger landholdings managed by consortiums and serviced by contractors leading to declining populations across the Shire. This demographic combined with an aging population has seen previously robust rural communities be replaced by smaller, older more vulnerable communities isolated from services. The shift in population could potentially lead to delayed suppression activities in rural areas, reducing brigade capacity and resources.

Changes in farming practices have led to increased fuel content being left on ground throughout the year, potentially increasing fire spread due to continuity of fuel load.

An increase in individuals purchasing property for investment purposes has resulted in more absentee land owners. These land owners traditionally have less understanding of fuel and fire management requirements, have little engagement with the community and live externally to the municipality. This limits their capacity and ability to undertake regular fuel management works and participate in local community networks.

Hay production is widespread throughout the Shire and there is potential for spontaneous combustion in stored product.

# Fire Risk Management Strategies

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## Risk Assessment Methodologies

In developing this plan the committee has considered the State Emergency Management Priorities, they are:

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

Following the State priorities, the MFMP aims to reduce the number and severity of fires within the municipality with the intent of creating a more fire resilient community.

## Analysis and Prioritisation of Municipal Fire Risk

To determine the bushfire risk within Hindmarsh municipality, assessment was undertaken using the environments contained within the Victorian Fire Risk Register (VFRR) process. The VFRR application is a systematic process that identifies assets at risk from fire and assesses their level of risk on a consistent state wide basis using ISO: 31000 2009 Risk Management model (refer to <http://www.vfrr.vic.gov.au>).

The VFRR data provided the starting point to assess the effectiveness of existing treatments and determine residual risk levels for the purpose of developing further mitigation treatments as required.

## Alignment to Regional Bushfire

The plan also references treatments for the six priority risks in relation to bushfire as determined by the Grampians RSFMPC using the VFRR risk assessment process. The table below identifies the priority risks as articulated in the Grampians RSFMP (aligned to the asset classes and subclasses contained within the VFRR tool).

<b>Bushfire</b>		
<b>Grampians RSFMPC Priority</b>	<b>VFRR Asset Class</b>	<b>VFRR Asset Sub Class</b>
<b>Urban Interface</b>	Human Settlement	<ul style="list-style-type: none"> <li>• Residential (dense and highly populated areas)</li> <li>• Other (less dense areas with a lower population)</li> <li>• Special Fire Protection (a vulnerable congregation of people in a particular location at one time)</li> </ul>
<b>Power Supply Communications Water Supplies and Catchments Transport</b>	Economic	<ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Commercial Infrastructure</li> <li>• Tourist and Recreational</li> <li>• Mines</li> <li>• Commercial Forests</li> <li>• Water Catchments</li> </ul>
<b>Natural Environment</b>	Environmental	<ul style="list-style-type: none"> <li>• Locally important</li> <li>• Endangered</li> <li>• Vulnerable</li> </ul>
	Cultural Heritage	<ul style="list-style-type: none"> <li>• Aboriginal Significance</li> <li>• Non Indigenous</li> <li>• Other</li> </ul>

Table 4 Bushfire Priority with VFRR Asset Classes and Sub-Classes

## Treatment of Municipal Fire Risk

State emergency management priorities are underpinned by the primacy of life, as well as the protection of property, economy and the environment. These priorities inform and are integrated into the primary fire risk management strategies used in this plan, which are:

- Community education and engagement
- Hazard reduction
- Preparedness
- Regulatory controls

There are a number of State wide and municipal treatments that have been identified for each fire risk management strategy. Agencies have used these treatments within the Hindmarsh municipality where appropriate. These treatments include:

- Building Code of Australia
- Bushfire Management Overlays
- Community education and engagement activities
- Community education programs
- Compliance and enforcement of legislation
- Daily Readiness
- Fire hazard inspection program and issue of notice
- Local laws
- Permits to Burn
- Power line hazard tree identification, management and reporting
- Public awareness – multimedia communications

The key objectives and outcomes sought through the implementation of the primary fire risk management strategies for bushfire are set out in [Appendix C: Hindmarsh Bushfire Asset Risk Management & Reporting Register](#).

In addition, there are a range of site-specific plans to reduce specific risks within the municipality that are required by other legislation. Details of these site specific plans are listed in [Appendix H: Documents and Links](#).

## Community Information Guides

There is one Community Information Guide for the Hindmarsh municipality.

Hindmarsh Municipality Community Information Guide	
Township/Suburb	Location
Dimboola	CFA

Table 5 Hindmarsh Municipality Community Information Guides

For specific details on Township CIG's, please refer to the [CFA website](#).

## Neighbourhood Safer Places – Places of Last Resort

Neighbourhood Safer Places – Places of Last Resort (NSPs – PLR) are an area or premises that may, as a last resort, provide some sanctuary from the life threatening effects of a bushfire (for example direct flame contact or radiant heat).

Details of the specific locations of NSPs – PLR within the Hindmarsh municipality can be found in [Appendix E: Neighbourhood Safer Places – Places of Last Resort](#)

## Strategic Fire Breaks

The Strategic Fire Break Classification system is used by all municipalities across the Grampians Region. The classification system determines minimum treatments and is outlined below.

**Strategic Fire Suppression Lines** – will have the vegetation managed from fence line to fence line where practicable. Grass will be slashed to a height of 100mm or less and elevated fine fuels will not surpass a “high” fuel hazard rating as assessed in the Overall Fuel Hazard Assessment Guide –DELWP.

**Fire Control Lines** – will have the vegetation managed 3 metres behind the guideposts where practicable. Vegetation will be slashed to a height of 100 mm or less.

**Priority Egress/Access Roads (PEAR)** – The primary function of PEAR will be to determine what treatments are required along the nominated road to maintain access and egress to an isolated community prior to or after a bushfire event.

All priority roads in the municipality will be assessed and treated in accordance with the Bushfire Risk Assessment Guidelines August 2011.

**CFA Brigade Fire Prevention Works** Fire CFA Brigade fire prevention works may enhance Strategic Fire Suppression Lines and Fire Control Lines; however the implementation is not compulsory and will be subject to seasonal conditions and Brigade resource availability.



## Community Fire Refuges

Hindmarsh Shire does not have any designated Community Fire Refuges.

## Bushfire Risk Treatments for Property Owners

The following is list of bushfire risk treatment options applicable to property owner.

### Vegetation Management Rights

Native vegetation is important to many Victorians and its removal is carefully regulated by the planning system. A vegetation management right called the '10/30 or 10/50 rule' is part of a suite of measures to help Victorians in areas at risk from bushfire prepare their properties.

The 10/30 rule simplifies the right to clear native vegetation around a home for bushfire protection without obtaining a planning permit. The right allows landowners to clear without a planning permit:

- any vegetation, including trees, within 10 metres of their home on their property
- any vegetation (except for trees) within 30 metres of their house on their property
- any vegetation either side of their property boundary fence to a combined maximum width of 4 metres (with the consent from the neighbouring landowner)

The 10/50 rule enables all landowners in areas **within the Bushfire Management Overlay** to undertake the following measures for bushfire protection on their property:

- removal, destruction or lopping of any vegetation within 10 metres of an existing building used for accommodation
- removal, destruction or lopping of any vegetation, except trees within 50 metres of an existing building used for accommodation

For new buildings, clearing for bushfire protection will be considered through the planning permit process.

For further information please the consult the following links:

[www.cfa.vic.gov.au](http://www.cfa.vic.gov.au)

[www.planning.vic.gov.au/bushfire-protection/bushfire-planning-provisions](http://www.planning.vic.gov.au/bushfire-protection/bushfire-planning-provisions)

### Hazard Trees

For detailed information on how to manage 'Hazard Trees' on or near your property please refer to [Appendix D: Hazard Trees Identification and Notification Procedures](#)

### Permit to Burn

During the declared Fire Danger Period, limited permits may be obtained by individuals to conduct a fuel reduction or stubble burn within the municipality. These permits are issued by Council under authority of the CFA Act. These permits contain stringent conditions that must be complied with. Further information may be obtained from the [Hindmarsh Shire Council website](#).

## Inspection of Private Properties and Issue of Notices

The Hindmarsh Shire Council conducts fire hazard inspections within the municipality, concentrating on high risk areas. Fire prevention notices are issued on land considered to be a fire risk.

## Planning Permits

When applications are lodged with the Hindmarsh Shire Council for permits under the Planning and Environment Act for the subdivision of land or the construction of buildings in areas of high fire risk, the Hindmarsh Shire Council may give consideration to the following documents in determining any such application and also refer the application to the relevant fire agencies for comment:

- Planning Guidelines for Subdivisions in bushfire-prone areas
- Building in a Bushfire Management Overlay – Guidance Notes – CFA and Department of Planning & Community Development
- Australian Standard 3959, 2009 – Construction of Buildings in Bushfire Prone Areas
- Bushfire Management Overlay – Hindmarsh Shire Council Planning Scheme
- Other relevant documentation

## Cross Boundary Arrangements

The Hindmarsh municipality shares borders with the Horsham, Yarriambiack, West Wimmera and Mildura municipalities. It is the shared responsibility of these MFMP's to ensure that risks contiguous across these borders are planned for in a consistent and seamless manner.

MFMPs will be considered by the RSFMPC to ensure that shared risks across municipal and agency boundaries are appropriately addressed. Current identified cross boundary and contiguous risk from bushfire for the Hindmarsh municipality includes:

Risk	Adjacent Municipality	Strategy
Little Desert National Park	West Wimmera Shire Horsham Rural City	Ensure alignment of planning and prevention activities in relation to these risks are discussed and coordinated with relevant municipalities. Ensure that these arrangements and plans are included in relevant MFMP's.
Wyperfeld National Park	Mildura Rural City Yarriambiack Shire	
Big Desert	West Wimmera Shire Mildura Rural City Yarriambiack Shire	
Wimmera River	Horsham Rural City	

Table 6 Hindmarsh Municipality Cross Boundary Risks

# Appendices

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## Appendix A: Hindmarsh Municipal Fire Management Planning Committee Terms of Reference

### Authority

The Hindmarsh Municipal Fire Management Planning Committee is formed under:

1. Section 21(3) of the Emergency Management Act 1986
2. Section 54 & 55A Country Fire Authority Act 1958

### Responsible Officer

Municipal Emergency Resource Office (MERO)

Municipal Fire Prevention Officer (MFPO)

Wimmera Emergency Management Team

### Purpose

The Committee's purpose is to provide a municipal level forum on fire management.

### Role of the Municipal Fire Management Planning Committee

The role of the Committee is prescribed in Part 6A of the Emergency Management Manual Victoria:

- plan for fire management in a manner that coordinates fire management activities across agencies
- provide information to and engage with the community on matters related to fire management planning
- using the planning guide issued by the State Fire Management Planning Committee, draft a Municipal Fire Management Plan for recommendation to the MEMPC and comment by the Regional Strategic Fire Management Planning Committee, prior to consideration by the Council
- monitor, review and report on the delivery of the Municipal Fire Management Plan
- advocate to the Regional Strategic Fire Management Planning Committee for municipal fire management needs
- work with the Municipal Emergency Management Planning Committee to align planning activities
- share knowledge and create an environment of continuous improvement.

## Membership

The Municipal Fire Management Planning Committee has representation from the following organisations that form the quorum of the committee. The Committee will be chaired by a person nominated and confirmed from within its membership. The membership includes but is not limited by:

- Hindmarsh Shire Council Municipal Fire Prevention Officer (MFPO) and Council nominated representatives
- CFA – District 17 Operations Officer
- CFA Group Officers – Ebenezer, Lowan, Rainbow
- DELWP – Forest Fire Management Victoria
- Parks Victoria, Wimmera
- Victoria Police

The following organisations are invited to attend all meetings and will receive all correspondence and meeting invitations

- Vic Roads
- GWMWater
- CFA – Vegetation Management Officer
- CFA – Communication Safety Representative
- VicTrack
- Wimmera Catchment Management Authority

The membership of the Committee will be reviewed annually and confirmed at the mid-year meeting.

## Meeting Schedule

The committee will meet three times a year unless otherwise required.

## Quorum

Quorum for meetings requires the attendance of at least 50% of members.

## Reporting

The MF MPC will report after each meeting to the MEMPC and RSFMPC

## Sub-committee

The MF MPC may form sub-committees or working groups as required to work on fire related specific issues

## Administration

Administrative support requirements will be determined by the committee and resourced through committee members.

## Review of Terms of Reference

The Terms of Reference are reviewed annually.

## Appendix B: Fire Risk Management Strategies

Community Education and Engagement				
Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<ol style="list-style-type: none"> <li>1. To build capacity and knowledge, resilience and understanding of the dangers of bushfire.</li> <li>2. To provide the tools and education opportunities for community and individuals to better prepare and understand the risks of bushfire.</li> <li>3. To build awareness and understanding of the role of fire in the environment.</li> </ol>	<p>For the Plan duration – July 2017 to June 2020</p>	<ul style="list-style-type: none"> <li>Community education programs</li> <li>Agency Integrated Community engagement activities</li> <li>Bushfire awareness training</li> <li>Multimedia communications</li> <li>Victoria Bushfire Information Line</li> <li>Increase legislative and regulatory awareness</li> <li>Increased awareness of planning controls</li> <li>Targeted education campaign regarding the use and role of fire in the environment</li> </ul>	<ul style="list-style-type: none"> <li>To be proactive and seek information</li> <li>To be involved in community education and engagement programs</li> </ul>	<p>All agencies will review and evaluate programs and participation of community as part of the review process of the MFMP</p>

<b>Hazard Reduction</b>					
<b>Objectives</b>	<b>Timeframe</b>	<b>Agency Treatments</b>	<b>Community / Individual Treatments</b>	<b>Outcome</b>	
<ol style="list-style-type: none"> <li>1. To strategically reduce fuel to minimise impact, intensity and spread of bushfire.</li> <li>2. To pre-plan and establish strategic points to effectively combat and manage structure fire activity.</li> </ol>	For the Plan duration – July 2017 to June 2020	<ul style="list-style-type: none"> <li>▪ Slashing program</li> <li>▪ Burn program</li> <li>▪ Spraying program</li> <li>▪ Pruning program</li> </ul>	Private property hazard reduction: Cleaning gutters, Slashing, Mowing, Ploughing Grazing, Fuel reduction burns	Shared responsibility between agencies and individuals to minimise fire hazards.	

Preparedness					
Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome	
To understand appropriate actions to reduce risk and impact of bushfire, initiatives include: ignition prevention, risk identification and treatment, resource preparation, response planning operational restrictions, system testing, security of water supply	For the Plan duration – July 2017 to June 2020	<ul style="list-style-type: none"> <li>▪ VFRR process</li> <li>▪ Establishment of Incident Control Centres</li> <li>▪ Code red days</li> <li>▪ Power line inspections</li> <li>▪ Community Information Guides</li> <li>▪ Neighbourhood Safer Places – Places of Last Resort</li> <li>▪ Fire breaks</li> <li>▪ Emergency Management Plan</li> <li>▪ Evacuation Plans</li> <li>▪ Brigade Community Plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personal Bushfire Survival Plans</li> <li>▪ Daily readiness</li> <li>▪ Practice / rehearse plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ All agencies regularly evaluate preparation and readiness to respond to fire</li> <li>▪ Strengthened capacity for agencies to provide an integrated response</li> <li>▪ Measurable reduction of the impact of bushfire</li> </ul>	



## Regulatory Controls

Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<ol style="list-style-type: none"> <li>1. To implement regulation aimed to reducing risk and impact of bushfire.</li> <li>2. To create and maintain effective linkages between planning functions to better inform proposed residential developments.</li> <li>3. To implement regulation aimed to reducing risk and impact of bushfire.</li> <li>4. To create and maintain effective linkages between planning functions to better inform proposed residential developments.</li> </ol>	<p>For the Plan duration – July 2017 to June 2020</p>	<ul style="list-style-type: none"> <li>▪ Fire hazard inspections</li> <li>▪ Total fire bans</li> <li>▪ Planning schemes</li> <li>▪ Fire danger period</li> <li>▪ Building codes</li> <li>▪ Enforcement of fire hazard notices</li> <li>▪ Response to planning applications</li> </ul>	<p>Comply with regulations.</p>	<ul style="list-style-type: none"> <li>▪ Compliance with regulatory controls</li> <li>▪ Appropriate residential development</li> </ul>

## Appendix C: Hindmarsh Bushfire Asset Risk Management & Reporting Register

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
<b>VH</b>	<b>Antwerp 32044</b> Grassfire from all directions	<b>HS-O</b>	Routine Maintenance of Rail Line (210) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	DOT Council Council Council	Rail line is asset 32201 below
H	<b>Antwerp Water Pumping Station 32207</b> unlikely for fire to reach from any direction	<b>EC-I</b>	Routine Asset Site Maintenance (216)	Council	
H	<b>Ebenezer Mission 32604</b> Grassfire from all directions	<b>CH-AS</b>	Routine Asset Site Maintenance (216)	Council	
-	<b>Ebenezer Mission 32609</b>	<b>CH-NI</b>	To be identified (800)		Victorian Heritage Register
<b>VH</b>	<b>Arkona 32045</b> Grassfire from all directions	<b>HS-O</b>	Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	Council Council Council	
<b>VH</b>	<b>Broughton 32047</b> grassfire from all directions	<b>HS-O</b>	Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Council Council	
<b>VH</b>	<b>Diapur 32048</b> grassfire from S and woodland from the W	<b>HS-O</b>	Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Council Council	

Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
<b>E</b>	<b>Dimboola Horseshoe Bend 32002</b> fire spreading from W or S from forested landscape	<b>HS-R</b>	Routine Asset Site Maintenance (216) Emergency Water Supply (412) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419) Township Protection Plans (420)	Council Council Council VicRoads Council CFA	
<b>H</b>	<b>Dimboola Eastern Interface 32001</b> grass or crop fire coming from the N-NW	<b>HS-R</b>	Burn Program (201) Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412) Traffic Diversion Plans (418) Traffic Diversion Plans (419) Township Protection Plans (420)	Council Other Council Council Council VicRoads Council CFA	
<b>H</b>	<b>Dimboola Memorial SC 32018</b> woodland fire from the N	<b>HS-SFP</b>	Community Education/Engagement (103) Fuel Hazard Management (205) Routine Asset Site Maintenance (213) Fire Protection Plan (400) Emergency Management Plan (Site) (407)	Utility Other DET Other DET	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
H	Dimboola Water Pumping Station 32209 unlikely for fire to reach from any direction	EC-I	Routine Asset Site Maintenance (214)	Utility	
H	Dimboola Nhill Booster PS 3251877	EC-I	<i>Routine Asset Site Maintenance (212) Emergency Management Plan (406)</i>	<i>GWMWater GWMWater</i>	
H	<b>Dimboola Riverside 32050</b> fire starting on the river frontage and/or grassfire entering river frontage	HS-R	Routine Asset Site Maintenance (216) Emergency Water Supply (412) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419) Township Protection Plans (420)	Council Council Council VicRoads Council CFA	Residents to the west of the river have inadequate access and egress
H	Dimboola Caravan Park 32034 fire from riverside vegetation, possible spotting from the West	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Protection Plan (400)	Other Council Other	
M	Dimboola Weir 32249	EC-I	Routine Asset Site Maintenance (212)	Other	
VH	Dimboola Water Treatment Plant 32210	EC-I	To be identified (800) <i>Routine Asset Site Maintenance (212) Site Emergency Management Plan (406)</i>	<i>GWMWater GWMWater</i>	
H	<b>Dimboola South 32051</b>	HS-O			

Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
	grassfire from any direction		Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Emergency Water Supply (412) Township Protection Plans (420)	Other Council Council CFA	
VH	<b>Horseshoe Bend Camping Ground 32038</b> woodland fire from the west	HS-SFP	Community Education/Engagement (103) Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (410) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Utility Other Council Council Council VicRoads Council	Parks Vic will close on code red day
VH	<b>Gerang Gerung 32046</b> grass/woodland fire from N, grassfire from other directions	HS-O			
H	<b>Jeparit Interface 32006</b>	HS-R	Fuel Hazard Management (205) Routine Maintenance of Rail Line (210) Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Other DOT Council Council	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
	fire in Riverside vegetation on the W and S, grassland fire from the N		Burn Program (201) Burn Program (202) Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Council CFA Other Council Council Council VicRoads Council	
H	<b>Four Mile Beach Camping Ground 32032</b> grassfire from S and W	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Other Council Council VicRoads Council	
H	<b>Schulze Beach Camping Ground 32031</b>	<b>HS-SFP</b>	Community Education/Engagement (103) Routine Asset Site Maintenance (216) Fire Protection Plan (400) Emergency Management Plane (Site) (409) Fire Access Roads and Tracks (413)	Utility Council Council Other Other Council	
M	<b>Jeparit Weir 32253</b>	<b>EC-I</b>	Routine Asset Site Maintenance (212)	Other	
H	<b>Jeparit Water Pumping Station 32205</b>	<b>EC-I</b>	Routine Asset Site Maintenance (214)	Utility	
H	<b>Jeparit Water Treatment Plant</b>	<b>EC-I</b>			
H	<b>Wimmera Mallee Pioneer Museum 32613</b>	<b>CH-O</b>	Fuel Hazard Management (205) Fuel Hazard Management (207)	Other Council	

Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
<b>E</b>	<b>Kiata 32041</b> fire from Kiata Nature Conservation Reserve on W and S side, grass fire from N and railway line	<b>HS-O</b>	Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Other Council Council	
<b>M</b>	<b>Kiata Water Bore 1 3251876</b>	<b>EC-I</b>	<i>Routine Asset Site Maintenance (214)</i> <i>Site Emergency Management Plan (406)</i>	<i>GWMWater</i> <i>GWMWater</i>	
<b>VH</b>	<b>Kiata Camping Ground 32037</b> woodland fire from S and W, grassfire from N and E	<b>HS-SFP</b>	Community Education/Engagement (103) Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plane (Site) (409) (415) Traffic Diversion Plans (418)	Utility Other Council Other Council VicRoads	Parks Vic will close on code red day
<b>H</b>	<b>Lochiel Flow Gauge 32251</b>	<b>EC-I</b>	Routine Asset Site Maintenance (212) Routine Asset Site Maintenance (216)	Other Council	
<b>VH</b>	<b>Lorquon 32055</b> grassfire from any direction	<b>HS-O</b>	Roadside Vegetation Management (222) Patrol/Inspection of Assets (Fire prevention notices) (303)	Council Council	
<b>VH</b>	<b>Netherby 32049</b>	<b>HS-O</b>			

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
	grassfire from any direction		Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Other Council Council	
<b>M</b>	<b>Nhill Interface 32003</b> grassfire from all directions	<b>HS-R</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	Other Council Council Council Council	
<b>H</b>	<b>Little Desert Lodge 32039</b> woodland fire from S and W, grassfire from N and E	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207)	Other Council	
<b>H</b>	<b>Nhill Truck Exchange</b>	<b>EC-C</b>			
<b>H</b>	<b>Little Desert Lodge 32225</b>	<b>EC-TR</b>	Fuel Hazard Management (205) Fuel Hazard Management (207)	Other Council	
<b>VH</b>	<b>Nhill Caravan Park 32026</b> swamp fringe fire from N	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Protection Plan (400)	Other Council Other	
<b>VH</b>	<b>Nhill Racecourse 32040</b>	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Protection Plan (400)	Other Council Other	
<b>M</b>	<b>Nhill Aerodrome 32217</b> unlikely for fire to reach from any direction	<b>EC-I</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plane (Site) (409) Emergency Water Supply (412)	Other Council Other Council	Aerial bombing asset site



Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
H	Nhill A and P Society	CH-O	To be identified (800)		
	Nhill Wastewater Treatment Plant	EC-I			
H	<b>Rainbow Interface 32005</b> fire risk from railway line on E and grassland fire on N and E, bushland fire from S	HS-R	Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	Other Council Council Council	
H	Yurunga Homestead 32602	CH-NI	Fuel Hazard Management (207)	Council	Victorian Heritage Register
VH	<b>Rainbow West 32004</b> grassy woodland fire from W	HS-R	Fuel Hazard Management (205) Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	Other Council Council Council	Elderly population and old structures
VH	Wattles Camping Ground Lake Hindmarsh	HS-SFP			
VH	<b>Rainbow Caravan Park 32027</b> fire in grassy woodland from W and S	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Protection Plan (400) Emergency Management Plane (Site) (409)	Other Council Other Other	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
H	Rainbow Water Treatment Plant 32204	EC-I	Routine Asset Site Maintenance (216)	Council	
H	Pella Church Complex 32610 grassfire from any direction	CH-NI	Routine Asset Site Maintenance (216)	Council	
L	Stasinowskys Lime Kiln 32607	CH-NI	To be identified (800)		Victorian Heritage Register
VH	Tarranyurk 32043 grassfire from any direction	HS-O	Routine Asset Site Maintenance (216) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (412)	Council Council Council	
M	Tarranyurk Flow Gauge 32252	EC-I	Fuel Hazard Management (205) Fuel Hazard Management (207) Routine Asset Site Maintenance (212)	WCMA Council Other	
H	Tarranyurk Water Pumping Station 32206	EC-I	Routine Asset Site Maintenance (216)	Council	
M	Wail Flow and Flood Gauge 32248	EC-I			
H	Yanac 32042 grassfire from all directions	HS-O	Routine Asset Site Maintenance (212) Routine Asset Site Maintenance (216)  Burn Program (201) Routine Asset Site Maintenance (216) Emergency Water Supply (412)	Other Council  Council Council Council	

Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comments
H	<b>Broken Bucket Camping Ground 32060</b> woodland fire from all directions	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Other Council DET Council VicRoads Council	Parks Vic will close on code red day
H	<b>Western Beach Camping Ground Lake Albacutya 32028</b> grassfire from any direction	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Other Council DET Council VicRoads Council	
H	<b>Yaapeet Beach Camping Ground Lake Albacutya 32029</b> grassfire from any direction including dry lake bed to the west	<b>HS-SFP</b>	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Traffic Diversion Plans (418) Traffic Diversion Plans (419)	Other Council DET Council VicRoads Council	Parks Vic will close on code red day
E	<b>Lake Albacutya 32401</b>	<b>EN-E</b>	(204) Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Traffic Diversion Plans (418) Traffic Diversion Plans (416)	Other Council Council VicRoads DELWP;PV	

## Municipal Wide Assets

### Roads

VH	Western HWY 32213	EC-I	Routine Asset Site Maintenance (216) Roadside Vegetation Management (222) Roadside Vegetation Management (223)	Council Council VicRoads	Alternate routes for freight to pass
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### Grain Storage

L	AWB Grain Storage 32215	EC-C	Routine Asset Site Maintenance (212) Routine Asset Site Maintenance (216) Emergency Management Plane (Site) (409)	Other Council Other	
L	Graincorp Site 32254	EC-C	To be identified (800)		
L	CBH Grain Sites 32255	EC-C	To be identified (800)		Australian Bulk Alliance

### Railways

VH	<i>Melb-Adel Line</i> ARTC 32202	EC-I	Routine Maintenance of Rail Line (209) Routine Asset Site Maintenance (216)	ARTC Council	
M	Yaapeet Rail Line 32201	EC-I	Routine Maintenance of Rail Line (209) Routine Asset Site Maintenance (216)	ARTC Council	Not frequently in use

### Transmission Lines

H	Horsham-Nhill 66 kV Sub-Transmission Line 32203		Public Awareness (108) Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401)	PowerCor Council PowerCor PowerCor PowerCor	
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L	Nhill Zone Substation 32208	EC-I	Emergency Water Supply (405) Emergency Management Plan (Site) (406)	Government Agencies DEF Powercor	
<b>Communication Towers</b>					
M	Rainbow Communications Tower 32216 unlikely for fire to reach from any direction	EC-I	To be identified (800)		Multiple Emergency Services
M	Maiden Hill Communications Tower 32211 unlikely for fire to reach from any direction	EC-I	To be identified (800)		Multiple Emergency Services
M	Hindmarsh Communications Tower 32222	EC-1	To be identified (800)		
M	Nhill Communications Tower Nhill Jeparit Rd	EC-I			
<b>Industry</b>					
H	Luv-a-duck 32214	EC-C	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plane (Site) (409)	Private Owner Council Private Owner	Processing plant

## **Appendix D: Hazard Trees Identification and Notification Procedures**

### **Procedures for Identification and Notification of Hazard Trees**

Section 86 B of the Electricity Safety Act 1998 (Victoria) (ES Act) provides that a council must identify within its Municipal Fire Prevention Plan:

- procedures and criteria for the identification of hazard trees
- procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible

The procedures outlined in this section of the Municipal Fire Management Plan seek to address the requirement detailed above.

Each responsible person should have its own internal procedure regarding the steps that will be taken when it receives notification of a potentially hazardous tree.

### **What is a hazard tree?**

According to the ES Act, a hazard tree is a tree which “is likely to fall onto, or come into contact with, an electric line”.

The Electricity Safety (Electric Line Clearance) Regulations 2010 further provide that a responsible person may cut or remove such a tree ‘provided that the tree has been assessed by a suitably qualified arborist; and that assessment confirms the likelihood of contact with an electric line having regard to foreseeable local conditions.’

Due to legal requirements which require a clearance space be maintained around an electric line, hazard trees are usually located outside the regulated clearance space. Despite being outside the clearance space, the tree may still have the potential to contact the line due to its size or because of a structural fault or weakness which renders part, or all, of the tree likely to contact or fall onto the line.

### **Who is responsible for a hazard tree?**

Under the ES Act, the person responsible for maintaining vegetation and clearance space around power lines, including keeping the whole or any part of a tree clear of the line, is the responsible person.

Responsibility is allocated between distribution businesses and other owners of electricity infrastructure, land owners and occupiers for clearance of private power lines, public land managers where they are identified as the responsible person such as municipal councils, the Department of Environment, Land, Water and Planning and VicRoads.

Municipal councils are responsible for trees on public land within their municipalities, for which they are the land manager, where these are also within a Declared Area for the purposes of the ES Act. Primary responsibility for vegetation clearance and management within the municipality, for areas which are not within a Declared Area, will usually fall to the relevant electricity distribution company.

## **Responsible Persons within the Hindmarsh Shire**

There are a number of organisations that have responsibility for line clearance in the Hindmarsh Shire, including:

- Powercor
- VicRoads

There is only one electricity distribution business in Hindmarsh Shire and there are no Declared Areas under Section 81 of the ES Act that are the responsibility of the Council.

**Other relevant information** - Responsible persons, other than private persons, must have an electric line clearance management plan in place for areas for which they have responsibility (refer Electricity Safety (Electric Line Clearance) Regulations 2010).

## **Procedures and Criteria for Identification of Hazard Trees**

Potentially hazardous trees may come to the attention of staff or volunteer members of the entities with representation on the Municipal Fire Management Planning Committee, (the Committee), staff of the distribution business or other persons, including members of the public.

There are a range of factors which may indicate that a tree is a hazard tree. Some of these factors will be obvious when looking at the tree but many may only be apparent when the tree is assessed by a person with specific expertise and training, such as an arborist.

The following criteria may be used to assist in identifying a hazard tree:

- The size of the tree suggests that it is likely to come into contact with the electric line, e.g.; it appears to be encroaching or growing into the line clearance space
- There is an excessive lean on the tree, or branches hanging off the tree and the tree is in proximity to an electric (power) line
- The size or appearance of the tree suggests it could come into contact with the line

If a potentially hazardous tree is identified, the notification procedure outlined below should be followed. Where a responsible person becomes aware of a potentially hazardous tree for which they have responsibility, they must follow their own applicable internal procedure and the notification procedure described below does not apply.

## **Procedures and Criteria for Notification of Hazard Trees**

The procedure for the notification of hazardous trees is:

- Powercor has responsibility for the highest percentage of lines within the municipality and is the Primary Responsible Person
  - Where the committee or any person becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this should be referred to Powercor.
- Reports of potentially hazardous trees must be provided to Powercor for action and include:

- The name and contact details and any relevant qualifications of the person making the report
- As much detail as possible about the location of the tree
- A description of the tree
- The primary reasons given for the tree being identified as potentially hazardous
- An indication of whether or not urgent action is required
- Powercor must take all necessary steps to advise the person responsible for the tree that it may be hazardous where they are not the responsible person.

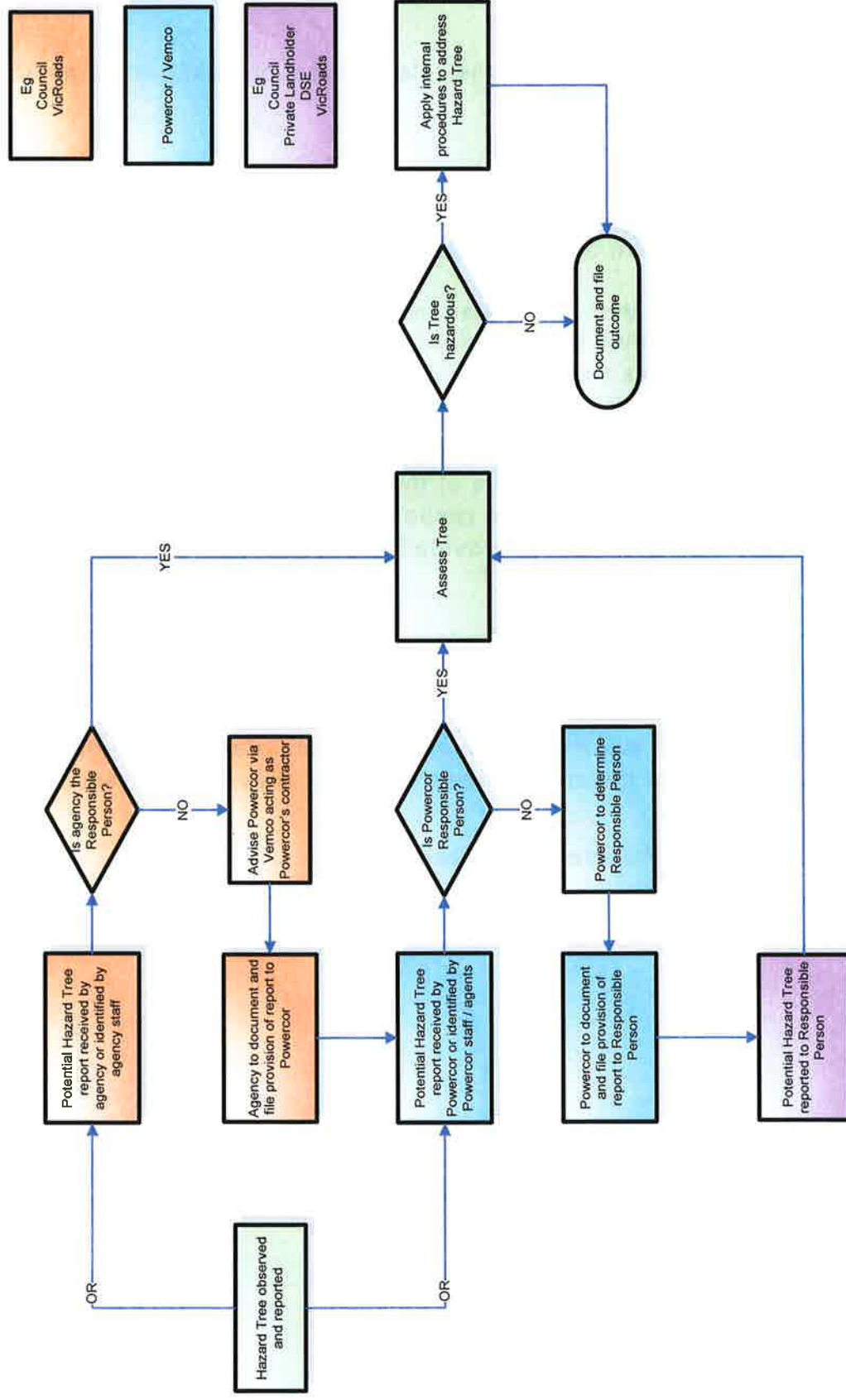
**Primary Responsible Person Representative**

For the purposes of this part of the Plan, the primary responsible person is Powercor. Contact details for Powercor are listed below:

<b>Agency Name:</b>	<b>Powercor</b>
Position title of contact person:	Hazard Tree Coordinator
Municipal Hazard Tree Notification Form:	powercor.com.au
Telephone number:	5338 3300 (Powercor’s Contractor VEMCO)
After hours number:	13 24 12



## Procedures for Notification of Responsible Persons



## **Reporting**

Powercor and all responsible persons should put in place mutually agreed arrangements for the manner in which reports of potentially hazardous trees are passed on to responsible persons.

### **Reporting Timelines**

Powercor should provide reports to the relevant responsible person as soon as practicable.

In circumstances where:

- The potentially hazardous tree is located within a high bushfire risk area (as per Section 80 of the ES Act) and the potentially hazardous tree is reported during the fire danger period declared under the Country Fire Authority Act 1958
- The report indicates that there is an imminent danger that the tree will contact or fall onto lines as a result of minor environmental changes

The potentially hazardous tree must be referred to the relevant responsible person for action as soon as possible, and by close of the next business day.

Each responsible person (other than the primary responsible person) must provide Powercor with contact details of the person (position title) to whom reports should be provided. It is the responsibility of each responsible person to ensure that Powercor is provided with up-to-date contact details.

### **Register**

It is recommended that Powercor maintain a register in which all notifications are recorded together with the date of receipt of the notification, and when applicable the date the notification was reported to the responsible person.

It is recommended that responsible persons also maintain a register of notifications received of hazardous trees for which they are the responsible person.

### **Primary Responsible Person Consultation**

The Committee notes that Powercor as the Primary Responsible Person was consulted in relation to the development of these procedures.

## Appendix E: Neighbourhood Safer Places – Places of Last Resort

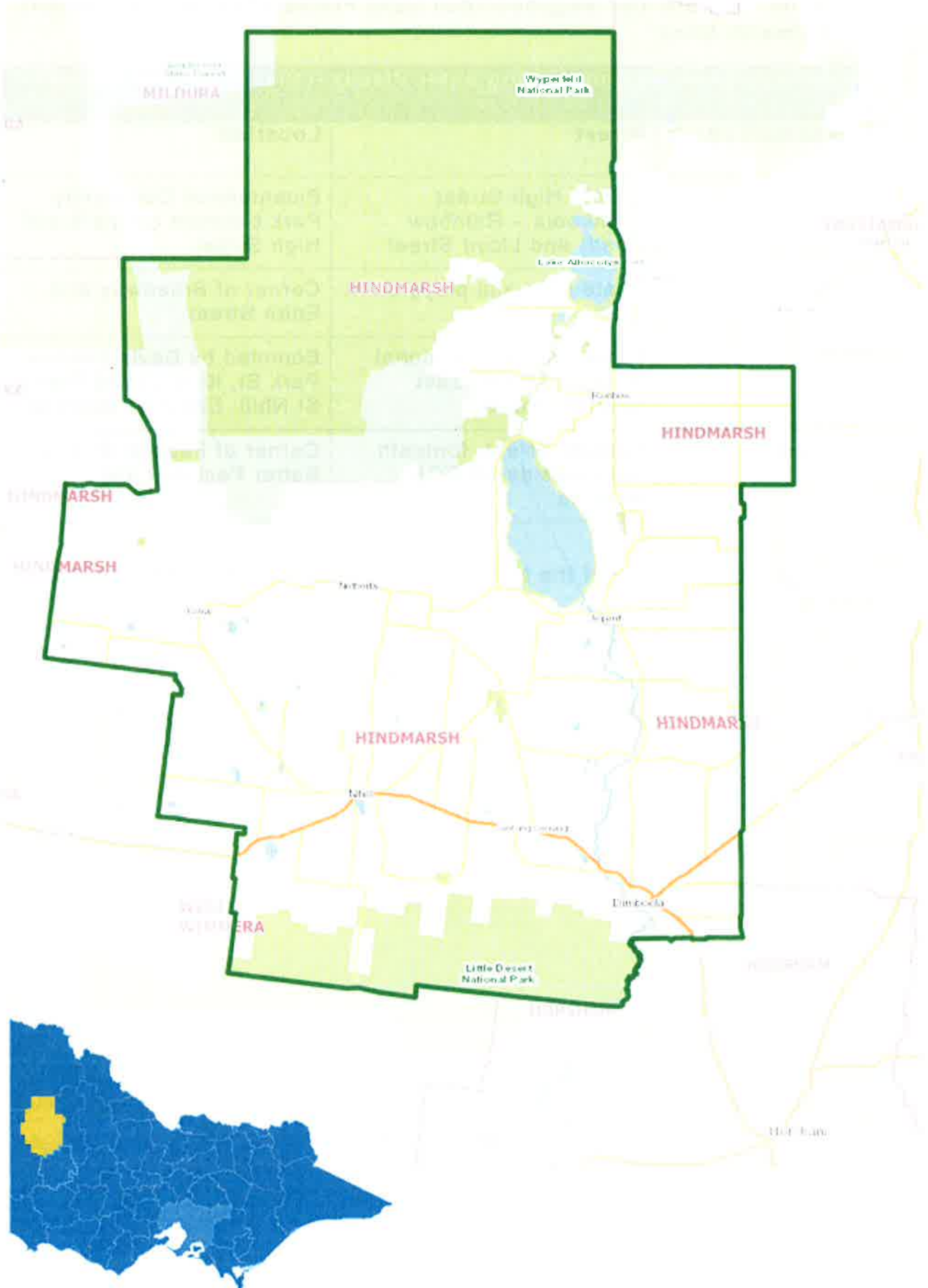
Currently there are four Neighbourhood Safer Places – Places of last Resort in Hindmarsh Shire:

Hindmarsh Shire Neighbourhood Safer Places – Places of Last Resort		
Township/Suburb	Street	Location
Dimboola	Corner High Street (Dimboola – Rainbow Road) and Lloyd Street	Bicentennial Community Park between car park and High Street
Jeparit	Skate park and playground area	Corner of Broadway and Edith Street
Nhill	Davis Park Recreational Reserve, South East quarter of oval	Bounded by Davis Avenue, Park St, King St and Fraser St Nhill. Entry off Davis St.
Rainbow	Federal Street, footpath area outside MECCA building	Corner of Federal St and Butter Factory Lane

For a locality reference of the NSP-PLRs in Hindmarsh Shire, refer to the [CFA website](#).

# Appendix F: Hindmarsh Municipality Boundary Map

For further information on maps refer to [Hindmarsh Community Map](#)





Strategic Fire Breaks – Hindmarsh Municipality				
Road Name	From	To	Land Manager	Treatment
<b>Fire Control Lines</b>				
Propodollah Rd	Southern Boundary Nhill Aerodrome	Rupps Rd, Nhill	Shire	Slash, 3m cut behind guide posts
McKenzie Ave	Rupps Rd, Nhill	Western Hwy, Nhill	Shire	Slash, 3m cut behind guide posts
Winiam East Rd	Staehrs Rd, Nhill	Western Hwy, Nhill	Shire	Slash, 3m cut behind guide posts
Unnamed Rd (Rec Reserve Entry)	Nhill-Jeparit Rd, Jeparit	Peterson Ave, Jeparit	Shire	Slash, 3m cut behind guide posts
Peterson Ave	Unnamed Rd (Rec Reserve Entry)	George St, Jeparit	Shire	Slash, 3m cut behind guide posts
George St	Peterson Ave, Jeparit	Upper Roy St, Jeparit	Shire	Slash, 3m cut behind guide posts
Upper Roy St	George St, Nhill	Unnamed Trk near River Reserve Boundary, Jeparit	Shire	Slash, 3m cut behind guide posts
Unnamed Trk near River Reserve Boundary	Upper Roy St, Jeparit	Charles St, Jeparit	Shire	Slash, 3m cut behind guide posts
Three Chain Rd	Liesfield Rd, Rainbow	Rainbow-Nhill Rd, Rainbow	Shire	Slash, 3m cut behind guide posts
Rainbow-Nhill Rd	Three Chain Rd, Rainbow	Murray St, Rainbow	Shire	Slash, 3m cut behind guide posts
Rainbow Rises Rd	Wheatlands Rd, Rainbow	Yaapeet-Dimboola Railway, Rainbow	Shire	Slash, 3m cut behind guide posts
Birchip-Rainbow Rd (C243)	Dimboola-Rainbow Rd, Dimboola	Shire Boundary, - Boundary Rd, Kenmare	VicRoads	Slash, 3m cut behind guide posts
Western Hwy	Shire Boundary, Lawloit	Nhill-Harrow Rd,	VicRoads	Slash, 3m cut behind guide posts
Western Hwy	Winiam East Rd, Nhill	Dimboola-Rainbow Rd, Rainbow	VicRoads	Slash, 3m cut behind guide posts
Western Hwy	Borong Hwy, Dimboola	Shire Boundary-Conn Rd Wail	VicRoads	Slash, 3m cut behind guide posts
Borong Hwy	Western Hwy, Dimboola	Shire Boundary, Geodetic Rd, Murra Warra	VicRoads	Slash, 3m cut behind guide posts
Dimboola-Rainbow Rd	Western Hwy, Dimboola	Tullyvea Rd, Jeparit	VicRoads	Slash, 3m cut behind guide posts
Dimboola-Rainbow Rd	Where Railway Line & Road converge, Jeparit	Birchip-Rainbow Rd, Rainbow	VicRoads	Slash, 3m cut behind guide posts
Hopetoun-Rainbow Rd	Wheatlands Rd, Rainbow	Shire Boundary, Albacutya Rd, Albacutya	VicRoads	Slash, 3m cut behind guide posts

Strategic Fire Breaks – Hindmarsh Municipality				
Road Name	From	To	Land Manager	Treatment
<b>Fire Control Lines</b>				
Jeparit-Warracknabeal Rd	Dimboola-Rainbow Rd, Jeparit	Shire Boundary, Geodetic Rd, Murra Warra	VicRoads	Slash, 3m cut behind guide posts
Nhill-Jeparit Rd	Smith Rd, Jeparit	Western Hwy, Nhill	VicRoads	Slash, 3m cut behind guide posts
Nhill-Netherby Rd	McKay St, Nhill	Lorquon-Netherby Rd, Netherby	VicRoads	Slash, 3m cut behind guide posts
Nhill-Yanac Rd	McKenzie Ave, Nhill	Maud St, Yanac	VicRoads	Slash, 3m cut behind guide posts
Nhill-Harrow Rd	Staehrs Rd, Nhill	Northern Break TRK-Little Desert NP	VicRoads	Slash, 3m cut behind guide posts
Lorquon Rd	Nhill-Jeparit Rd, Jeparit	Lorquon Stn-Jeparit Rd, Lorquon	Shire	Slash, 3m cut behind guide posts
Lorquon Stn-Jeparit Rd	Lorquon Rd, Lorquon	Lorquon-Netherby Rd, Netherby	Shire	Slash, 3m cut behind guide posts
Lorquon-Netherby Rd	Lorquon Stn-Jeparit Rd, Lorquon	Warraquil Rd, Netherby	Shire	Slash, 3m cut behind guide posts
Netherby-Baker Rd	Warraquil Rd, Netherby	Yanac-Netherby Rd, Netherby	Shire	Slash, 3m cut behind guide posts
Yanac-Netherby Rd	Netherby-Baker Rd, Netherby Rd	Maud St, Yanac	Shire	Slash, 3m cut behind guide posts
Broughton Rd	Nhill-Yanac Rd, Yanac	Broughton-Kaniva Rd, Broughton	Shire	Slash, 3m cut behind guide posts
Block Rd	Broughton-Kaniva Rd, Broughton	Shire Boundary, - Boundary Rd, Telopea Downs	Shire	Slash, 3m cut behind guide posts
Perenna Rd	Lorquon-Netherby Rd, Netherby	Netting Fence Trk, Big Desert WP (Southern Boundary of NP)	Shire	Slash, 3m cut behind guide posts

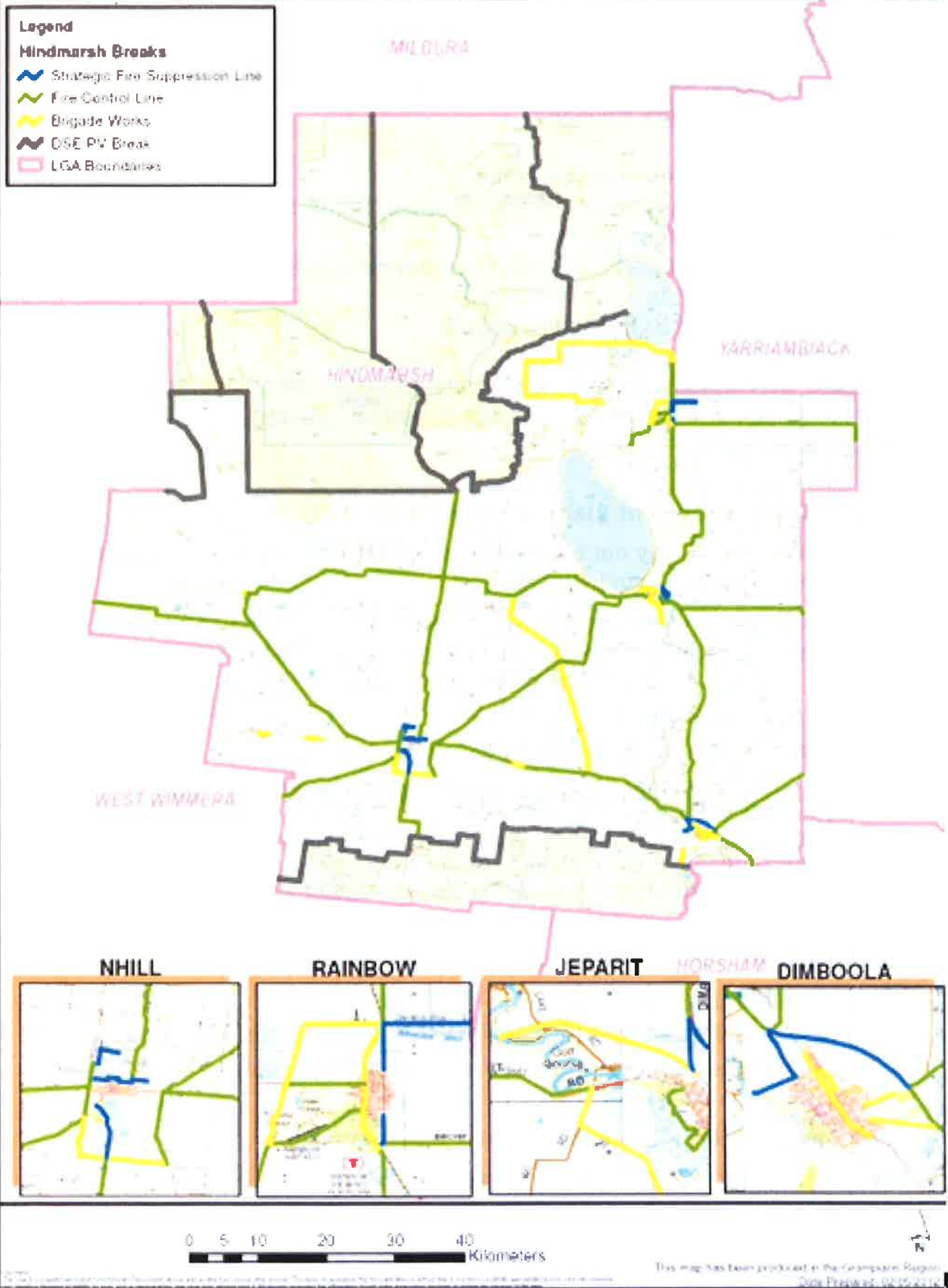
Strategic Fire Breaks – Hindmarsh Municipality				
Road Name	From	To	Brigade	Road Authority
<b>CFA Brigade Works</b>				
Melbourne-Adelaide Railway	Diapur-Yanac Rd, Diapur	Pikers Rd, Diapur	Diapur	Burn
Melbourne-Adelaide Railway	Boyeo-Tarranginnie Rd, Tarranginnie	B Farmers Rd, Tarranginnie	Diapur	Burn
Horsham Rd	Scott Gr, Dimboola	Western Hwy, Dimboola	Dimboola	Burn
High St	New St, Dimboola	Western Hwy, Dimboola	Dimboola	Burn
Stringbark Rd	Pine Ave, Dimboola	Pomponderoo Hill Rd, Dimboola	Dimboola	Burn
Melbourne-Adelaide Railway	Cemetery Rd, Dimboola	St. Leonards Ave, Dimboola	Dimboola	Burn
Dimboola Rail Yards	Dimboola	N/A	Dimboola	Burn
Gerang-Glenlee Rd	Nhill-Jeparit Rd, Glenlee	Western Hwy, Gerang Gerang	Gerang	Segments burnt as required
Disused Yanac-Jeparit Railway	Where Reserve meets Yaapeet Railway Line, Jeparit	Wimmera River, Jeparit	Jeparit	Burn
Woorak-Ni Ni-Lorquon Rd	Lorquon Stn-Jeparit Rd, Lorquon	Glenlee-Lorquon Rd, Lorquon	Lorquon	Segments burnt as required
Glenlee-Lorquon Rd	Woorak-Ni Ni-Lorquon Rd, Lorquon	Nhill-Jeparit Rd, Glenlee	Lorquon	Segments burnt as required
Kurnbrunin Rd	Western Beach Rd, Albacutya	Pigick-Kurnbrunin Rd, Rainbow	Pigick	Segments burnt as required, plough or spray
Pigick-Kurnbrunin Rd	Kurnbrunin Rd, Rainbow	Burma Rd, Rainbow	Pigick	Segments burnt as required, plough or spray
Burma Rd	Pigick-Kurnbrunin Rd, Rainbow	Heinrich Rd, Rainbow	Pigick	Segments burnt as required, plough or spray
Heinrich Rd	Burma Rd, Rainbow	Pigick Bus Route Rd, Rainbow	Pigick	Segments burnt as required, plough or spray
Pigick Bus Route Rd	Heinrich Rd, Rainbow	Outlet Creek, Rainbow	Pigick	Segments burnt as required, plough or spray



Strategic Fire Breaks – Hindmarsh Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
<b>CFA Brigade Works</b>					
Albacutya Rd	Hopetoun-Rainbow Rd, Rainbow	Western Beach Rd, Albacutya	Rainbow	Segments burnt as required, plough or spray	
Park St	Russell St, Rainbow	Dimboola-Rainbow Rd, Dimboola	Rainbow	Burn	
Wheatlands Rd (east)	Hopetoun-Rainbow Rd, Rainbow	Rainbow-Nhill Rd, Rainbow	Rainbow	Burn	
Yaapeet-Dimboola Railway	Wheatlands Rd, Rainbow	Dimboola-Rainbow Rd, Dimboola	Rainbow	Burn	
Smith Rd	Nhill-Jeparit Rd, Jeparit	Tullyvea Bus Route Rd, Jeparit	Tarranyurk	Burn	
Tullyvea Bus Route Rd	Smith Rd	Tullyvea East Channel, Jeparit	Tarranyurk	Burn	
Ervins Rd	Western Hwy, Nhill	Staehrs Rd, Nhill	Winiam	Burn	
Staehrs Rd	Ervins Rd, Nhill	Winiam East Rd, Nhill	Winiam	Burn	
Melbourne-Adelaide Railway	Kiata North Rd, Kiata	West Side of recreation reserve, Kiata	Woorak	Burn	
Yanac Rail Yards	Yanac	N/A	Yanac	Burn	

Strategic Fire Breaks – Hindmarsh Municipality			
Road Name	From	To	Treatment
			<b>Land Manager</b>
			<b>DELWP – Forest Fire Management Victoria &amp; Parks Victoria</b>
Big Desert WP/Wyperfeld NP (Sth Boundary)	Sanders Rd, West Shire Boundary	Purra Trk, Lake Albacutya	DELWP (FFMV-PV) Refer to Agency Fire Operations Plan (FOP)
Big Desert WP/Wyperfeld NP (Internal running Nth-Sth)	Southern Boundary Trk (7km west of Lake Albacutya)	Nth Shire Boundary (Archibald Trk)	DELWP (FFMV-PV) Refer to Agency FOP
Big Desert WP/Wyperfeld NP (Internal running Nth-Sth)	Netting Fence Trk (at Pella Trk)	Nth Shire Boundary	DELWP (FFMV-PV) Refer to Agency FOP
Big Desert WP/Wyperfeld NP (Nhill-Murrayville Rd)	Red Bluff Trk	Nth Shire Boundary (near Moonlight Tank)	DELWP (FFMV-PV) Refer to Agency FOP
Little Desert NP (Nth Boundary)	Shire Boundary-Lawloit	Shire Boundary-Dimboola	DELWP (FFMV-PV) Refer to Agency FOP

# Hindmarsh Shire Strategic Fire Breaks



## Appendix H: Documents and Links

### Neighbouring Municipal Fire Management Plans

- [Horsham Rural City Council](#)
- [West Wimmera Shire Council](#)
- [Mildura Rural City Council](#)
- [Yarriambiack Shire Council](#)

### Useful Municipal and Agency Links

[Hindmarsh Community Maps](#) shows fire water points and other information under the emergency services tab

[Hindmarsh Shire Municipal Emergency Management Plan](#)

[Country Fire Authority](#)

[Dept of Justice and Regulation - Victoria](#)

[Emergency Management Victoria](#)

[Fire and Emergency Management Planning Portal](#) (restricted access)

[Dept of Environment, Land, Water and Planning - Victoria](#)

[Vic Emergency](#)

### Local Fire Management Plans & Arrangements

Note: These plans may not be publicly available and the agency responsible should be consulted about access

- Little Desert - Lowan Emergency Management Plan, Parks Victoria
- Wyperfeld Parks Emergency Management Plan, Parks Victoria
- CFA Districts 17 & 18, Groups and Local Brigade Plans

### Regional Fire Management Plans & Arrangements

- [Grampians Regional Strategic Fire Management Plan V2 \(2011\)](#) (restricted access)
- [Wimmera Catchment Management Authority Regional Strategy](#)
- [Mallee Catchment Management Authority Regional Strategy](#)
- [Forest Fire Management Victoria - Wimmera and Mallee District Plans](#)

### State Fire Management Plans & Arrangements

[State Bushfire Plan 2014](#)

[Dept of Education – Victoria; School Emergency Management Planning](#)

[Emergency Management Victoria – Fire Management Planning](#)

### Site Specific Fire Management Plans & Arrangements

[Powercor Bushfire Mitigation Strategy](#)

[SP Ausnet Bushfire Mitigation Strategy](#)

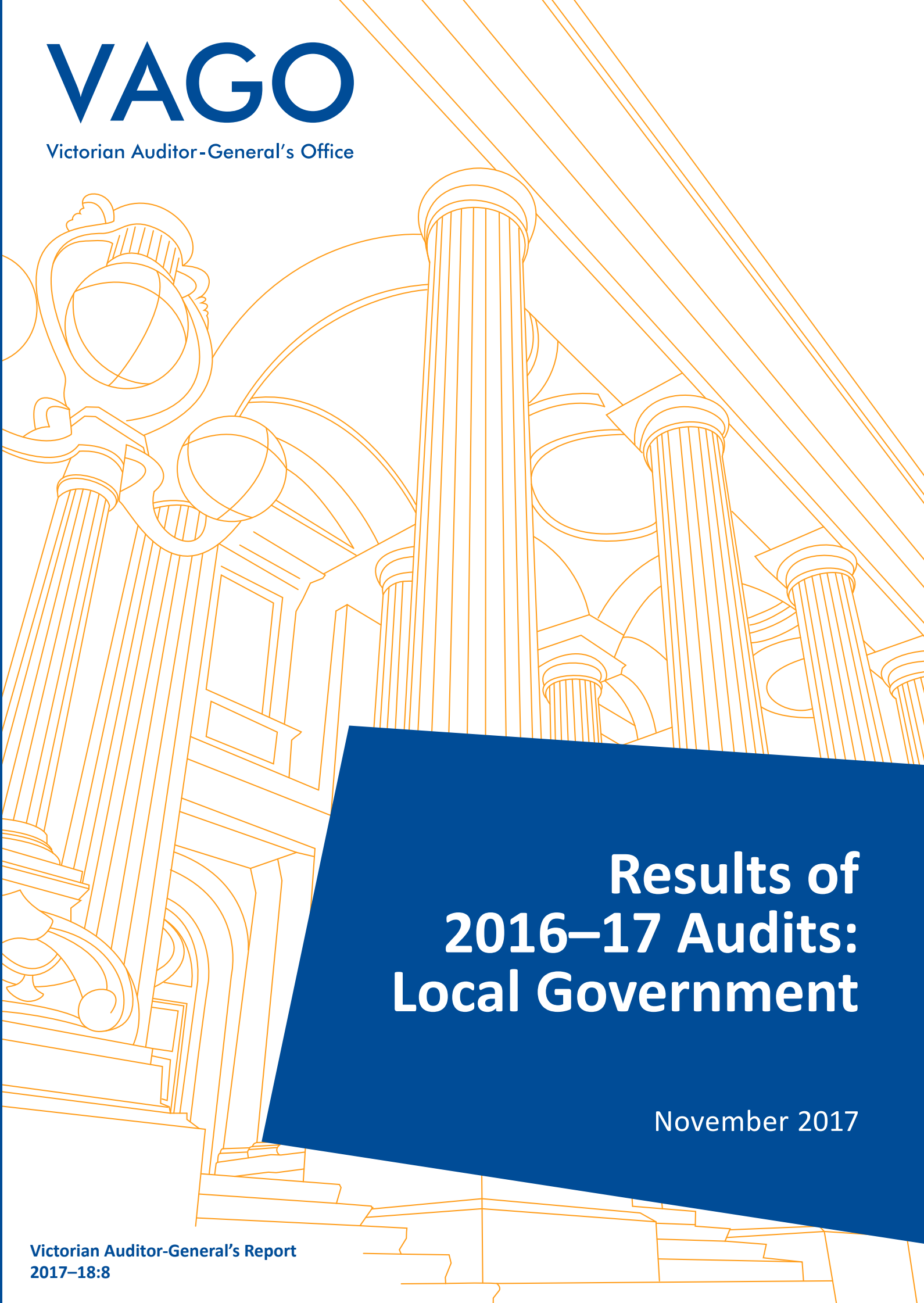
[VicRoads – Roadside Fire Management](#)

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# VAGO

Victorian Auditor-General's Office



## Results of 2016–17 Audits: Local Government

November 2017







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Ordered to be published

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# VAGO

Victorian Auditor-General's Office

The Hon Bruce Atkinson MLC  
President  
Legislative Council  
Parliament House  
Melbourne

The Hon Colin Brooks MP  
Speaker  
Legislative Assembly  
Parliament House  
Melbourne

Dear Presiding Officers

Under the provisions of section 16AB of the *Audit Act 1994*, I transmit my report *Results of 2016–17 Audits: Local Government*.

Yours faithfully



Andrew Greaves  
*Auditor-General*

29 November 2017



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## Acronyms

AASB	Australian Accounting Standards Board
DELWP	Department of Environment, Land, Water and Planning
DPC	Department of Premier and Cabinet
ESC	Essential Services Commission
IT	Information technology
LGPRF	Local Government Performance Reporting Framework
LGV	Local Government Victoria
KMP	Key management personnel
VAGO	Victorian Auditor-General's Office
VCAT	Victorian Civil and Administrative Tribunal

# Audit overview

In Victoria, the local government sector comprises 79 councils, their 10 regional library corporations and 16 associated entities. While administered under the *Local Government Act 1989*, each council operates autonomously and is directly accountable to ratepayers. Local Government Victoria (LGV), within the Department of Environment, Land, Water and Planning (DELWP), provides policy advice, oversees legislation and works with the Minister for Local Government and local councils.

In this report, we analyse and discuss the results of our 2016–17 audits of the financial reports and performance statements of Victoria’s councils, regional library corporations and associated entities.

We assess their financial performance during 2016–17, and their financial position as at 30 June 2017. In addition, we discuss the financial sustainability of the sector based on our analysis of council budgets and the 30 June 2017 audited financial reports. We also analyse the sector’s response to the introduction of the Victorian Government’s rate capping policy in 2015.

---

## Conclusion

The councils’ audited financial reports and performance statements for the year ended 30 June 2017 are reliable, and Parliament and the wider community can have confidence in them.

In the short term, the sector as a whole has a relatively low financial sustainability risk. The longer-term impact of rate capping is yet to be fully determined, but it has created the impetus for councils to review their cost structures.

To mitigate and minimise any potential risks arising from issues in their internal control environment, councils need to ensure they promptly resolve the issues we have identified.

---

## Findings

### Results of audit

#### Financial reports

For the financial year 2016–17, we issued clear audit opinions for 104 financial reports.

The opinion for MAPS Group Limited—an associated entity that has a 30 September balance date—remains outstanding at the date of this report.

Compared to the prior financial year, in 2016–17 councils made a small improvement in the median time taken to certify their financial reports. This could be significantly improved by bringing forward key elements of the financial reporting work, such as the timing of asset revaluations.

As new Australian Accounting Standards will apply over the next few years, the timely preparation and certification of financial reports is particularly important. Councils are encouraged to assess these new standards and prepare for their implementation at their earliest opportunity.

### Performance statements

We issued 78 clear audit opinions on councils' performance statements for 2016–17. We qualified our audit opinion for Towong Shire Council's performance statement. As the council did not conduct or participate in a 2016–17 community satisfaction survey, it was unable to obtain information for two indicators and, therefore, could not report the results.

Performance statements are important, as they communicate key financial and non-financial results. Currently, in their performance statements, councils explain significant variations in performance indicators in the context of results from prior years. While this information is useful, setting a target would assist readers to determine whether a council is operating efficiently and effectively.

### Internal controls

We assess councils' internal controls as generally well designed and operating as intended by management.

However, we continue to observe issues in key IT internal controls and have identified this as an increasing trend across the sector. Persistent high-risk IT internal control issues include:

- unsupported systems and software
- weak user access management
- lack of software patch management.

Combined, these matters increase the risk of a successful cyber attack and could result in the destruction of data or recording of non-existent transactions.

Overall, councils have resolved over 60 per cent of the internal control issues identified in our current and prior-year audits.

### Found assets

In 2016–17, 29 councils identified \$175.3 million of assets that they had not known about or recorded (compared to 31 councils and \$149.3 million assets in 2015–16). Councils use asset information to plan and monitor their maintenance and capital works planning. Therefore, it is important that they know about all relevant assets.

In our November 2016 report *Local Government: 2015–16 Audit Snapshot*, we highlighted the lack of completeness and accuracy of councils' underlying data about the assets they control as a recurring issue. This continued to be an issue in 2016–17.



## Financial sustainability

We have assessed the sector as having a relatively low financial sustainability risk in the short term.

Our analysis shows a gradual decline in the asset renewal and maintenance indicators. Overall, the sector forecasts spending less on asset renewal and maintenance.

We also found that most councils are accumulating cash—in preference to acquiring debt—to replace or expand their asset base. This is shown through the declining trend in the indebtedness indicator, and the sector's increasing cash and term deposit holdings.

We note that rural and regional councils have a higher financial sustainability risk than metropolitan councils. This is linked to their relative inability to generate sufficient own-sourced revenue streams as well as steady increases in expenditure.

### The impact of rate capping

Our analysis shows that, on average, councils are forecasting their revenue to decrease by 1 per cent over the next three financial years, while expenditure is set to increase by 2 per cent over the same period. Councils need to better understand the impact this disparity may have on the services that they provide to their communities.

It is encouraging that most councils have identified longer-term viability risks that may result from rate capping, but many do not yet understand how they can respond to this risk. To do this, a first step councils must take is to understand the nature and cost of all services they provide to their communities.

Councils also need to understand the impact of reduced revenue on their capital works programs. We found that, in response to rate capping, councils have started to reduce their longer-term capital expenditure programs. However, these programs typically only focus on the next four years. We recommend that councils develop longer-term plans, covering the next 10 to 20 years, to ensure they make appropriate decisions.

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## Recommendation

We recommend that Local Government Victoria:

1. introduce targets for each of the performance indicators included in each councils' performance statements (see Part 2).

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## Submissions and comments

We have consulted with DELWP and the councils named in this report, and we considered their views when reaching our audit conclusions. As required by section 16(3) of the *Audit Act 1994*, we gave a draft copy of this report to those agencies and asked for their submissions or comments. We also provided a copy of the report to the Department of Premier and Cabinet.

The following is a summary of those responses. The full responses are included in Appendix A.

DELWP notes our findings and supports in principal the report's recommendation. DELWP intends to write to all mayors and CEOs recommending that they review the report and address matters relevant to their council.

Horsham Rural City Council provides further information on its case study. City of Kingston, Moreland City Council and City of Stonnington comment on found assets. City of Moonee Valley and Moreland City Council provide information regarding their management letter issues.

# 1

## Audit context

Victoria’s Constitution recognises local government as one tier of government. Democratically elected councillors govern councils, and their operations are managed by a council-appointed chief executive officer. While administered under the *Local Government Act 1989*, each council operates autonomously and is directly accountable to ratepayers.

The sector includes 79 councils, 10 regional library corporations and 16 associated entities. We classified councils into two categories, made up of five cohorts based on size, demographics and funding—see Figure 1A. These cohorts are consistent with LGV’s classification of council types.

Appendix B lists the councils included in each cohort and the results of our audits of each entity.

In this report, the **local government sector** refers to the 79 Victorian councils.

**Figure 1A**  
Council cohorts in the metropolitan, and rural and regional categories

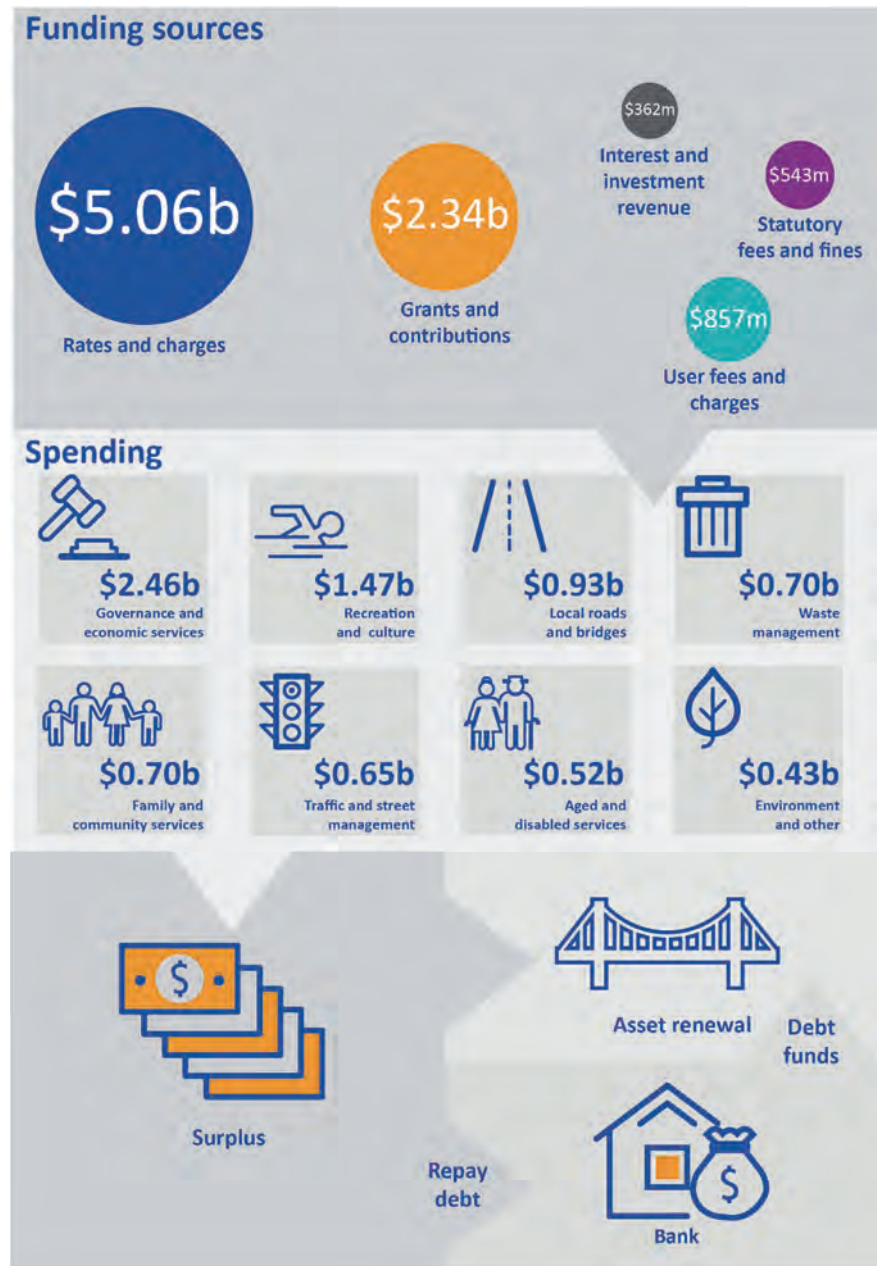
Cohort	Definition	Number of councils
<b>Metropolitan councils</b>		
Metropolitan	A metropolitan council is predominantly urban in character and located within Melbourne’s densely populated urban core.	22
Interface	An interface council is one of the nine municipalities that form a ring around metropolitan Melbourne.	9
<b>Total metropolitan councils</b>		<b>31</b>
<b>Rural and regional councils</b>		
Regional city	A regional city council is urban and partly rural in character.	10
Large shire	A large shire is a municipality with more than 16 000 inhabitants that is predominantly rural in character.	19
Small shire	A small shire council is a municipality with less than 16 000 inhabitants that is predominantly rural in character.	19
<b>Total rural and regional councils</b>		<b>48</b>
<b>Total councils</b>		<b>79</b>

Source: VAGO.

## 1.1 Local government sector

The local government sector is primarily funded through rates and charges, and government grants to deliver various services for the local community. Figure 1B shows the funding sources and how the sector spends these funds.

**Figure 1B**  
Overview of the local government sector

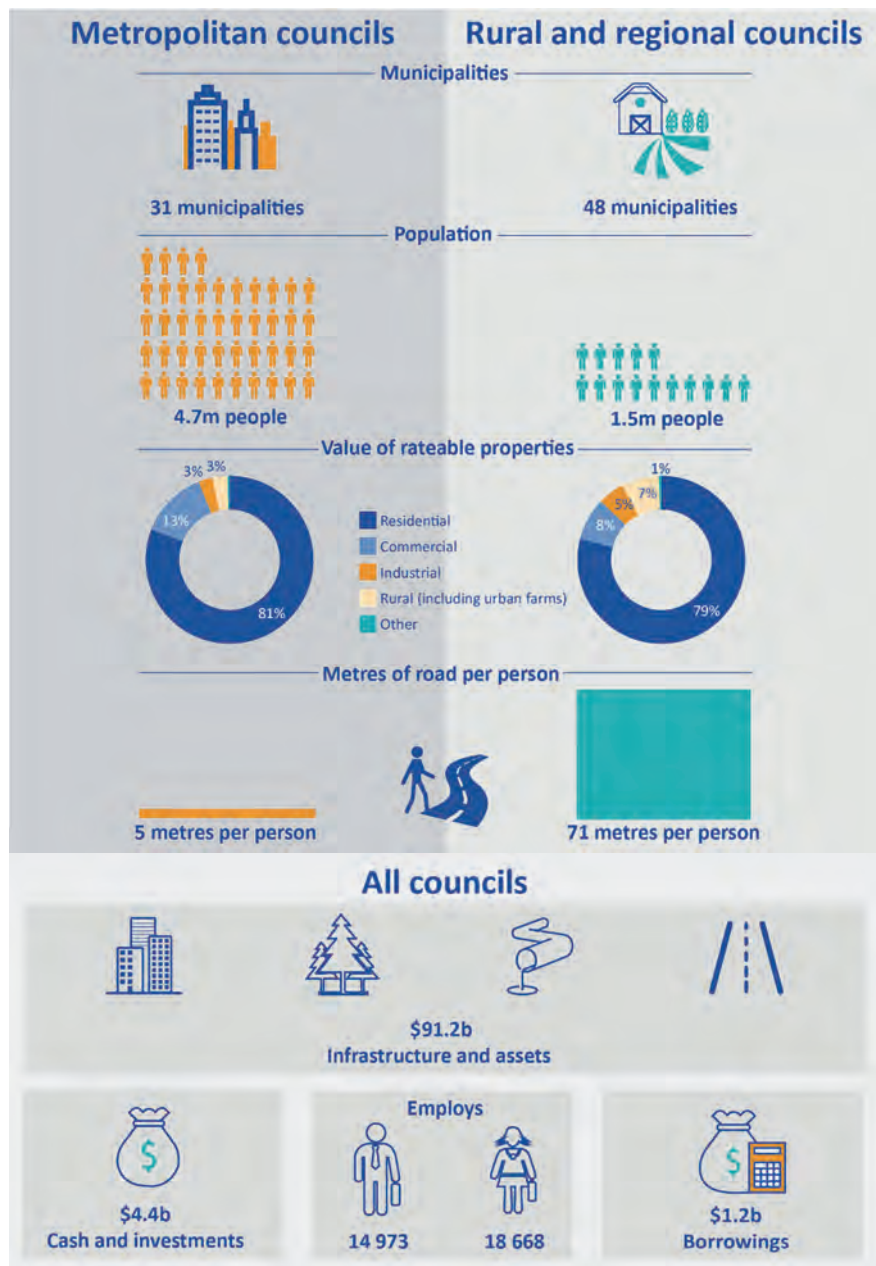


Source: VAGO, based on Local Government Victoria, Victoria Grants Commission—Questionnaire 2015–16 responses from councils.

The two categories of councils—metropolitan, and rural and regional—have different demographics and face separate challenges and opportunities. This is evident, for example, in rural and regional councils’ reliance on grants compared to the metropolitan councils.

Figure 1C compares these two categories of councils and provides key sector information.

**Figure 1C**  
**Comparison of key elements across the two councils categories**



Source: VAGO, based on Local Government Victoria, Victoria Grants Commission—Questionnaire 2015–16 responses from councils; and Australian Bureau of Statistics.

## 1.2 Sector events

Two recent developments—rate capping and governance interventions—have had or will have a considerable impact on the local government sector.

### Rate capping

In 2015, the Victorian Government introduced rate capping legislation in the form of its Fair Go Rates System. This system introduces an annual rate cap, set by the Minister for Local Government, which controls general rate increases for all councils. The 2016–17 financial year is the first year of rate capping, with rate increases capped at 2.5 per cent (2 per cent in 2017–18).

We explore the short- and long-term implications of rate capping for the local government sector in Part 5 of this report.

### Governance interventions

Effective governance is essential for maintaining strong internal controls. Although most councils have appropriate controls to govern themselves, there have been a number of recent legal interventions by the state government in response to governance failures. Figure 1D summarises the status of some recent governance issues.

**Figure 1D**  
**Current status of governance matters**

Council	Description
Ararat Rural City Council	In June 2017, a Commission of Inquiry was appointed. In August 2017, the Minister for Local Government appointed a municipal monitor to observe the council's operations.
Central Goldfields Shire Council	In October 2016, the minister appointed a municipal monitor.  On 18 August 2017, the Local Government Investigations and Compliance Inspectorate released its report <i>Protecting integrity: Central Goldfields Shire Council investigation</i> . Following the release of the report, the state government dismissed the council on 23 August 2017.  On 26 August 2017, the state government appointed an interim administrator.
Casey City Council	In June 2016, a municipal monitor was appointed. The municipal monitor report was received in September 2016.
Darebin City Council	On 25 June 2015, special inspectors were appointed.
Greater Geelong City Council	In December 2015, an independent Commission of Inquiry was appointed.  The state government dismissed the council in April 2016 and appointed three administrators until the council election in October 2017. A new council was elected in October 2017.

*Note:* Municipal monitors are appointed by the Minister for Local Government to observe governance processes and provide advice to councils that are experiencing governance difficulties. Commissioners are appointed by the Minister for Local Government where there are more serious governance failures.

*Source:* VAGO.

## 1.3 Report structure

In this report, we detail the outcomes of the 2016–17 financial audits of Victoria’s local government sector. We discuss key matters arising from our audits, and provide an analysis of information included in councils’ financial reports.

Figure 1E outlines the structure of this report.

**Figure 1E**  
**Report structure**

Part	Description
Part 2—Results of audits	Presents results of our audit of local government sector entities for the 2016–17 financial year. This section also provides commentary on: <ul style="list-style-type: none"><li>• key audit themes for 2016–17</li><li>• quality of financial and performance reporting</li><li>• outcomes of the audits of the 79 councils.</li></ul>
Part 3—Internal controls	Summarises the results of our internal control evaluations of local government sector entities for the 2016–17 financial year.
Part 4—Financial sustainability	Provides an insight into the sector’s long-term viability risks, based on our analysis of financial sustainability risk indicators.
Part 5—Rate capping impact assessment	Provides commentary on the impact of rate capping on councils, based on the sector’s response.

Source: VAGO.

We undertake our financial audits according to section 8 of the *Audit Act 1994* and Australian Auditing Standards. These audits are paid for by each entity.

The results of these audits were used in preparing the report. The cost of preparing this report was \$250 000, which is funded by Parliament.





# 2

## Results of audits

Councils prepare a financial report and performance statement annually. Their financial report shows the council's financial results and is prepared in line with relevant Australian Accounting Standards and applicable legislation. The performance statement outlines the council's performance against performance indicators set by the Minister for Local Government. We audit both the financial reports and the performance statements.

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### 2.1 Audit opinions

Independent audit opinions add credibility to financial reports and performance statements by providing reasonable assurance that the information reported is accurate and reliable.

A clear audit opinion confirms that the financial report presents fairly the transactions and balances for the reporting period, in keeping with the requirements of relevant Australian Accounting Standards and applicable legislation. A clear audit opinion for the performance statement confirms that the actual results reported are fairly presented and comply with the performance indicators set by the minister. We carried out our financial audits of the local government sector in accordance with the Australian Auditing Standards.

Figure 2A outlines the status of the sector's 2016–17 financial report and performance statement audits, and the types of opinions issued to each entity. Appendix B lists the local government entities, type of audit opinion and when they were issued.

**Figure 2A**  
**Status of 2016–17 audit opinions**

Entities	Clear audit opinions	Qualified opinion	Number of opinions issued	Incomplete
<b>Financial report</b>				
Council	79	–	79	–
Regional library corporations	10	–	10	–
Other <sup>(a)</sup>	15	–	15	1
<b>Total</b>	<b>104</b>	<b>–</b>	<b>104</b>	<b>1</b>
<b>Performance statements</b>				
Council	78	1	79	–

(a) MAPS Group Limited has a 30 September balance date—no audit opinion had been issued at the date of this report for the year ending 30 September 2017.

Source: VAGO.

### Qualified audit opinion for Towong Shire Council’s performance statement

A **qualified audit opinion** is issued when the auditor concludes that a clear opinion cannot be expressed because of a conflict with the applicable reporting framework or a limitation of scope.

We qualified the performance statement audit opinion of Towong Shire Council due to the fact that the council did not conduct or participate in the required community satisfaction survey for the 2016–17 financial year. The survey obtains information from the community on the following service-related performance measures:

- satisfaction with council decisions
- satisfaction with sealed local roads within the municipality.

Accordingly, the council was unable to report results for these performance indicators in its 2016–17 performance statement. The inability to report these performance indicators constitutes a departure from the performance statement requirements under Part 6 of the *Local Government Act 1989*.

## 2.2 Quality of financial and performance reporting

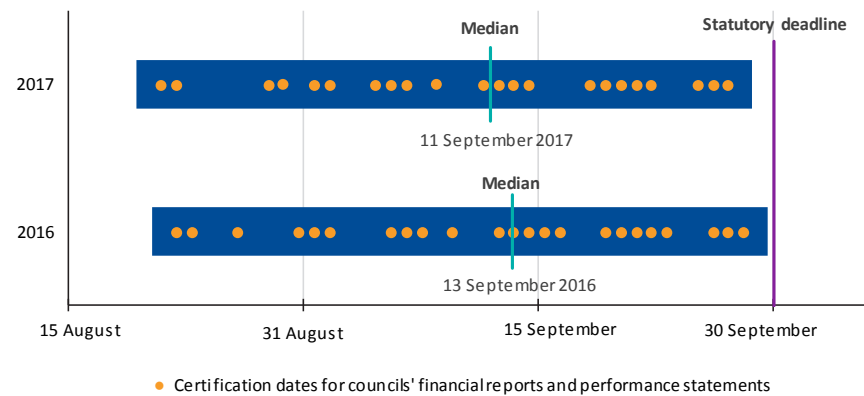
The quality of an entity’s financial and performance reporting can be measured by the timeliness and accuracy of these reports.

### Timeliness

Timely financial reports and performance statements enable users to make better informed and prompt decisions. The later these reports are produced, the less relevant the information is.

Councils are required to submit their financial reports and performance statements to the Minister for Local Government and have them certified by 30 September each year. Figure 2B shows when councils' reports were certified in 2016 and 2017.

**Figure 2B**  
**Timeliness of financial reports and performance statements**



*Note:* The certification date for Central Goldfields Shire Council is omitted from this figure.

*Source:* VAGO.

**Shell accounts** are a set of financial reports and performance statements prepared by management prior to the balance date. These assist with planning the structure and contents of the actual financial report and performance statement.

With the exception of Central Goldfields Shire Council's reports—which were certified on 9 November 2017 and received an extension from the minister until 30 November 2017—all councils met the statutory deadline, as in 2016.

While the sector made a small improvement in the median time taken to certify the reports compared to the prior year, further improvements could be made by bringing forward work such as:

- conducting asset valuations prior to the balance date
- evaluating and mitigating key risks during the year such as the completeness and accuracy of landfill provisions
- preparing shell accounts for audit review.

## Accuracy

The number and size of errors identified through our audit of the financial reports and performance statements is a direct measure of the quality of those documents. Ideally, there should be no errors or adjustments required as a result of an audit. When material errors are detected through the audit process, they are brought to management's attention for correction.

Material errors identified during the audit process need to be corrected before a clear audit opinion can be issued. While some errors may appear immaterial in isolation, a series of smaller errors when considered together may have a material impact on the entity's financial report or performance statement.

**Material errors** are significant misstatements or omissions of information that may influence a user's decision-making.

**Developer contributions** are physical assets such as roads and drains that are transferred to councils once their construction is complete.

## Financial reports

Aggregated errors that required adjustment include:

- a \$727.7 million understatement of total assets due to incorrect valuation of non-current assets—we explore these matters further in the Section 2.3
- \$81.9 million in term deposits incorrectly classified as either other financial assets or cash equivalents
- a \$25.6 million overstatement in total revenue due to developer contributions reported in the incorrect financial year
- a \$3.5 million understatement and a \$1.7 million overstatement in total liabilities due to errors in landfill provision calculations.

In 2016–17, LGV provided guidance to the sector regarding accounting for landfills. We encourage councils to review this information when evaluating the reasonableness of their landfill provisions.

## Performance statements

LGV issues the Local Government Performance Reporting Framework (LGPRF) which outlines the requirements for councils' performance statements. Based on our analysis of errors identified through the audit process, performance indicators that were more susceptible to error include:

- statutory planning—council planning decisions upheld by the Victorian Civil and Administrative Tribunal (VCAT)
- food safety—critical and major noncompliance outcome notifications
- aquatic facilities—utilisation.

These errors were generally due to a lack of awareness of the LGPRF or challenges the council faced in interpreting whether an item should be included in a specific performance indicator.

When preparing their statements, councils are required to explain significant variations in performance indicators compared to prior years. While this information is useful, the current performance reporting framework does not impose targets. As a result, management and readers of the performance statement are unable to determine if a council is operating efficiently and effectively.

Setting a target would assist management and users of performance statements to understand where a council's performance can be improved.

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## 2.3 Key audit themes

As we plan our financial audit work across the sector each year, we seek to identify key audit risks. These risks, if not addressed, may lead to material misstatements in financial reporting. We communicate these risks in our audit strategy documents, which are presented to management and audit committees at each council prior to the end of the financial year.

The homogenous nature of local councils means that there are often common risk themes across the sector, covering governance, operations and customers. This year, the most common key audit risks we identified were:

- noncompliance with the accounting standard requirements in AASB 124 *Related Party Disclosures* (AASB 124), which applied to this sector for the first time
- the valuation of non-current physical assets
- found assets recognised across the sector
- information technology (IT) risks—see Part 3.

### *AASB 124 Related Party Disclosures*

In their financial reports for the year ended 30 June 2017, not-for-profit entities were required to apply AASB 124 for the first time. This meant that all councils needed to disclose information about material related-party transactions and relationships that may have affected their financial performance or position. The application of AASB 124 created challenges for both the councils preparing the financial report and their auditors, to ensure that the information disclosed was complete and accurate.

Across the local government sector, there was a broad range of material related-party relationships that needed to be disclosed, including:

- key management personnel (KMP) and their close family
- other entities controlled by KMPs
- all other council-controlled agencies.

**KMPs** are employees who make strategic decisions for the council.

While the level of disclosure varied across the sector, rural and regional councils typically reported more material related-party transactions than metropolitan councils. Common disclosures included:

- provision of goods and services to councils
- community grants to related parties
- KMP family members employed by council
- payments to related entities such as regional library corporations.

These transactions were reported to be on normal commercial terms.

Overall, we noted that most councils had appropriate processes in place to capture and disclose the information needed to meet the requirements of AASB 124.

In its first year, the implementation of AASB 124 went relatively well. Other significant changes to standards in the next few years—summarised in Appendix C—will also impact council financial reporting. Councils are encouraged to examine these changes, identify potential impacts and prepare for their implementation.

## Physical asset fair value assessments and revaluations

The **fair value** is the estimated cost to purchase or replace an asset. Calculation of fair value should take into account any conditions or restrictions placed on the asset.

At 30 June 2017, the 79 councils held \$91.2 billion in infrastructure, property, plant and equipment (\$84.6 billion at 30 June 2016). In particular, there was a \$5.2 billion asset revaluation increment across the local government sector.

To comply with Australian Accounting Standards, each council must annually determine and disclose the fair value of its infrastructure, property, plant and equipment assets in its financial report.

There are two common methods used to calculate fair value across the local government sector:

- Market approach—based on market sales of similar assets. This method is generally used to value land and buildings.
- Current replacement cost—reflects the expected cost in today's dollars of replacing an asset to a similar standard and at a similar age. This method is generally used to value infrastructure such as roads and bridges.

As the total value of infrastructure, property, plant and equipment represents a significant percentage of a council's total assets, our audits allocate a significant amount of time and effort to verifying their fair value estimates. As valuing infrastructure, property, plant and equipment involves significant management judgement across a range of values, there is a higher risk of material financial report errors.

**Found assets** are physical assets controlled by the council that have previously been omitted from their records.

**Ghost assets** are items recorded by a council that no longer exist.

**Duplicate assets** are additional items recognised for an existing asset.

We found that the practices governing asset revaluations varied across the sector. Key issues include:

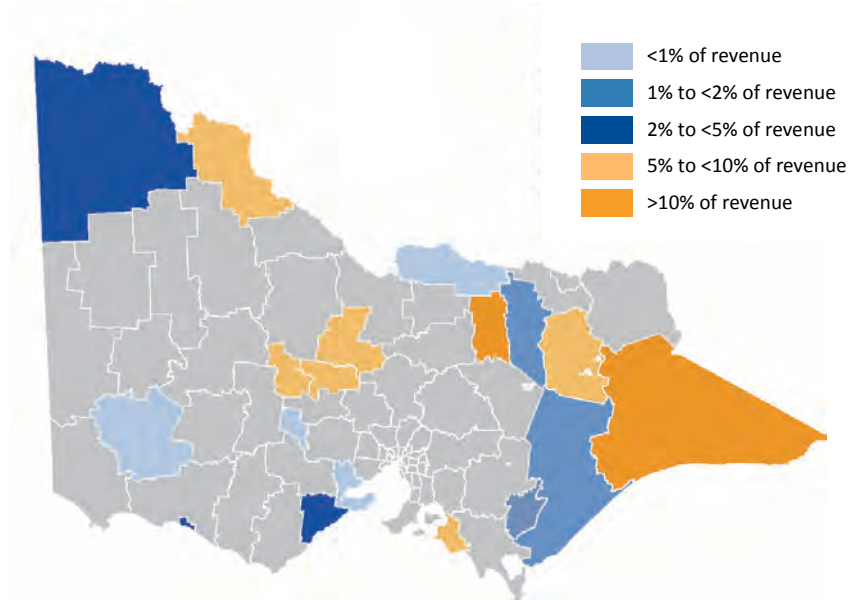
- incorrect unit costs applied to assets
- underlying data integrity issues resulting in found, ghost or duplicate assets
- lack of review of underlying spreadsheets resulting in calculation errors.

All material errors identified were resolved before we signed relevant councils' financial reports.

### Found assets

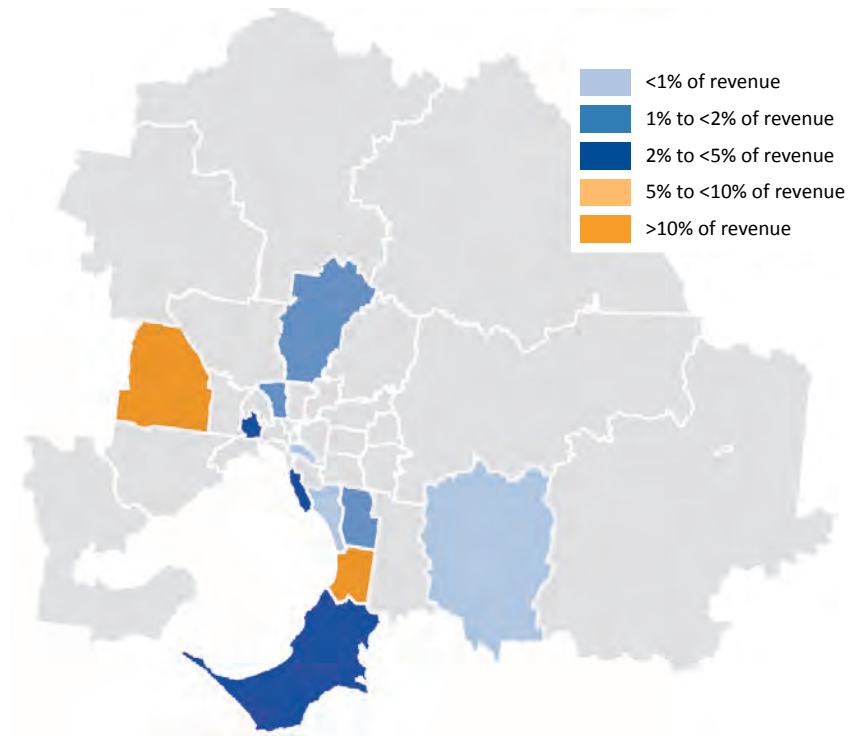
Included in the \$91.2 billion in infrastructure, property, plant and equipment, the Victorian local government sector recognised \$175.3 million in found assets this year (compared to \$149.3 million in 2015–16). Figures 2C and 2D show the spread of these assets across Victoria and metropolitan Melbourne.

**Figure 2C**  
**Found assets as a proportion of revenue across the Victorian local government sector, 2016–17**



Source: VAGO.

**Figure 2D**  
**Found assets as a proportion of revenue in metropolitan category, 2016–17**



Source: VAGO.

The value of found assets varied across the local government sector. The majority of these relate to infrastructure.

Common challenges included:

- underground assets such as drains which are difficult to inspect
- uncertainty over ownership of assets between entities, such as drains with water entities.

Technological advances, including GPS information, have assisted councils in improving the accuracy of data in their asset registers. Nevertheless, further work is required to reduce the number of found assets across the sector. Those assets that are not captured are obviously not subject to regular maintenance and may continue to deteriorate, resulting in considerable long-term costs.



# 3

## Internal controls

Effective internal controls help entities meet their objectives reliably and cost-effectively. Entities also require strong internal controls to deliver reliable, accurate and timely external and internal financial reports.

In our annual financial audits, we consider the internal controls relevant to financial reporting and assess whether entities have managed the risk that their financial reports may not be complete and accurate. Poor internal controls make it more difficult for entities to comply with relevant legislation and increase the risk of fraud and error.

### 3.1 Assessment of internal controls

As part of our audit, we assess the design and implementation of councils' internal controls and, where we identify ones that we intend to rely on, we test how effectively they are operating. If we assess an entity's internal controls as not being well designed, not operating as intended or missing, we communicate this finding to the entity's management and audit committee.

In 2016–17, we reported 359 extreme-, high- and medium-risk internal control issues across the 79 councils, comprising:

- 110 newly identified issues
- updates on 249 issues identified through previous years' financial audits.

Figure 3A summarises these control issues by area and risk. Appendix D provides additional information on our risk ratings and our expected time lines for councils to resolve issues.

**Figure 3A**  
**Reported internal control issues, by area and risk rating, 2016–17**

Area of issue	Extreme	High	Medium	Total
Governance	–	2	48	<b>50</b>
Information systems	4	36	69	<b>109</b>
General ledger	–	–	10	<b>10</b>
Revenue and receivables	–	–	20	<b>20</b>
Expenditure and payables	–	2	33	<b>35</b>
Employee benefits	–	–	23	<b>23</b>
Infrastructure, property, plant and equipment	1	8	91	<b>100</b>
Cash and other assets	–	1	11	<b>12</b>
<b>Total</b>	<b>5</b>	<b>49</b>	<b>305</b>	<b>359</b>

*Note:* We reported 339 low-risk internal control issues in 2016–17, made up of 93 newly identified issues and an update on 246 previously reported ones. As these matters are minor and/or may present opportunities to improve existing processes, they have been excluded from this figure.

*Source:* VAGO.

### Extreme-risk issues

Figure 3B shows the extreme-risk issues we identified and their current status. There were two extreme-risk issues carried forward from 2015–16 and three new issues raised in 2016–17.

**Figure 3B**  
**Summary of extreme-risk issues reported in 2016–17**

**Extreme-risk issues** are internal control issues that could cause severe disruption to operations and/or result in a material misstatement in the financial report.

Council	Description of finding	Year raised	Current status
Cardinia Shire Council	Insufficient software patch and support management	2015–16	Closed
Casey City Council	Insufficient software patch and support management	2015–16	Closed
Bayside City Council	Inappropriate password management controls	2016–17	Closed
Bayside City Council	Weak user access management controls	2016–17	Closed
West Wimmera Shire Council	Lack of a detailed asset register	2016–17	Open

*Source:* VAGO.

## Cardinia Shire Council and Casey City Council

Both Cardinia Shire Council and Casey City Council had severe weaknesses relating to their IT. Specifically:

- critical software patches had not been applied to numerous devices
- some devices had been missing software patches since 2007
- council was still using software that was no longer supported by the vendor.

We note that unsupported and unpatched software increases the risk that a cyber attacker may gain access to systems and sensitive information.

We confirmed that these deficiencies were resolved in 2016–17. These councils have since implemented procedures to address these controls in the future.

## Bayside City Council

Our review of the Bayside City Council's IT environment identified internal control issues regarding password and user access management.

Key issues concerning password management included:

- passwords being maintained insecurely on the network
- active account passwords being configured to never expire
- system password settings and an organisational policy that did not comply with industry better practices.

If passwords are not stored securely, there is a high risk that accounts might be exploited—particularly those with 'super user' privileges. Additionally, permitting users to select weak passwords that are not changed periodically increases the risk of unauthorised access to systems.

Key issues concerning user access management included:

- accounts being assigned 'super user' privileges when they were not required
- 'super user' access being assigned to shared accounts, which limited the ability to make individual users accountable for their usage.

Inappropriate and excessive user access rights may result in unauthorised access to data and programs or potential financial fraud.

The council has undertaken corrective actions for password and user access management to strengthen its IT environment.

## West Wimmera Shire Council

West Wimmera Shire Council does not have a detailed fixed asset register that lists individual items such as bridges, road segments and drainage assets. As a result, we determined movements for each asset class by referring to other supporting documentation or calculations.

West Wimmera Shire Council accepted this finding and is currently arranging a complete network revaluation to the segment level. This will provide a new detailed asset register that should improve asset management in 2017–18 and beyond.

**High-risk issues** are internal control issues that could cause a major disruption to operations or are likely to result in a material misstatement in the financial report.

## High-risk issues

We reported 49 high-risk internal control issues, comprising:

- 13 newly identified issues
- updates on 36 issues identified in previous years' financial audits.

Figure 3C shows these high-risk issues by council and area.

**Figure 3C**  
Summary of high-risk issues reported in 2016–17

Council	Issue type				Issue status <sup>(a)</sup>	
	IT controls	Fixed assets	Other	Total	Resolved	Unresolved
Ballarat City Council	3	–	–	3	3	–
Bayside City Council	3	–	–	3	–	3
Benalla Rural City Council	–	2	–	2	–	2
Boroondara City Council	2	–	–	2	2	–
Borough of Queenscliffe	1	–	1	2	2	–
Campaspe Shire Council	–	–	1	1	1	–
Cardinia Shire Council	2	–	–	2	2	–
Casey City Council	1	–	–	1	1	–
Central Goldfields Shire Council	1	–	–	1	–	1
East Gippsland Shire Council	–	1	–	1	–	1
Frankston City Council	–	1	–	1	1	–
Greater Dandenong City Council	3	–	–	3	2	1
Greater Geelong City Council	2	–	–	2	2	–
Hobsons Bay City Council	2	–	–	2	2	–
Mitchell Shire Council	–	1	1	2	2	–
Moonee Valley City Council	4	–	–	4	1	3
Moreland City Council	1	–	–	1	–	1
Mornington Peninsula Shire Council	–	1	–	1	1	–
Port Phillip City Council	1	–	–	1	1	–
South Gippsland Shire Council	2	–	–	2	1	1
Southern Grampians Shire Council	1	–	1	2	1	1
Strathbogie Shire Council	–	1	1	2	–	2
West Wimmera Shire Council	1	1	–	2	1	1
Whitehorse City Council	4	–	–	4	4	–
Wodonga City Council	2	–	–	2	2	–
<b>Total</b>	<b>36</b>	<b>8</b>	<b>5</b>	<b>49</b>	<b>32</b>	<b>17</b>

(a) Status of issue as reported to management.

Source: VAGO.

A **cyber attack** is a deliberate act by a third party to gain unauthorised access to an entity's data, with the objective to damage, deny, manipulate or steal information. To reduce the risk of a successful cyber attack, it is imperative that IT control issues are addressed in a timely manner.

### Poor IT controls and cyber risk

IT control activities support the operating capability of an IT system. Strong IT controls ensure smooth day-to-day operations of councils and the reliability of data used for financial reporting and preparing performance statements. They reduce the risk that employees or third parties can circumvent processes and help maintain the integrity of information and the security of data.

In our audits of the 79 councils, we identified 18 with high-risk IT control issues related to:

- unsupported systems and software
- user access controls
- software patch management controls
- other general IT controls.

Appendix E lists IT control issues for each council.

The severity of these IT control issues determined whether they were rated extreme, high or medium.

Poorly designed and implemented IT controls increase the risk of unauthorised access to systems, which may result in the destruction of data or recording of non-existent transactions. They also increase the risk of a successful cyber attack.

**Medium-risk issues** are internal control issues that could cause moderate disruption to operations or a misstatement that is not material in the financial report.

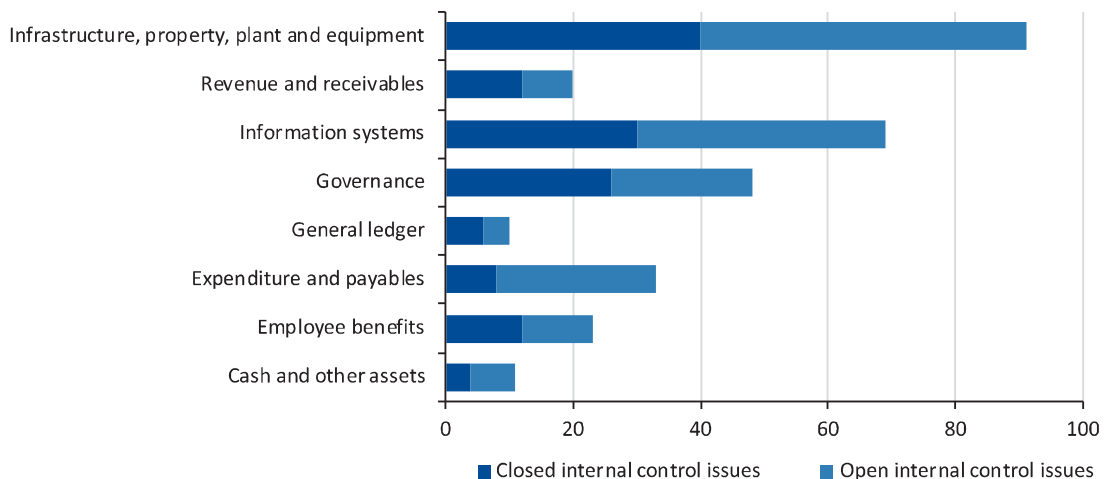
### Medium-risk issues

We reported 305 medium risk internal control issues, comprising:

- 94 newly identified issues
- updates on 211 issues identified through previous years' financial audits.

Figure 3D shows the number of issues by area and current status.

**Figure 3D**  
Summary of medium-risk issues reported in 2016–17



Source: VAGO.

Information systems and fixed assets continue to be areas of major internal control weakness across the sector. Nevertheless, it is pleasing to note that councils resolved a number of issues during the 2016–17 audits.

### 3.2 Status of matters raised in previous audits

We monitor the status of prior-year internal control issues in our management letters, to ensure they are resolved. Figure 3E shows the status of these issues, as reported in our management letters to councils.

**Figure 3E**  
**Status of prior-period internal control issues, by risk rating, 2016–17**

Issue status	Extreme	High	Medium	Total
Resolved	2	28	121	<b>151</b>
Unresolved	–	8	90	<b>98</b>
<b>Total</b>	<b>2</b>	<b>36</b>	<b>211</b>	<b>249</b>

*Note:* Issues rated as low risk are excluded from this analysis.

*Source:* VAGO.

We found that councils showed significant improvement in resolving extreme- and high-risk internal control issues. The eight remaining unresolved high-risk matters primarily relate to six IT control issues that councils are still addressing. While there was an improvement in resolving medium-risk issues, further work is required to address these matters within the recommended six-month time frame.

# 4

## Financial sustainability

**Rate capping** introduces an annual rate cap set by the Minister for Local Government, which controls general rate increases for all councils.

In this part, we analyse the financial sustainability risks that local councils face, including the impact of emerging funding challenges due to rate capping and reduced government grants.

We discuss the trends in key balances, such as types of revenue, expenses, capital expenditure and borrowings. We also analyse the sector against seven financial sustainability risk indicators, from financial years 2012–13 to 2019–20. The information is drawn from councils' audited financial reports for the five years 2012–13 to 2016–17, and the unaudited 2017–18 budget for the three future financial years.

We include a new sustainability risk indicator this year—the adjusted underlying result. Our analysis of this indicator is based on six financial years' data from 2014–15 to 2019–20, sourced from councils' published performance statements.

Appendix F details the seven financial sustainability indicators, risk assessment criteria and benchmarks we use in this report. Appendix F also contains the results for each council against the seven sustainability risk indicators.

### 4.1 Conclusion

As at 30 June 2017, we assessed the local government sector as having a relatively low financial sustainability risk. The sector as a whole continues to generate positive results, display strong liquidity ratios and hold low levels of debt.

The sector's short-term financial sustainability risk indicators remain strong. However, our analysis of the data shows a declining trend in the financial sustainability risk indicators for asset renewal and maintenance. Councils are reducing their capital spending in response to rate capping and a reduction in government grants. To meet community expectations, they need to identify and respond to long-term asset replacement and renewal requirements for infrastructure in a timely manner.

We note that rural and regional councils have a higher financial sustainability risk than metropolitan councils. This is mainly due to smaller year-on-year revenue increases, steady increases in expenditure, and their relative inability to generate significant own-sourced revenue streams.

## 4.2 Financial sustainability risks

To be financially sustainable, councils should make enough money from their operations to meet their financial obligations and fund their asset management plans.

Figure 4A summarises the sector's financial sustainability risk indicators for 30 June 2017.

**Figure 4A**  
Financial sustainability risk indicators, by cohort, 2016–17

Indicator		Average across councils for year ended 30 June 2017					
		All councils	Metro	Interface	Regional	Large	Small
<b>Financial performance</b>							
Net result	per cent	19.71%	16.90%	33.96%	16.49%	15.67%	15.54%
Adjusted underlying result	per cent	8.50%	12.62%	12.45%	3.52%	6.88%	7.05%
<b>Financial position</b>							
Liquidity	ratio	2.97	2.59	3.64	2.43	2.70	3.48
Internal financing	per cent	166%	169%	191%	147%	161%	161%
Indebtedness	per cent	23.78%	13.93%	24.81%	33.54%	28.75%	17.86%
<b>Asset renewal and maintenance indicators</b>							
Capital replacement	ratio	1.48	1.56	1.84	1.48	1.31	1.21
Renewal gap	ratio	0.99	1.15	0.93	0.91	1.01	0.93

Key: ● High risk ● medium risk; ● low risk.

Source: VAGO.

## 4.3 Overall analysis

The sector, overall, generated a surplus from operations this year.

At 30 June 2017, councils collectively held current assets valued at \$4.4 billion in the form of cash and term deposits (\$3.4 billion at 30 June 2016) and borrowings of \$1.2 billion (\$1.2 billion at 30 June 2016). Those councils with debt are able to service it.

The indebtedness indicator shows that, as a sector, councils prefer not to borrow funds. Instead, most prefer to accumulate cash to replace or expand their asset base. This raises questions of intergenerational equity, as the investment in new assets is effectively being funded by past and current ratepayers.

We note that the asset renewal and maintenance indicators are gradually declining and are forecast to decline further.





## 4.4 Analysis of council categories

### Financial performance analysis

#### Net result indicator

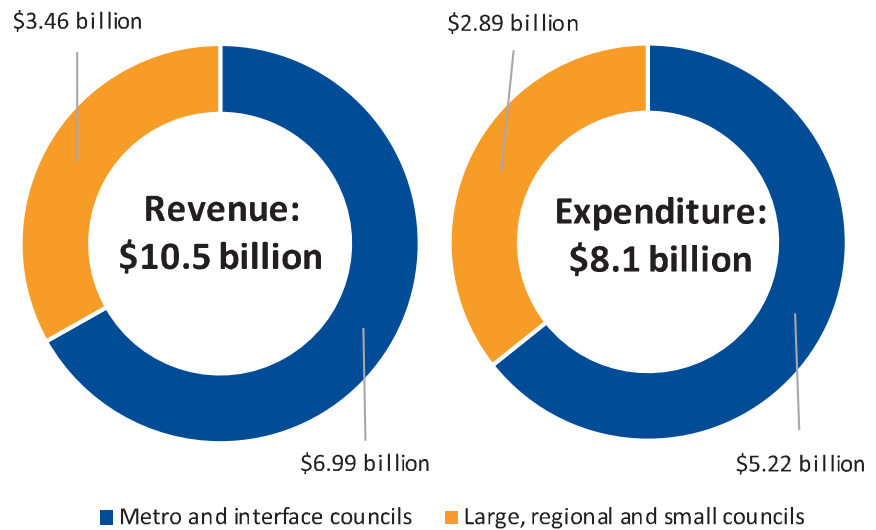
The **net result indicator** measures the net result of the council as a percent of revenue.

In 2016–17, councils collectively recorded revenue totalling \$10.5 billion (\$9.3 billion in 2015–16). Rates revenue of \$5.4 billion (\$5.2 billion in 2015–16) makes up more than 50 per cent of total revenue. The second largest revenue stream for the sector was government grants revenue, totalling \$1.9 billion (\$1.4 billion in 2015–16).

Combined, employee expenses of \$3.3 billion (\$3.2 billion in 2015–16) and a materials and services expense of \$2.9 billion (\$2.7 billion in 2015–16) make up 77 per cent of councils' total expenses.

Figure 4B shows the split of revenue and expenditure.

**Figure 4B**  
Sector revenue and expenditure for 2016–17

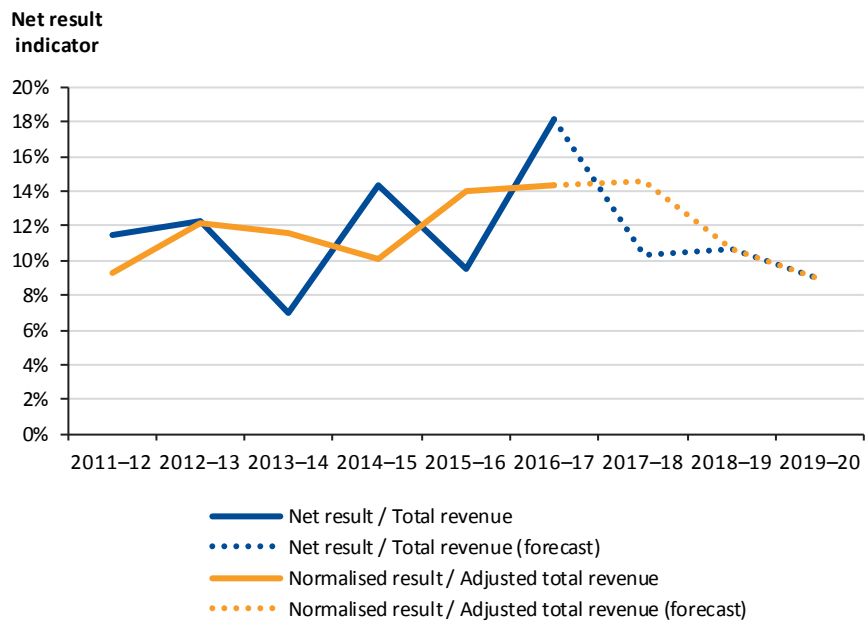


Source: VAGO.

Figure 4C shows a summary of the net result indicator from 2011–12 to 2019–20.

**Normalised result** is net result adjusted for receipts of Commonwealth financial assistance grants ahead of need.

**Figure 4C**  
**Net result compared to normalised result for the local government sector, 2011–12 to 2019–20**



Source: VAGO.

Taken as a whole, the local government sector has been able to generate a surplus from operations in each of the past five years. The sector is budgeting a surplus over the next three years. However, the net result indicator is forecast to decline over this period as the impact of rate capping on revenue growth takes effect. The impact of rate capping and the sector’s response is discussed in Part 5.

The net result indicator for the sector during the last five years is distorted by the timing of Commonwealth financial assistance received by the sector. In Figure 4C, the spike in the reported net result indicator during 2014–15 and 2016–17 is mainly due to the advance receipt of Commonwealth grant funds and does not reflect operational performance. Figure 4C also presents the normalised net results—that is, after adjusting for the advance receipt of Commonwealth grant funding.

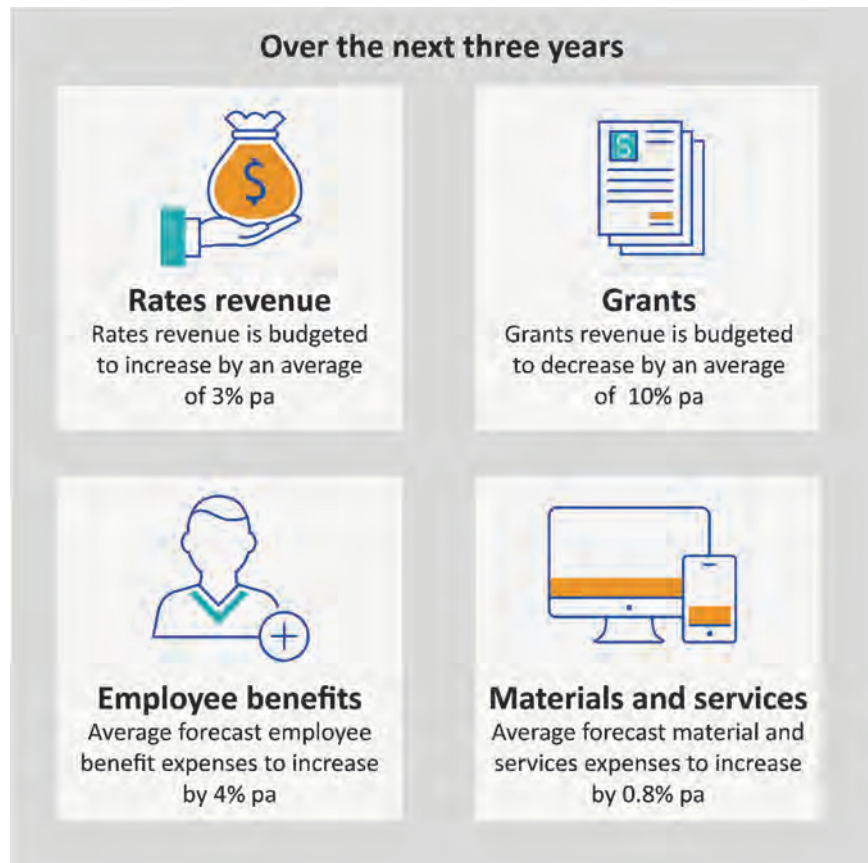


**Looking forward**

Over the budget period, our analysis shows that councils are forecasting an average increase in rate revenue of 3 percent—in line with rate capping—and an average 10 per cent reduction in government grant revenue. However, over the same period, expenses are budgeted to increase at 2 per cent.

Figure 4D summarises the key changes to councils' revenue and expenditure over the next three years.

**Figure 4D**  
**Council revenue and expenditure going forward**



Source: VAGO.

Councils must formulate effective strategies to manage the impact of this growing funding gap on the key services that they provide to the community. Councils need to engage and assess community expectations to critically review the services they provide.

We analysed councils' responses to a rate capping questionnaire, which show that councils are planning to reduce spending in response to the new rate capping environment. This is more pronounced within the rural and regional councils due to their limited ability to increase alternative revenue streams.

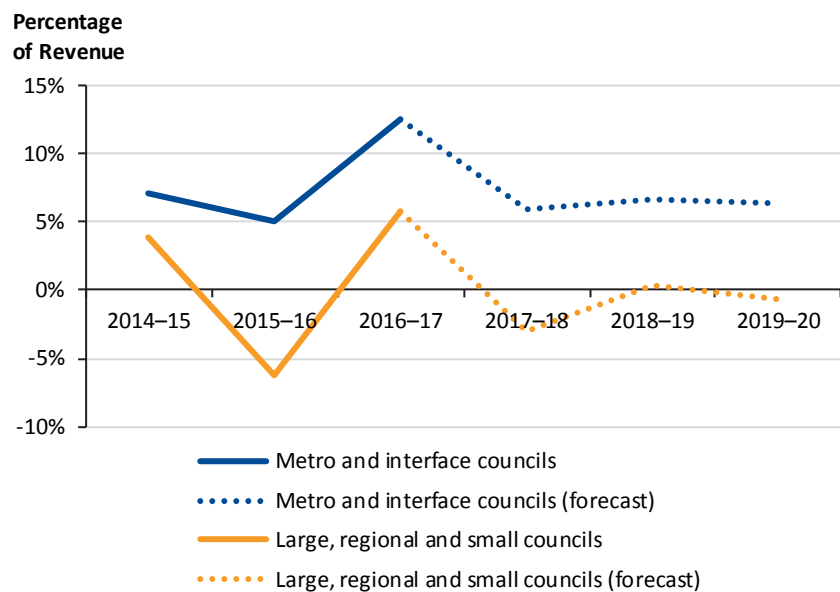
We note that the average increase in expenditure projected to occur over the next three years is less than 1 per cent for rural and regional councils, against a rate cap of 2 per cent in 2017–18.

## Adjusted underlying result indicator

This indicator measures a council's ability to generate surplus from its ordinary course of business. Figure 4E shows the results of this indicator across two categories of councils.

The **adjusted underlying result indicator** excludes non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result.

**Figure 4E**  
Adjusted underlying surplus analysis for the local government sector, 2014–15 to 2019–20



*Note:* Councils began preparing performance statements in 2014–15.

*Source:* VAGO.

For metropolitan councils, the actual and forecast adjusted underlying result are consistently above 5 per cent. This highlights their ability to generate surpluses from various revenue streams and service larger populations.

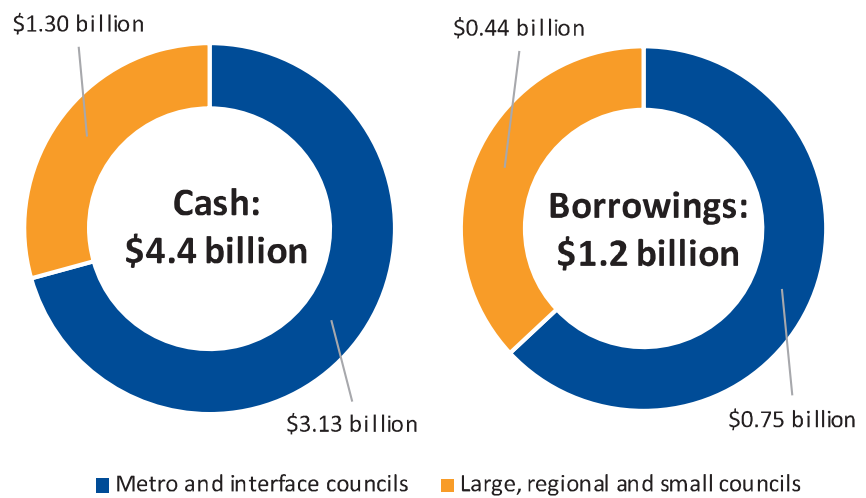
Rural and regional councils are budgeting to spend more than they can raise. More than 30 per cent of councils in this category are forecasting deficits for the next three years. The majority of councils in this category are facing additional financial pressures due to smaller year-on-year revenue increases and steady increases in expenditure.

A longer-term negative trend in this indicator will have an adverse impact on the services that these councils are able to offer to their communities. It is important that councils can generate positive surpluses, and councils' ability to do so will assist them in the longer term to generate sufficient funds to keep delivering the service levels that their communities expect.

## Analysis of financial position indicators

As at 30 June 2017, the sector held \$4.4 billion in cash and term deposits (\$3.4 billion at 30 June 2016). This compares to borrowings of \$1.2 billion (\$1.2 billion at 30 June 2016). Councils' ability to adequately service their borrowings varies. Figure 4F shows the split of cash and borrowings held across the two categories.

**Figure 4F**  
**Cash and borrowings held by the sector at 30 June 2017**



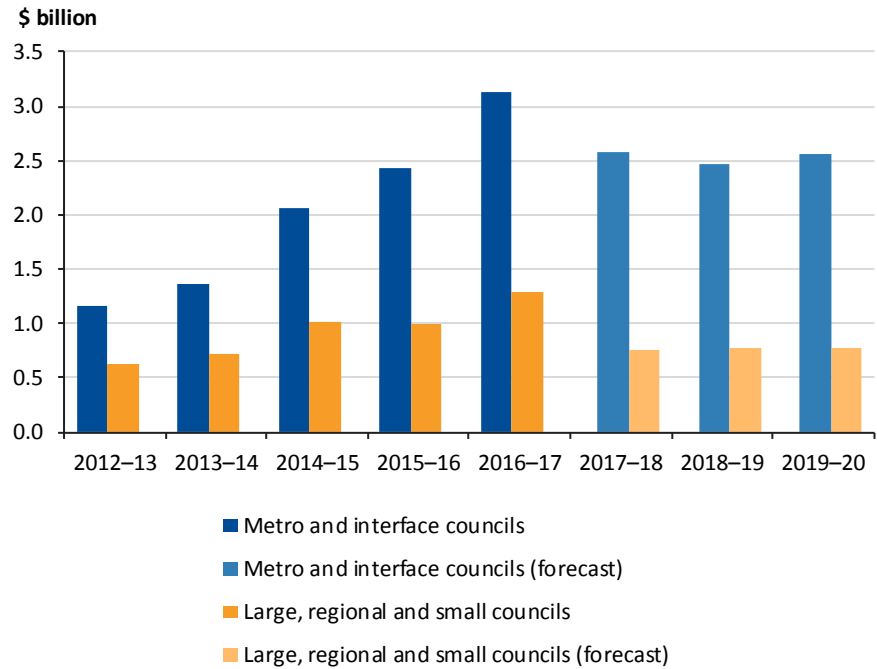
*Note:* Cash refers to both cash and term deposits.

*Source:* VAGO.

## Short-term assets

As at 30 June 2017, the local government sector had a strong current asset position and held a high level of cash and term deposits. Figure 4G shows the cash and term deposit balances held by the two categories of councils at year end. Overall, this has been increasing at more than 25 per cent annually. This is partly due to the advance receipt of Commonwealth financial assistance grants.

**Figure 4G**  
**Cash and term deposit balance held by councils, 2012–13 to 2019–20**



Source: VAGO.

As shown in Figure 4G, metropolitan councils holds substantially more cash than the rural and regional category. However, we note that the majority of associated liabilities for metropolitan councils are longer term, to fund the infrastructure needs of growing communities.

Rural and regional councils show a stable level of cash and term deposits in the forecast period.

### Indebtedness indicator

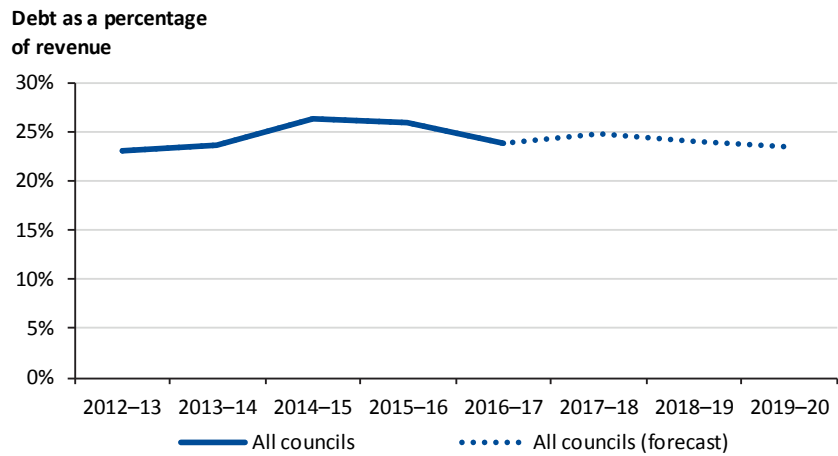
Our indebtedness indicator assesses whether councils are able to meet their debt servicing and repayment obligations from their own-sourced revenue. Figure 4H details the results of this indicator for the sector.

Of the 79 councils, 69 had some level of debt on their balance sheet at 30 June 2017. Analysis of these councils shows:

- interest-bearing liabilities to total revenue of 12 per cent
- net borrowing costs to total revenue of less than 1 per cent and net borrowing costs to rate revenue of less than 2 per cent.

The **indebtedness indicator** looks at whether entities are able to meet their longer-term liabilities from their own-sourced revenue.

**Figure 4H**  
**Indebtedness indicator analysis for the local government sector, 2012–13 to 2019–20**

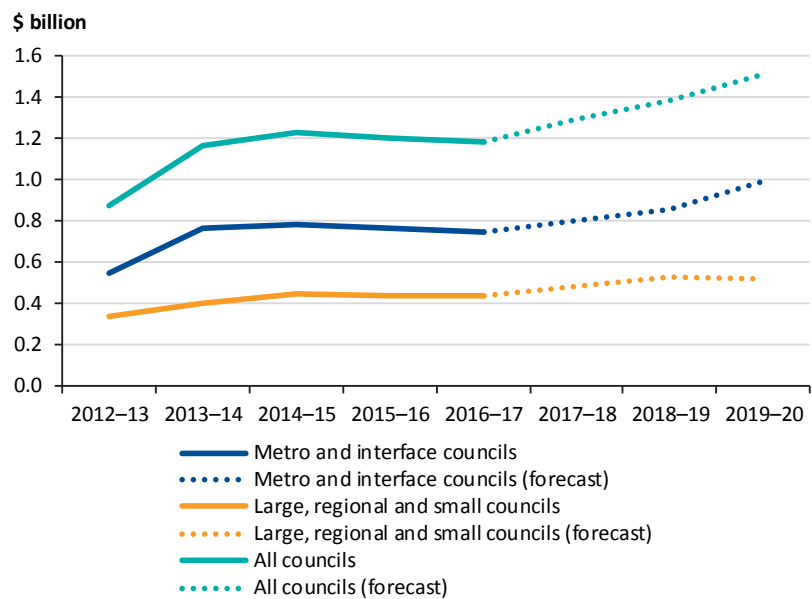


Source: VAGO.

Across the sector, the average percentage of indebtedness over the five-year period to 2016–17 is around 24.5 per cent. This percentage is trending lower, underlining the sector’s preference to avoid borrowing. The average debt balance of the sector over a five-year period from 2012–13 to 2016–17 was \$1.1 billion, compared to the average cash and term deposit balance of \$2.9 billion.

Figure 4I shows the borrowings balance from 2012–13 to 2019-20 by the two categories and across the sector.

**Figure 4I**  
**Borrowings balance for the local government sector, 2012–13 to 2019–20**



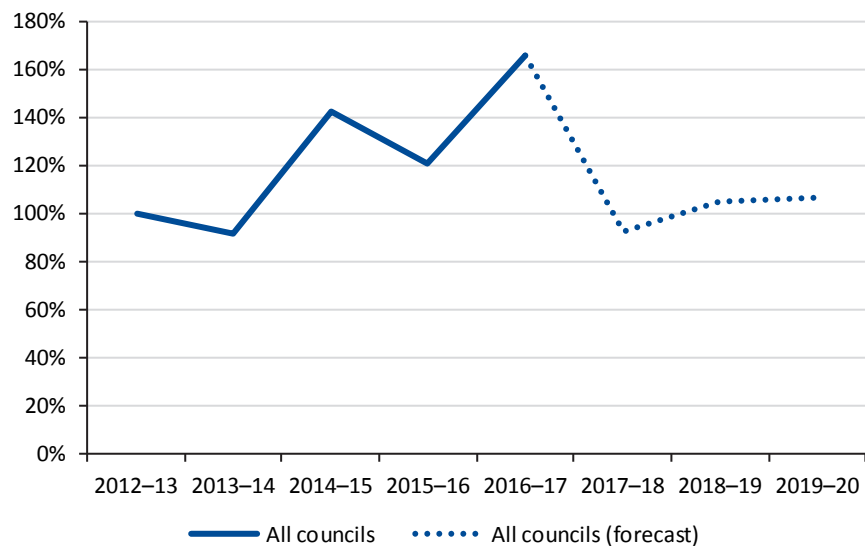
Source: VAGO.

Figure 4I shows stable levels of long-term debt by rural and regional councils. In contrast, metropolitan councils are forecasting an increase in borrowings. We note that this increase is partly due to borrowings planned by Melbourne City Council for infrastructure redevelopment.

### Internal financing indicator

This indicator examines the capacity of the sector to fund capital expenditure using cash generated from operations and government funding each year. Figure 4J shows the results of the sector for this indicator between 2012–13 and 2019–20.

**Figure 4J**  
**Internal financing indicator for the local government sector, 2012–13 to 2019–20**



Source: VAGO.

The internal financing indicator result is influenced by the timing of Commonwealth grant funding received by the sector. In most of the past five years, a proportion of this annual funding has been granted toward the end of the financial year. However, this is not always the case—the dip in 2013–2014 is due to the receipt of Commonwealth grant funding after 30 June for that year. In contrast, the significant increase in this indicator at 30 June 2017 is also due to the advance receipt of a Commonwealth funding for 2017–18 on 7 June 2017.



## Asset renewal and maintenance indicators analysis

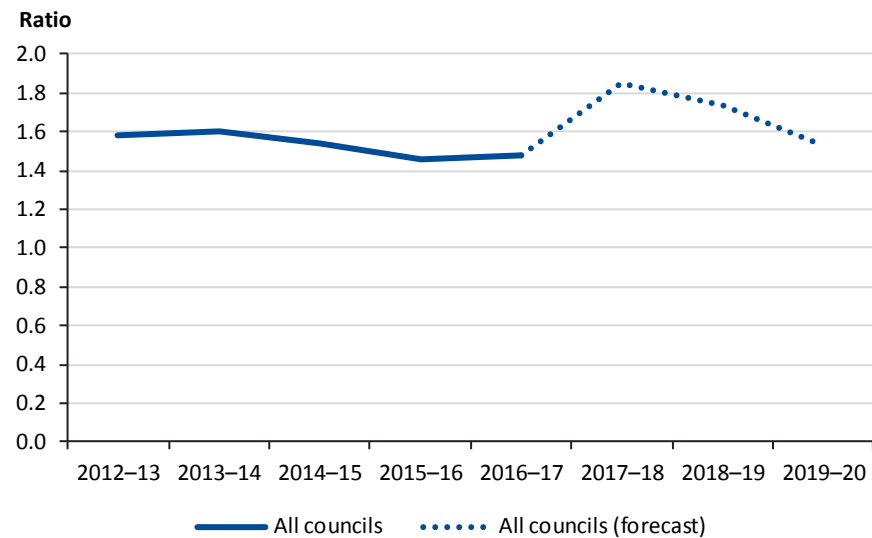
A key risk for councils is maintaining and renewing their extensive infrastructure networks while operating at sustainable levels. We assess councils' spending on assets through the capital replacement and renewal gap indicators.

### Capital replacement indicator

The sector's result for this indicator is shown in Figure 4K.

The **capital replacement indicator** measures the level of spending on new and renewed assets compared to the depreciation expense associated with these assets.

**Figure 4K**  
Capital replacement indicator analysis for the local government sector, 2012–13 to 2019–20



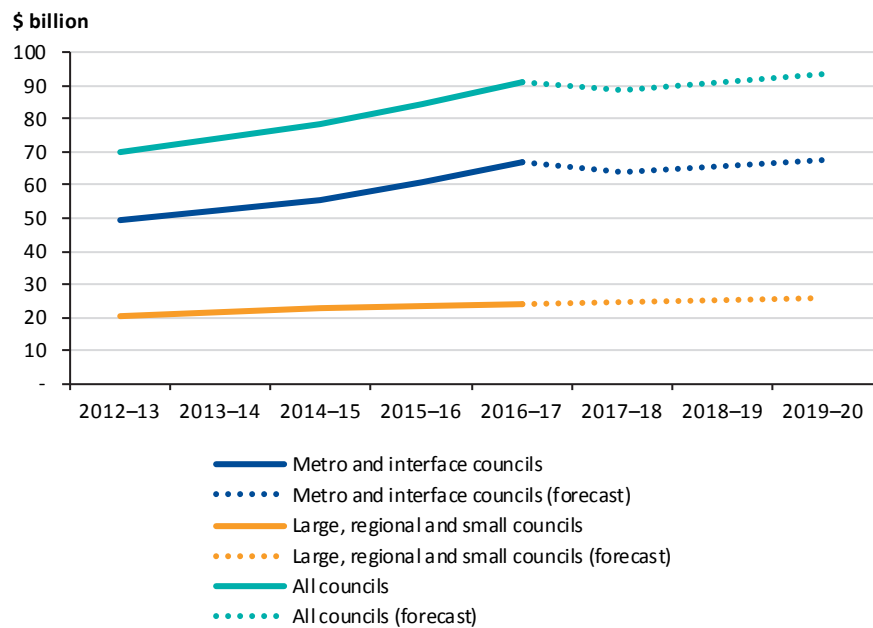
Source: VAGO.

Figure 4K shows that the sector is budgeting for a sharp increase in capital spending during 2017–18. This spending is then forecast to decline. Councils are reducing their capital spending mainly in response to rate capping and a reduction in government grants.

Although spending on capital replacement is budgeted to improve significantly in the near term for the sector as a whole, our analysis shows that this longer-term asset planning measure has been declining across the majority of councils in the last three years.

As shown in Figure 4L, metropolitan councils are increasing their asset base at a higher rate than their rural and regional counterparts. The challenge for rural and regional councils is to generate enough cash through own-sourced revenue streams to invest in new and replacement assets. This will also have a direct impact on the level of service these councils can provide to their communities.

**Figure 4L**  
**Infrastructure, property, plant and equipment balance the local government sector, 2012–13 to 2019–20**



Source: VAGO.

### Renewal gap indicator

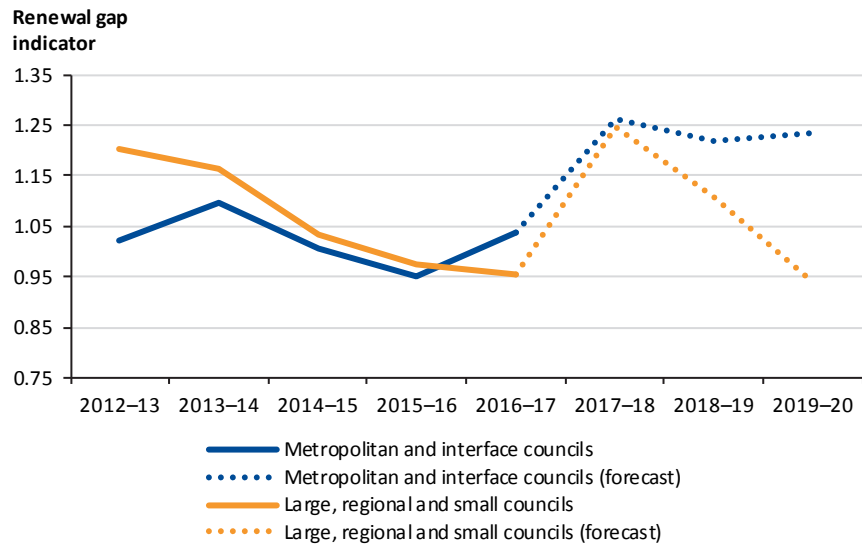
The renewal gap indicator provides more information on the types of assets being acquired by councils. It provides an indication of whether spending has focused on purchasing new assets or renewing and upgrading existing ones.

The **renewal gap indicator** compares the rate of spending through renewing, restoring and replacing existing assets to its depreciation expense.

Spending above the rate at which an asset is being used indicates that an entity is sufficiently renewing its assets and optimising their use.

Figure 4M shows the results of this indicator over eight financial years, for the two categories.

**Figure 4M**  
**Renewal gap indicator analysis for the local government sector, 2012–13 to 2019–20**



Source: VAGO.

The renewal gap indicator broadly mirrors the trend of the capital replacement indicator. Similar to capital replacement, 2017–18 council budgets for asset renewals do not reflect the historic declining trend.

With regard to the renewal gap indicator, rural and regional councils are trending below 1:1. This highlights the need for councils to prioritise asset maintenance as part of their planning processes. This renewal gap is forecast to trend sharply downward in response to rate capping. In order for these councils to meet community needs and expectations, they must actively monitor their rate of spending and remain focused on maintaining assets at serviceable levels as they age.

In the short to medium term, rural and regional councils may need to defer spending on new assets or consider adding debt as a funding measure, to improve their existing assets. This will ensure current ratepayers who are using these assets now—rather than future ratepayers— bear the costs associated with them.



# 5

## Rate capping impact assessment

In 2015, the Victorian Government introduced rate capping legislation in the form of its Fair Go Rates System. This system controls general rate increases for all councils. The annual rate cap is set by the Minister for Local Government.

We assessed local councils' response to the rate capping regime in the short term and their budgeting process from a medium- to long-term perspective.

### 5.1 Conclusion

The 2016–17 financial year is the first year of rate capping—rate increases are **capped at 2.5 per cent** (2 per cent in 2017–18).

The majority of councils identified rate capping as a long-term viability risk.

Longer-term planning tools—for the next 10 to 20 years—are essential for assessing and responding to community expectations. Further, this will assist councils to develop robust asset maintenance programs.

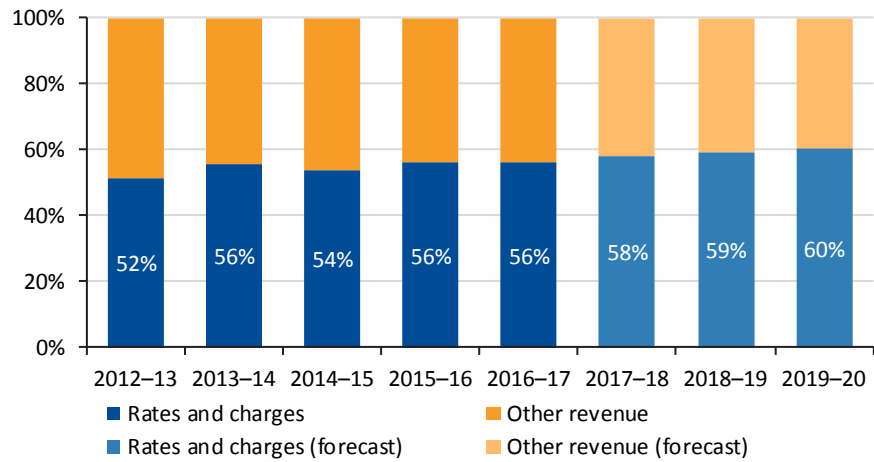
Councils need to clearly identify the individual services they provide and determine the cost of providing them to the community. This will assist them to determine the community's service requirements and find efficient ways to provide them. In this regard, community consultation is critical.

Councils must also consider collaborative arrangements with other councils as a cost-effective way to deliver services.

## 5.2 Rate revenue

Rate revenue, as a proportion of total revenue, increased between 2012–13 and 2016–17, as shown in Figure 5A. Councils forecast this trend to continue despite the impact of rate capping. This is partly due to decreases in government grant funding for the sector.

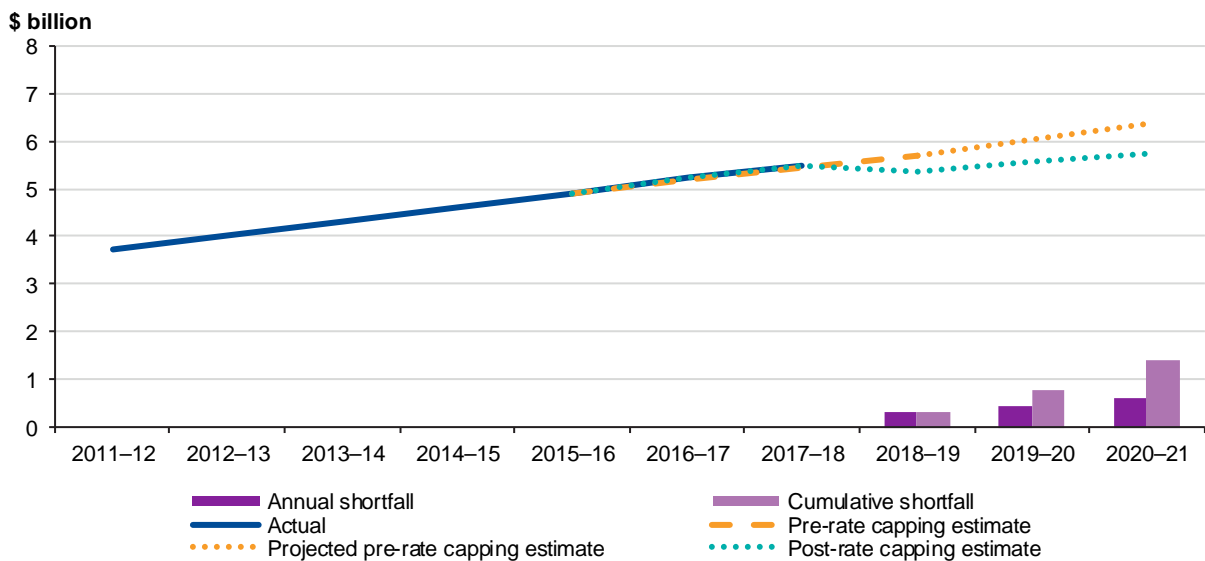
**Figure 5A**  
Rate revenue as a percentage of total revenue, 2012–13 to 2019–20



Source: VAGO.

Councils—especially rural and regional cohorts—have a limited capacity to generate additional own-sourced revenue. Therefore, reducing expenditure and prioritising service delivery become key considerations for managing their cash flow in the future. Figure 5B shows the estimated impact of the rate capping regime across the local government sector.

**Figure 5B**  
Rate revenue forecast before and after rate capping, 2011–12 to 2020–21



Source: VAGO, based on analysis of published council budgets prepared before and after rate capping.

The sector forecasts that the cumulative projected rate revenue gap is approximately \$1.6 billion over the next three years. This highlights the requirement for councils to use the budgeting process appropriately, to adjust their operational and capital spending in future years. In responding to this shortfall, councils must also assess community expectations on service delivery and its financial viability.

### Review of council services and cost of provision

The cost of individual services that councils provide—broken down into direct and overhead elements—is a key tool for council management to assess efficiencies in service provision. Coupled with service reviews to identify non-essential services, a comprehensive costing analysis of services would be a powerful tool for councils to mitigate some of the expected funding pressures that the sector will face as a result of rate capping.

This costing could be partially informed by councils' analysis and reporting for their annual baseline data submissions to the Essential Services Commission.

---

### 5.3 Short-term impacts of rate capping

A majority of councils have predicted short-term impacts on their operations following the introduction of rate capping. Common council responses through the budgeting process include:

- seeking additional revenue streams, such as full user-pays models for service delivery and the sale of council-owned surplus assets
- reducing capital programs, including freezing new capital works in the short term and focusing more on asset renewal than asset acquisitions
- increasing efficiency in service delivery through the use of new technology and cost reduction.

We note that a small number of councils are also opting to apply for a rate increase above the capped amount, as a short-term funding measure.

### Importance of community consultation

To understand the impact of rate capping on the users of their services, councils need to engage with their communities. This can provide a council with a clear idea of the services and projects that their community expects and values. It is also a useful tool for communicating the actions that the council needs to take in response to having less revenue to fund the services that it provided previously.

Where councils are engaging with the community, consultation varies from workshops to media campaigns, to promote awareness, engage community members and collect valuable input for council decision-making.

Figure 5C is a case study of better practice community engagement at Casey City Council.

**Figure 5C**

**Case study: Community engagement at Casey City Council**

**Background**

Casey City Council is located in Melbourne's south-eastern suburbs, covering an area of 409 square kilometres. It includes Berwick, Cranbourne, Hallam, Hampton Park and Narre Warren. Casey is Victoria's largest council, with an approximate population of 304 000 residents, which is forecast to grow to over 500 000 by 2040.

**Council assessment of the impact of rate capping on future operations**

Due to rate capping, the council forecast a \$168 million decrease in rate revenue over 10 years and estimated a decrease of \$3 million per year in funds available for capital works. The expected impact on operations included:

- delaying non-critical capital works and reducing the asset maintenance program to match funding
- funding major capital projects with new debt
- being unable to deliver required services to the community in the longer term
- future enterprise bargaining agreements being aligned with future rate increases.

**Council responses to rate capping**

In March 2016, Casey applied to the Essential Services Commission for a rate capping variation of 0.97 per cent above the cap limit of 2.5 per cent for 2016–17. Council performed a detailed assessment on the impact of rate capping as part of the application process.

The Essential Services Commission's reasons for rejecting the application included the council's underspending on its capital expenditure budget. Over the past five years, Casey had on an average underspent its capital expenditure budget by \$14 million per year. The Essential Services Commission concluded that it was reasonable to expect Casey to manage its overall capital works program to match available funding.

During 2015–16, the council informed the community about the rate cap variation application through targeted community engagement programs, Casey Let's Chat and Building Our Future. Further community engagement activities—People's Panel and Casey Next—took place in 2016–17.

Feedback from Casey Next included recommendations on what the community thought the council should focus on. This feedback was captured by the council and conveyed through its planning document. People's Panel provided recommendations about how the council should manage long-term financial challenges. The council incorporated all recommendations from this community consultation process into its long-term plan.

Casey also formulated strategic programs to manage council assets, expenditure and revenue:

- The council completed an efficiency and effectiveness program, which resulted in an organisational restructure, a more agile workplace and, in turn, significant cost savings. The recommendations from People's Panel and Casey Next confirmed and validated the importance and type of work being undertaken by the council's efficiency and effectiveness program.
- The council's property strategy helped identify several surplus commercial properties as being owned by the council. The council has since decided to sell these properties over the next three years, forecasting cash inflows of \$18 million.
- The council set a clear debt policy, including setting a maximum leverage ratio of the total project cost.



Figure 5C

Case study: Community engagement at Casey City Council—*continued*

**Conclusion**

- **Managing community expectations**

Casey engaged extensively with the community to understand its needs and used the knowledge to frame its response through various strategic initiatives.

- **Engagement with staff**

Rate capping will affect negotiations of future enterprise bargaining agreements. It is important that the council discusses these impacts with its staff and their bargaining representatives in a timely manner, to avoid any disputes that may affect operations.

- **Longer-term planning**

Councils need to have a longer-term plan that takes into consideration community expectations and asset management strategies.

Source: VAGO.

## 5.4 Longer-term impact and responses

Most councils identified rate capping as a strategic risk in their risk registers. In response, they are planning various initiatives to assess the impact on the services they provide and their asset renewal and maintenance programs.

Responses include:

- increasing revenue through:
  - instituting a full user-pays model for selected council services
  - identifying additional revenue streams
- reducing asset renewal programs over the medium to long term
- funding new assets by borrowing rather than accessing cash reserves
- reducing expenditure by:
  - setting enterprise bargaining agreement negotiations so that wage and salary costs increase in line with forecast rate cap increases
  - initiating collaborative projects and shared-service models between councils in the same region
- introducing efficiency measures, particularly using new technologies such as automated solutions that allow customers to access council services online.

### Longer-term capital project planning

Councils need to focus on delivering services to their communities now and ensuring they can continue to meet community expectations in the future. The sustainability issues that we highlighted across the sector require a longer-term planning response. Given the nature of the assets involved, this longer-term plan should incorporate robust asset management strategies as well.

Through our review, we identified Horsham Rural City Council as a better practice example of a council reviewing their capital works program—see Figure 5D.

**Figure 5D**

**Case study: Longer-term capital project planning at Horsham Rural City Council**

**Background**

Horsham Rural City Council is a small council situated in the Wimmera region of Victoria, approximately 300 kilometres north-west of Melbourne. It has a population of 19 774 and covers an area of 4 267 square kilometres. At 30 June 2017, Horsham had \$341 million of infrastructure assets, of which \$279 million represented road assets. The council’s existing road network consists of 2 976 kilometres of local roads, of which 32 per cent represents sealed roads.

**Road asset renewal versus asset additions**

The council identified a growing gap in the level of renewal funding it required to maintain its existing road assets. Due to external factors such as soil conditions, the use of the local road network by larger vehicles and farming practices in the Wimmera region, the council’s road network deteriorates at an accelerated rate. The council also noted that when road assets deteriorate beyond a certain point, the renewal cost exponentially increases.

Horsham engaged an independent contractor during 2013–14 to perform a condition assessment of the council-owned road network. The report costed the gap in renewal funding at \$6.5 million. The contractor recommended that the council increase its annual expenditure on road asset renewal by 3 per cent per annum over the subsequent 10 financial years.

The table below illustrates how the council plans to increase infrastructure renewal funding over the medium term by reduce funding allocations for new capital works.

Asset funding	2017–18	2018–19	2019–20	2020–21
Asset renewal (\$m)	8.5	7.0	9.7	9.8
New assets (\$m)	7.3	6.3	4.8	2.4
Total budgeted capital works expenditure (\$m)	18.3	14.9	15.4	15.1
Asset renewal as percentage of total capital works	46%	47%	63%	65%

Source: VAGO.

Internally, the council allocates a portion of each year’s rate increase as an infrastructure levy intended to close the asset renewal gap. One of the council’s objectives is to ensure that rate increases establish sustainable capital funding for asset renewal.

**Increase in rate capping**

Horsham successfully submitted an application to the Essential Services Commission for a rate capping exemption for the 2016–17 financial year. The council requested an increase of 1 per cent over the rate cap of 2.5 per cent. The main reason the council cited was the growing gap in the renewal funding it required to maintain the condition of its existing road assets.

Source: VAGO.

Currently, many budgeting tools used by councils include only a four-year strategic report plan and a one-year detailed budget. Proposed legislative changes require councils to have longer-term forecasts. This will help councils to manage funding pressures more proactively and deliver services more efficiently.

### Shared-service arrangements

One way that councils plan to rationalise costs is by sharing various services and functions with other councils, to take advantage of collective bargaining arrangements.



# Appendix A

## *Audit Act 1994* section 16— submissions and comments

We have consulted with DELWP and the councils named in this report, and we considered their views when reaching our audit conclusions. As required by section 16(3) of the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to those agencies and asked for their submissions and comments. We also provided a copy of the report to the Department of Premier and Cabinet.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the agency head.

Responses were received as follows:

DELWP .....	54
— <i>Auditor-General’s response to the Secretary, DELWP</i> .....	56
Horsham Rural City Council .....	57
City of Kingston.....	58
City of Moonee Valley.....	59
Moreland City Council .....	60
City of Stonnington.....	61

**RESPONSE provided by the Secretary, DELWP**



Department of Environment,  
Land, Water and Planning

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Mr Andrew Greaves  
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Level 31, 35 Collins Street  
MELBOURNE VIC 3000

Ref: SEC013236

Dear Mr Greaves

**PROPOSED REPORT - RESULTS OF 2016-17 AUDITS: LOCAL GOVERNMENT**

Thank you for your advice of 9 November 2017 providing me with the opportunity to review your proposed report and provide a submission in accordance with section 16(3) of the *Audit Act 1994*.

I am pleased to note that clear audit opinions have been issued in respect of the financial report of 78 local governments, recognising that the Central Goldfields Shire Council received an extension from the Minister for Local Government until 30 November 2017 to submit their financial report and performance statement. Ten regional library corporations and 14 related entities were also given a clear audit opinion, with two related entity audit opinions yet to be issued at the date of your report.

I also note that clear audit opinions have been issued for 77 council performance statements, with Towong Shire Council's performance statement qualified due to the Council not conducting, or participating in, a community satisfaction survey for 2016-17. This meant they were unable to obtain information and report results for two indicators. I confirm that Local Government Victoria (LGV) is in dialogue with the Towong Shire regarding a resolution to this matter.

You have recommended that LGV consider introducing targets for each of the local government performance indicators included in councils' performance statements. I am supportive of this recommendation in-principle as a means of councils providing a more public expression of the performance standard to which they aspire. In doing so, it will be important to recognise the individual, local characteristics of councils and the communities they serve, and that councils are elected to establish service scope and standards for, and with, their respective communities. This will inevitably result in variability in targets set by different councils based on their individual priorities.

The Know Your Council website currently allows users to compare the performance of an individual council over time. It also allows for a comparison of performance against a cohort of similar councils, and the sector as a whole. Forecasts are currently provided for financial performance indicators. LGV has commenced a comprehensive consultation with the local government sector as part of a review of existing and future indicators for the Local Government Performance Reporting Framework (LGPRF). A series of technical working groups are scheduled over the coming months to consider possible improvements to the LGPRF. An exploration of development of targets to be potentially included in the LGPRF will be included as part of that work. Any changes agreed could then be included in the 2017-18 release of Know Your Council data.

I note also the other findings of your audit report including those regarding internal controls, found assets, the financial sustainability of the sector and the impact of rate-capping.

Any personal information about you or a third party in your correspondence will be protected under the provisions of the *Privacy and Data Protection Act 2014*. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorized by law. Enquiries about access to information about you held by the Department should be directed to [foi.unit@delwp.vic.gov.au](mailto:foi.unit@delwp.vic.gov.au) or FOI Unit, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victoria 8002.



**RESPONSE provided by the Secretary, DELWP—continued**

The significant improvement in the resolution by councils of higher risk, prior period internal control deficiency issues is positive, particularly given the concerns around timely responses raised in the 2015-16 edition of your report. However, it is clear from your findings that councils can further strengthen their internal controls, particularly in relation to information systems and fixed assets. LGV will write to all councils to remind them of their obligations to respond to matters raised in management letters in a timely way.

Your findings in relation to found assets are also noted. LGV continues to work with councils to improve and refine asset management practices, including through applications for assistance under the local government Finance and Accounting Support Team (FAST) funding program. Greater alignment between asset management plans and long term financial plans remains a priority and LGV's 2015 *Local Government Asset Management Better Practice Guide* encourages the pursuit of best practice asset management methodologies.

I note your assessment that at 30 June 2017 the local government sector had a relatively low financial sustainability risk assessment, and as a whole continues to generate positive results, display strong liquidity ratios and hold low levels of debt. You have also noted that rural and regional councils have a higher financial sustainability risk when compared to metropolitan councils. The particular financial sustainability challenges faced by rural and regional councils are acknowledged. My department received funding in the 2017-18 Victorian Budget to initiate the development of a program to respond to external funding constraints and structural challenges faced by rural and regional councils (Rural and Regional Councils Sustainability Reform Program). This work is currently in progress and policy options to address these challenges are being developed for consideration by government.

Your findings on the impact of rate capping highlight the importance of effective service planning in responding to longer-term viability risks, particularly establishing the levels and costs of services provided by councils. I support your recommendation that councils develop longer-term plans covering the next 10 to 20 years to ensure appropriate decisions are made on how to proceed. The directions identified as part of the review of the *Local Government Act 1989*, currently in progress, has identified longer-term community, financial and asset planning as a key potential reform for the local government sector.

Once tabled in Parliament, LGV will write to all mayors and CEOs to encourage them to review your report and address any matters that are relevant to their council. The importance of addressing identified internal control weaknesses in a timely manner and asset management improvements that reduce the instance of found assets will be highlighted.

Thank you for providing the opportunity to make a submission on your proposed audit report.

Yours sincerely



**John Bradley**  
Secretary

2016 12017

## Auditor-General's response to the Secretary, DELWP

Since sending the proposed report to DELWP for comment, we have issued three additional audit opinions—two for Central Goldfields Shire Council (financial report and performance statement) and one for MomentumOne Shared Services Pty Ltd. All three were clear audit opinions, and this report reflects the final number of clear audit opinions issued.



**RESPONSE provided by the Chief Executive, Horsham Rural City Council**



Our Reference: F18/A04/000001 GH:kn  
Your Reference: File No: 32293/01

15 November 2017

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31 / 35 Collins Street  
Melbourne 3000

By email: [enquiries@audit.vic.gov.au](mailto:enquiries@audit.vic.gov.au)  
[LGPSANov2017@audit.vic.gov.au](mailto:LGPSANov2017@audit.vic.gov.au)  
[tim.loughnan@audit.vic.gov.au](mailto:tim.loughnan@audit.vic.gov.au)

Dear Mr Greaves

**Proposed Report: Results of 2016-17 Audits: Local Government  
Case Study – Horsham Rural City Council**

I am writing in response to your letter of 9 November 2017 regarding the above and wish to provide the following information/comments in relation to the report.

With regard to the comments at the bottom of page 45, Council would like to provide further information to say that the approach of "tagging" rate revenue for renewal has been in place since 2008/09. This has resulted in an accumulated annual fund from rate revenue, tagged for renewal, of over \$2m in the 2017/18 financial year.

Yours sincerely

A handwritten signature in black ink that reads "Peter F Brown".

PETER F BROWN  
Chief Executive

Address correspondence to: Chief Executive Officer PO Box 511 Horsham Victoria 3402  
Civic Centre 18 Roberts Avenue Horsham Victoria 3400  
Ph 03 5382 9777 Fax 03 5382 1111 Email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au) Website: [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

**RESPONSE provided by the Chief Executive Officer, City of Kingston**



15 November 2017

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office

**By Email: [LGPSANov2017@audit.vic.gov.au](mailto:LGPSANov2017@audit.vic.gov.au)**

Dear Mr Greaves

Thank you for your letter dated 9 November 2017 and for the opportunity to comment on part of your report to the Victorian Parliament in respect of Found Assets.

Kingston has continued to improve the accuracy of its asset data as we progress the implementation of our Asset Management System. This has resulted in more accurate data being available on which we can make informed decisions on our asset portfolio which totals \$2.25 billion. In 2016/17 we identified found road assets to the value of \$1.2 million (0.2%) in an asset class valued at \$0.55 billion.

Please contact Paul Franklin, General Manager Corporate Services on 9581 4704 should you require further information or comment.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'John Nevins', with a long horizontal stroke extending to the right.

**John Nevins**  
CHIEF EXECUTIVE OFFICER

*community inspired leadership*

kingston.vic.gov.au  
Cheltenham 1230 Nepean Highway Chelsea 1 Chelsea Road  
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(03) 9581 4500

**RESPONSE provided by the Chief Executive Officer, City of Moonee Valley**

Moonee Valley City Council | 9 Kellaway Avenue Moonee Ponds  
 PO Box 126 Moonee Ponds Victoria Australia 3039  
 Telephone 03 9243 8888 | Facsimile 03 9377 2100  
 Email council@mvcc.vic.gov.au | Website mvcc.vic.gov.au  
 ABN 54 651 216 324 | DX 212139



File: FOL/15/307

Enquiries: 9243 8736

10 November 2017

Mr Andrew Greaves  
 Auditor-General  
 Victorian Auditor-General's Office  
 Level 31, 35 Collins Street  
 MELBOURNE VIC 3000

Dear Mr Greaves

**Proposed Report - Results of 2016-17 Audits: Local Government**

I am writing in response to your letter of 9 November 2017 inviting comments consistent with section 16(3)(b) of the Audit Act 1994 in relation to the above proposed report.

The VAGO Final Management letter relating to the audit performed for the year ended 30 June 2017 included four high risk findings all related to prior year IT controls, which were raised in August 2016.

All recommendations were accepted by Council with the current status as follows:

Issue	Progress	Status
User access management controls are weak	List was received from VAGO ISA team and has been reviewed with consequent actions completed by 4 August 2017	Closed
Inappropriate password management controls	Policy was updated 22 March 2017 with a copy sent to Rue Maharaj on 10 November 2017 along with evidence that the SQL database server settings have been updated to force the use of complex passwords	Closed
Patches are not applied in a timely manner	At this stage the TechOne Training environment points to the fintrain database that resides on the UAT HA SQL server cluster. Once UAT is complete for the upgrade to TechOne it will be moved to the production service cluster, which is regularly patched. This will be completed by 31 December 2017	Open
Windows software is unsupported by the vendor	Already noted as closed (effective 31 July 2017) in the VAGO final management letter	Closed

Should you require any further clarification please contact David Benallack (Chief Financial Officer) on 9243 8736.

Regards

**Bryan Lancaster**  
 Chief Executive Officer

**RESPONSE provided by the Chief Executive Officer, Moreland City Council**



Moreland City Council

Municipal Offices  
90 Bell Street, Coburg  
Victoria 3058

Postal Address  
Locked Bag 10, Moreland  
Victoria 3058

Telephone: 9240 1111  
Facsimile: 9240 1212

Xref: D17/420938  
Doc. No. D17/420933  
Enq: James Scott  
Tel: 9240 1116

Mr Andrew Greaves  
Auditor General  
Victorian Auditor-General's Office  
Level 31  
35 Collins Street  
MELBOURNE VIC 3000

(enquiries@audit.vic.gov.au)

Dear Mr Greaves

**Results of 2016–17 Audits: Local Government**

The 2016-17 audit by your office has noted opportunities to make improvements relating to found assets and IT controls. These have been addressed or are in the process of being addressed. We appreciate the opportunity that the audit provides to test and improve our processes and controls.

Yours sincerely

Handwritten signature of Dr Nerina Di Lorenzo.

Dr Nerina Di Lorenzo  
**CHIEF EXECUTIVE OFFICER**

17 / 11 / 2017

**Moreland Language Link**

廣東話	9280 1910	俄文	9280 1918
Italiano	9280 1911	普通話	9280 0750
Ελληνικά	9280 1912	ਪੰਜਾਬੀ	9280 0751
عربي	9280 1913		
Türkçe	9280 1914	All other languages	
Tiếng Việt	9280 1915		9280 1919

This paper is 100% recycled

**RESPONSE provided by the General Manager Corporate Services,  
City of Stonnington**



10 November 2017

Mr. Andrew Greaves  
Victorian Auditor-General  
Level 31, 35 Collins Street  
Melbourne Victoria 3000

Dear Mr. Greaves

**PROPOSED REPORT: RESULTS OF 2016–17 AUDITS: LOCAL GOVERNMENT**

I refer to your letter of 9 November 2017 to Mr. Warren Roberts, Chief Executive Officer, on your proposed report 'Results of 2016-17 Audits: Local Government'.

The report refers to 'found assets' across metropolitan Melbourne in 2016-17.

The City of Stonnington recognised the bridge in Webster Street, Malvern East in its 2016-17 financial statements at a value of \$1.09 million.

The matter is referred to in Note 20 of Council's 2016-17 financial statements.

VicRoads constructed the bridge in conjunction with the Chadstone Shopping Centre development. Unfortunately there was no hand-over of the asset from VicRoads to Council at the time of construction.

As a result the asset was not recognised in Council's accounts until 2016-17.

Yours Sincerely

A handwritten signature in black ink, appearing to be 'G. Cockram', written over a white background.

Geoff Cockram  
**GENERAL MANAGER CORPORATE SERVICES**

Service Centres

311 Glenferrie Road, Malvern  
Cnr Chapel and Greville Streets, Prahran  
293 Tooronga Road, Malvern

PO Box 21, Prahran Victoria 3181  
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# Appendix B

## Audit opinions issued

Figure B1 lists the entities included in this report. It details the date an audit opinion was issued to each entity for their 2016–17 financial report and performance statement and the nature of that opinion.

**Figure B1**  
**Audit opinions issued to the local government sector for 2016–17**

Entity	Financial report		Performance statement	
	Clear audit opinion issued	Auditor-General's report signed	Clear audit opinion issued	Auditor-General's report signed
<b>Metropolitan</b>				
Banyule City Council	✓	20 Sep 2017	✓	20 Sep 2017
Bayside City Council	✓	20 Sep 2017	✓	20 Sep 2017
Boroondara City Council	✓	7 Sep 2017	✓	7 Sep 2017
Brimbank City Council	✓	21 Sep 2017	✓	21 Sep 2017
City of Monash	✓	12 Sep 2017	✓	12 Sep 2017
City of Stonnington	✓	8 Sep 2017	✓	8 Sep 2017
• Prahran Market Pty Ltd	✓	28 Sep 2017	n/a	n/a
Darebin City Council	✓	8 Sep 2017	✓	8 Sep 2017
Frankston City Council	✓	27 Sep 2017	✓	27 Sep 2017
• Peninsula Leisure Pty Ltd	✓	15 Aug 2017	n/a	n/a
Glen Eira City Council	✓	14 Sep 2017	✓	14 Sep 2017
Greater Dandenong City Council	✓	14 Sep 2017	✓	14 Sep 2017
• Dandenong Market Pty Ltd	✓	14 Aug 2017	n/a	n/a
Hobsons Bay City Council	✓	22 Sep 2017	✓	22 Sep 2017
Kingston City Council	✓	5 Sep 2017	✓	5 Sep 2017
Knox City Council	✓	8 Sep 2017	✓	8 Sep 2017
Manningham City Council	✓	14 Sep 2017	✓	14 Sep 2017
Maribyrnong City Council	✓	15 Sep 2017	✓	15 Sep 2017
Maroondah City Council	✓	5 Sep 2017	✓	5 Sep 2017

**Figure B1**

**Audit opinions issued to the local government sector for 2016–17—continued**

Entity	Financial report		Performance statement	
	Clear audit opinion issued	Auditor-General's report signed	Clear audit opinion issued	Auditor-General's report signed
Melbourne City Council	✓	11 Sep 2017	✓	11 Sep 2017
• Citywide Service Solutions Pty Ltd	✓	30 Aug 2017	n/a	n/a
• Queen Victoria Market Pty Ltd	✓	4 Sep 2017	n/a	n/a
• Regent Management Company Pty Ltd	✓	25 Sep 2017	n/a	n/a
• SMF Investment Management Pty Ltd	✓	4 Sep 2017	n/a	n/a
• Sustainable Melbourne Fund	✓	4 Sep 2017	n/a	n/a
Moonee Valley City Council	✓	14 Sep 2017	✓	14 Sep 2017
Moreland City Council	✓	25 Sep 2017	✓	25 Sep 2017
Port Phillip City Council	✓	12 Sep 2017	✓	12 Sep 2017
Whitehorse City Council	✓	22 Aug 2017	✓	22 Aug 2017
Yarra City Council	✓	25 Sep 2017	✓	25 Sep 2017
<b>Interface</b>				
Cardinia Shire Council	✓	19 Sep 2017	✓	19 Sep 2017
Casey City Council	✓	8 Sep 2017	✓	8 Sep 2017
City of Whittlesea	✓	12 Sep 2017	✓	12 Sep 2017
Hume City Council	✓	13 Sep 2017	✓	13 Sep 2017
Melton City Council	✓	25 Sep 2017	✓	25 Sep 2017
Mornington Peninsula Shire Council	✓	22 Sep 2017	✓	22 Sep 2017
Nillumbik Shire Council	✓	5 Sep 2017	✓	5 Sep 2017
Wyndham City Council	✓	21 Sep 2017	✓	21 Sep 2017
• Western Leisure Services Pty Ltd	✓	14 Sep 2017	n/a	n/a
Yarra Ranges Shire Council	✓	24 Aug 2017	✓	24 Aug 2017



**Figure B1**

**Audit opinions issued to the local government sector for 2016–17—continued**

Entity	Financial report		Performance statement	
	Clear audit opinion issued	Auditor-General's report signed	Clear audit opinion issued	Auditor-General's report signed
<b>Regional</b>				
Ballarat City Council	✓	18 Sep 2017	✓	18 Sep 2017
Greater Bendigo City Council	✓	22 Sep 2017	✓	22 Sep 2017
Greater Geelong City Council	✓	8 Sep 2017	✓	8 Sep 2017
Greater Shepparton City Council	✓	25 Sep 2017	✓	25 Sep 2017
Horsham Rural City Council	✓	27 Sep 2017	✓	27 Sep 2017
Latrobe City Council	✓	13 Sep 2017	✓	13 Sep 2017
Mildura Rural City Council	✓	27 Sep 2017	✓	27 Sep 2017
• Mildura Airport Pty Ltd	✓	27 Sep 2017	n/a	n/a
Wangaratta Rural City Council	✓	27 Sep 2017	✓	27 Sep 2017
Warrnambool City Council	✓	25 Sep 2017	✓	25 Sep 2017
Wodonga City Council	✓	25 Sep 2017	✓	25 Sep 2017
<b>Large shire</b>				
Bass Coast Shire Council	✓	28 Sep 2017	✓	28 Sep 2017
Baw Baw Shire Council	✓	22 Sep 2017	✓	22 Sep 2017
Campaspe Shire Council	✓	25 Sep 2017	✓	25 Sep 2017
Colac-Otway Shire Council	✓	22 Sep 2017	✓	22 Sep 2017
Corangamite Shire Council	✓	27 Sep 2017	✓	27 Sep 2017
East Gippsland Shire Council	✓	19 Sep 2017	✓	19 Sep 2017
Glenelg Shire Council	✓	28 Sep 2017	✓	28 Sep 2017
Golden Plains Shire Council	✓	14 Sep 2017	✓	14 Sep 2017
Macedon Ranges Shire Council	✓	28 Sep 2017	✓	28 Sep 2017
Mitchell Shire Council	✓	21 Sep 2017	✓	21 Sep 2017
Moirra Shire Council	✓	25 Sep 2017	✓	25 Sep 2017
Moorabool Shire Council	✓	14 Sep 2017	✓	14 Sep 2017
Mount Alexander Shire Council	✓	26 Sep 2017	✓	26 Sep 2017
Moyne Shire Council	✓	27 Sep 2017	✓	27 Sep 2017

**Figure B1**

**Audit opinions issued to the local government sector for 2016–17—continued**

Entity	Financial report		Performance statement	
	Clear audit opinion issued	Auditor-General's report signed	Clear audit opinion issued	Auditor-General's report signed
South Gippsland Shire Council	✓	28 Sep 2017	✓	28 Sep 2017
Southern Grampians Shire Council	✓	15 Sep 2017	✓	15 Sep 2017
Surf Coast Shire Council	✓	14 Sep 2017	✓	14 Sep 2017
Swan Hill Rural City Council	✓	27 Sep 2017	✓	27 Sep 2017
Wellington Shire Council	✓	27 Sep 2017	✓	27 Sep 2017
<b>Small shire</b>				
Alpine Shire Council	✓	25 Sep 2017	✓	25 Sep 2017
Ararat Rural City Council	✓	27 Sep 2017	✓	27 Sep 2017
Benalla Rural City Council	✓	28 Sep 2017	✓	28 Sep 2017
Borough of Queenscliffe	✓	26 Sep 2017	✓	26 Sep 2017
Buloke Shire Council	✓	19 Sep 2017	✓	19 Sep 2017
Central Goldfields Shire Council	✓	9 Nov 2017	✓	9 Nov 2017
Gannawarra Shire Council	✓	26 Sep 2017	✓	26 Sep 2017
Hepburn Shire Council	✓	26 Sep 2017	✓	26 Sep 2017
Hindmarsh Shire Council	✓	25 Sep 2017	✓	25 Sep 2017
Indigo Shire Council	✓	25 Sep 2017	✓	25 Sep 2017
Loddon Shire Council	✓	29 Aug 2017	✓	29 Aug 2017
Mansfield Shire Council	✓	20 Sep 2017	✓	20 Sep 2017
Murrindindi Shire Council	✓	28 Sep 2017	✓	28 Sep 2017
Northern Grampians Shire Council	✓	27 Sep 2017	✓	27 Sep 2017
Pyrenees Shire Council	✓	26 Sep 2017	✓	26 Sep 2017
Strathbogie Shire Council	✓	26 Sep 2017	✓	26 Sep 2017
Towong Shire Council	✓	28 Sep 2017	Qualified <sup>(a)</sup>	28 Sep 2017
West Wimmera Shire Council	✓	22 Sep 2017	✓	22 Sep 2017
Yarriambiack Shire Council	✓	27 Sep 2017	✓	27 Sep 2017

**Figure B1**

**Audit opinions issued to the local government sector for 2016–17—continued**

Entity	Financial report		Performance statement	
	Clear audit opinion issued	Auditor-General's report signed	Clear audit opinion issued	Auditor-General's report signed
<b>Regional Library Corporations<sup>(b)</sup></b>				
Casey-Cardinia Regional Library Corporation	✓	5 Sep 2017	n/a	n/a
Corangamite Regional Library Corporation	✓	15 Sep 2017	n/a	n/a
Eastern Regional Library Corporation	✓	29 Aug 2017	n/a	n/a
Geelong Regional Library Corporation	✓	28 Aug 2017	n/a	n/a
Goulburn Valley Regional Library Corporation	✓	19 Sep 2017	n/a	n/a
North Central Goldfields Regional Library Corporation	✓	25 Sep 2017	n/a	n/a
West Gippsland Regional Library Corporation	✓	13 Sep 2017	n/a	n/a
Whitehorse-Manningham Regional Library Corporation	✓	19 Sep 2017	n/a	n/a
Wimmera Regional Library Corporation	✓	27 Sep 2017	n/a	n/a
Yarra Plenty Regional Library Corporation	✓	21 Sep 2017	n/a	n/a
<b>Associated entities</b>				
Clayton Landfill Joint Venture	✓	17 Aug 2017	n/a	n/a
MAPS Group Limited <sup>(c)</sup>	–	Not yet issued	n/a	n/a
MomentumOne Shared Services Pty Ltd	✓	13 Nov 2017	n/a	n/a
RFK Pty Ltd / Community Chef	✓	9 Oct 2017	n/a	n/a
Regional Kitchen Pty Ltd	✓	9 Oct 2017	n/a	n/a
Wimmera Development Association	✓	27 Sep 2017	n/a	n/a

(a) See Part 2 of this report for further information on the qualified audit opinion issued.

(b) High Country Library Corporation ceased operations in 2016. An audit opinion had not been issued at the date of this report.

(c) MAPS Group Limited has a 30 September balance date. The 2016 audit opinion was issued on 6 December 2016. The 2017 audit opinion has not been issued as at the date of this report.

Note: n/a = not applicable.

Source: VAGO.



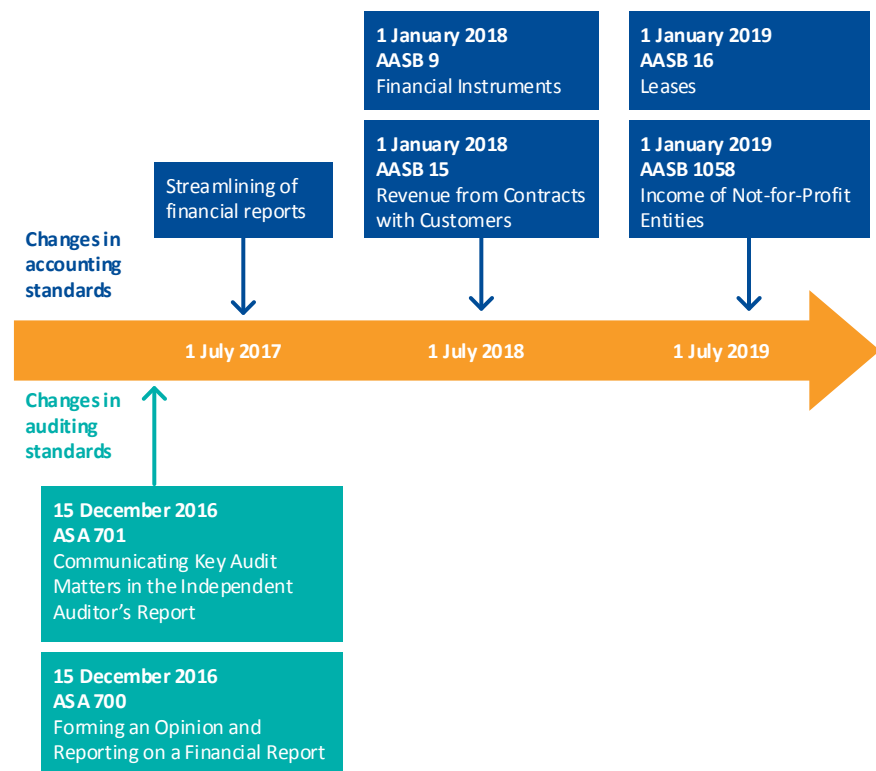
# Appendix C

## Upcoming changes to financial reporting

Upcoming changes accounting standards over the next three years may require substantial adjustments by not-for-profit organisations, including councils.

Figure C1 shows a time line of changes impacting the sector.

**Figure C1**  
**Time line of upcoming changes in accounting and auditing standards**



Source: VAGO.

## What do councils need to do?

### 2017–18—Streamlining of financial reports

Councils should look at simplification of financial reporting as a real opportunity to use financial reports to engage with various stakeholders in a more meaningful manner. We encourage councils to:

- implement effective internal systems and governance structures to enable accurate and timely month end and year end reporting
- explain significant judgements and complex calculations impacting any material information presented through the financial report
- fully communicate any financial risks including complex transactions, impairment and any financial sustainability risks
- highlight and include commentary on unusual transactions
- inform the reader through meaningful analysis of key balances and transactions
- incorporate easy-to-read design features and plain English
- remove irrelevant disclosures and notes
- include only disclosures that are material to the entity.

### 2018–19—AASB 9 *Financial Instruments*

This new accounting standard will apply from financial year 2018–19 and replaces the existing rules-based approach to financial instruments with simplified principles. A deeper understanding of how an entity manages its financial instruments will be required to apply this standard. Depending on circumstances, subsequent measurement of financial instruments will more likely be at fair value.

This standard is not likely to have a significant impact in the local government sector.

### 2018–19—AASB 15 *Revenue from Contracts with Customers* (2019–20 for not-for-profit entities including councils)

While these new requirements are not mandatory for the not-for-profit sector until 1 January 2019, they represent a major change in how the sector recognises revenue.

This standard shifts the focus from transaction-level accounting to a contract-based accounting approach. This accounting standard will have a significant impact on council profit and loss statements, with revenue from grants or donations recognised only when the specific performance obligation to provide the goods or services is satisfied.

### 2019–20—AASB 16 *Leases*

The accounting standard on leases will apply from 2019–20, and entities can elect not to restate comparatives.

This accounting standard will have a significant impact on council balance sheets with various contractual arrangements including asset-dependent service contracts (such as waste management contracts) potentially triggering lease accounting requirements.

### 2019–20—AASB 1058 *Income of Not-for-profit Entities*

This standard applies to all income that is not captured by AASB 15 *Revenue from Contracts with Customers* and will apply from 2019–20. Earlier application is permitted, provided entities also apply AASB 15 to the same period.

This standard is likely to have a significant impact on councils in two key areas:

- volunteer services—if fair value of the services can be reliably measured and would otherwise be purchased, the entity must elect to recognise the services as an expense and recognise a corresponding revenue
- grant income—revenue recognition will depend on the nature of the grant and, in particular, if the grant agreement places specific, clear performance obligations on the council.

### Exposure draft on Reporting Service Performance Information

This exposure draft establishes principles and requirements for an entity to report service performance information. Councils, through existing performance reporting activities, may achieve the objective of the standard.





# Appendix D

## Management letter risk ratings

Figure D1 shows the risk ratings applied to management letter issues raised during a financial audit.

**Figure D1**  
Definitions of risk ratings for issues reported in audit management letters

Rating	Definition	Management action required
<b>Extreme</b>	<p>The issue represents:</p> <ul style="list-style-type: none"> <li>a control weakness which could cause or is causing <b>severe</b> disruption of the process or severe adverse effect on the ability to achieve process objectives and comply with relevant legislation, or</li> <li>a <b>material</b> misstatement in the financial report has occurred.</li> </ul>	<p>Requires immediate management intervention with a detailed action plan to be implemented within one month.</p> <p>Requires executive management to correct the material misstatement in the financial report as a matter of urgency to avoid a modified audit opinion.</p>
<b>High</b>	<p>The issue represents:</p> <ul style="list-style-type: none"> <li>a control weakness which could have or is having a <b>major</b> adverse effect on the ability to achieve process objectives and comply with relevant legislation, or</li> <li>a <b>material</b> misstatement in the financial report that is likely to occur.</li> </ul>	<p>Requires prompt management intervention with a detailed action plan implemented within two months.</p> <p>Requires executive management to correct the material misstatement in the financial report to avoid a modified audit opinion.</p>
<b>Medium</b>	<p>The issue represents:</p> <ul style="list-style-type: none"> <li>a control weakness which could have or is having a <b>moderate</b> adverse effect on the ability to achieve process objectives and comply with relevant legislation, or</li> <li>a misstatement in the financial report that is not material and has occurred.</li> </ul>	<p>Requires management intervention with a detailed action plan implemented within three to six months.</p>
<b>Low</b>	<p>The issue represents:</p> <ul style="list-style-type: none"> <li>a <b>minor</b> control weakness with minimal but reportable impact on the ability to achieve process objectives and comply with relevant legislation, or</li> <li>a misstatement in the financial report that is likely to occur but is not expected to be material, or</li> <li>an opportunity to improve an existing process or internal control.</li> </ul>	<p>Requires management intervention with a detailed action plan implemented within six to 12 months.</p>

Source: VAGO.



# Appendix E

## IT control deficiencies

Figure E1 shows the IT control deficiencies for each council.

**Figure E1**  
**IT control deficiencies for each council**

Council Name	Unsupported systems and software	User access controls	Patch management controls	Other IT controls
Ballarat City Council	–	2	1	–
Bayside City Council	–	–	1	2
Boroondara City Council	–	–	2	–
Borough of Queenscliff	–	1	–	–
Cardinia Shire Council	1	–	1	–
Casey City Council	–	–	–	1
Central Goldfields Shire Council	–	–	–	1
Greater Dandenong City Council	1	–	2	–
Greater Geelong City Council	1	–	1	–
Hobsons Bay City Council	–	–	2	–
Moonee Valley City Council	1	2	1	–
Moreland City Council	–	1	–	–
Port Phillip City Council	–	–	1	–
South Gippsland Shire Council	1	–	–	1
Southern Grampians Shire Council	–	1	–	–
West Wimmera Shire Council	–	–	–	1
Whitehorse City Council	1	2	1	–
Wodonga City Council	–	2	–	–
<b>Total</b>	<b>6</b>	<b>11</b>	<b>13</b>	<b>6</b>

Source: VAGO.



# Appendix F

## Financial sustainability risk indicators

Figure F1 lists the indicators used in assessing the financial sustainability risks of local councils in Part 4 of this report. These indicators should be considered collectively, and are more useful when assessed over time as part of a trend analysis.

Our analysis of financial sustainability risk in this report reflects on the position of each local council.

**Figure F1**  
**Financial sustainability risk indicators**

Indicator	Formula	Description
Net result (%)	Net result / Total revenue	<p>A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term.</p> <p>The net result and total revenue are obtained from the comprehensive operating statement.</p>
Adjusted underlying result <sup>(a)</sup>	Adjusted underlying surplus (or deficit) / Adjusted underlying revenue	Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position.
Liquidity (ratio)	Current assets / Current liabilities	<p>This measures the ability to pay existing liabilities in the next 12 months.</p> <p>A ratio of one or more means there are more cash and liquid assets than short-term liabilities.</p>
Internal financing (%)	Net operating cash flow / Net capital expenditure	<p>This measures the ability of an entity to finance capital works from generated cash flow.</p> <p>The higher the percentage, the greater the ability for the entity to finance capital works from their own funds.</p> <p>Net operating cash flow and net capital expenditure are obtained from the cash flow statement.</p>
Indebtedness (%)	Non-current liabilities / own-sourced revenue	<p>Comparison of non-current liabilities (mainly comprising borrowings) to own-sourced revenue. The higher the percentage, the less the entity is able to cover non-current liabilities from the revenues the entity generates itself.</p> <p>Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.</p>

**Figure F1**  
**Financial sustainability risk indicators—continued**

Indicator	Formula	Description
Capital replacement (ratio)	Cash outflows for property, plant and equipment / Depreciation	Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciation rate. This is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option. Cash outflows for infrastructure are taken from the cash flow statement. Depreciation is taken from the comprehensive operating statement.
Renewal gap (ratio)	Renewal and upgrade expenditure / depreciation	<p>Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is faster than the depreciation rate.</p> <p>Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option. Renewal and upgrade expenditure are taken from the statement of capital works. Depreciation is taken from the comprehensive operating statement.</p>

(a) This is a new financial sustainability risk indicator in this report. The calculation is consistent with councils' performance statements.

Source: VAGO.

## Financial sustainability risk assessment criteria

The financial sustainability risk of each local council has been assessed using the criteria outlined in Figure F2.

**Figure F2**  
Financial sustainability risk indicators—risk assessment criteria

Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
<b>High</b>	<b>Less than negative 10%</b>  Insufficient revenue is being generated to fund operations and asset renewal.	<b>Less than 0%</b>  Insufficient surplus being generated to fund operations	<b>Less than 0.75</b>  Immediate sustainability issues with insufficient current assets to cover liabilities.	<b>Less than 75%</b>  Limited cash generated from operations to fund new assets and asset renewal.	<b>More than 60%</b>  Potentially long-term concern over ability to repay debt levels from own-source revenue.	<b>Less than 1.0</b>  Spending on capital works has not kept pace with consumption of assets.	<b>Less than 0.5</b>  Spending on existing assets has not kept pace with consumption of these assets.
<b>Medium</b>	<b>Negative 10%–0%</b>  A risk of long-term run down to cash reserves and inability to fund asset renewals.	<b>0%–5%</b>  Surplus being generated to fund operations	<b>0.75–1.0</b>  Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	<b>75–100%</b>  May not be generating sufficient cash from operations to fund new assets.	<b>40–60%</b>  Some concern over the ability to repay debt from own-source revenue.	<b>1.0–1.5</b>  May indicate spending on asset renewal is insufficient.	<b>0.5–1.0</b>  May indicate insufficient spending on renewal of existing assets.
<b>Low</b>	<b>More than 0%</b>  Generating surpluses consistently.	<b>More than 5%</b>  Generating strong surpluses to fund operations	<b>More than 1.0</b>  No immediate issues with repaying short-term liabilities as they fall due.	<b>More than 100%</b>  Generating enough cash from operations to fund new assets.	<b>40% or less</b>  No concern over the ability to repay debt from own-source revenue.	<b>More than 1.5</b>  Low risk of insufficient spending on asset renewal.	<b>More than 1.0</b>  Low risk of insufficient spending on asset base.

Source: VAGO.

The financial sustainability risk for each council, for the financial years ended 30 June 2013 to 2020, are shown in Figures F3 to F37. For consolidated financial statements, amounts obtained for calculating financial sustainability indicators only relate to council.

## Metropolitan councils

**Figure F3**  
**Metropolitan councils, net result 2013–2020**

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	3.69%	1.65%	10.96%	8.86%	11.79%	7.39%	2.70%	3.32%	4.52%
Bayside City Council	14.00%	13.92%	17.15%	21.88%	23.94%	18.18%	17.17%	13.25%	15.32%
Boroondara City Council	12.34%	11.75%	14.48%	18.48%	13.77%	14.16%	11.69%	16.08%	14.03%
Brimbank City Council	7.32%	3.12%	15.42%	10.01%	19.75%	11.12%	9.72%	12.20%	16.59%
Darebin City Council	8.53%	8.55%	3.50%	12.47%	12.60%	9.13%	7.52%	8.52%	9.64%
Frankston City Council	14.19%	15.25%	8.39%	14.41%	18.42%	14.13%	19.71%	12.77%	12.09%
Glen Eira City Council	8.29%	9.50%	9.19%	7.72%	16.76%	10.29%	10.00%	10.85%	11.52%
Greater Dandenong City Council	19.53%	25.49%	22.46%	22.24%	23.28%	22.60%	16.88%	19.54%	18.72%
Hobsons Bay City Council	8.14%	6.96%	9.71%	9.18%	17.12%	10.22%	11.00%	10.80%	10.14%
Kingston City Council	12.13%	10.46%	13.26%	22.11%	19.89%	15.57%	9.89%	7.15%	6.69%
Knox City Council	5.55%	3.54%	10.75%	14.89%	11.19%	9.18%	2.48%	6.37%	1.82%
Manningham City Council	12.99%	11.31%	11.80%	18.64%	25.78%	16.10%	13.28%	12.88%	12.62%
Maribyrnong City Council	7.28%	1.82%	15.03%	14.76%	10.99%	9.97%	5.00%	6.59%	4.02%
Maroondah City Council	2.70%	13.85%	13.49%	3.40%	16.50%	9.99%	5.02%	12.40%	4.59%
Melbourne City Council	12.49%	7.82%	17.95%	13.06%	19.27%	14.12%	6.54%	7.21%	6.85%
Monash City Council	0.48%	9.17%	9.92%	12.43%	12.62%	8.93%	8.93%	9.19%	4.02%
Moonee Valley City Council	4.78%	6.33%	11.25%	9.05%	11.34%	8.55%	6.57%	3.81%	3.42%
Moreland City Council	10.40%	9.30%	18.35%	11.66%	18.40%	13.62%	12.95%	13.77%	15.12%
Port Phillip City Council	8.76%	17.49%	2.11%	4.91%	14.57%	9.57%	-2.98%	7.53%	6.42%
Stonnington City Council	16.61%	14.98%	19.46%	19.39%	22.89%	18.67%	20.08%	19.42%	21.92%
Whitehorse City Council	11.91%	8.49%	13.15%	25.26%	21.29%	16.02%	13.86%	18.28%	14.76%
Yarra City Council	4.98%	8.02%	6.04%	5.86%	9.69%	6.92%	4.90%	5.58%	6.98%
<b>Average</b>	<b>9.41%</b>	<b>9.94%</b>	<b>12.45%</b>	<b>13.67%</b>	<b>16.90%</b>	<b>12.47%</b>	<b>9.68%</b>	<b>10.80%</b>	<b>10.08%</b>

Source: VAGO.



**Figure F4**

**Metropolitan councils, adjusted underlying result 2015–2020**

Metropolitan councils	2014–15	2015–16	2016–17	Average	Forecast		
					2017–18	2018–19	2019–20
Banyule City Council	9.00%	6.63%	8.58%	8.07%	-0.55%	1.60%	2.82%
Bayside City Council	14.69%	17.42%	19.05%	17.05%	12.32%	11.75%	11.41%
Boroondara City Council	11.70%	14.20%	11.20%	12.37%	8.80%	13.40%	12.90%
Brimbank City Council	8.23%	4.74%	15.06%	9.34%	5.88%	4.32%	4.86%
Darebin City Council	-1.90%	8.00%	8.60%	4.90%	3.10%	3.30%	4.40%
Frankston City Council	3.40%	8.90%	15.00%	9.10%	14.20%	12.30%	11.70%
Glen Eira City Council	9.00%	7.00%	16.00%	10.67%	9.00%	10.00%	10.00%
Greater Dandenong City Council	4.25%	1.87%	12.82%	6.31%	8.44%	8.17%	7.57%
Hobsons Bay City Council	9.53%	8.04%	15.89%	11.15%	9.92%	10.26%	9.65%
Kingston City Council	9.68%	19.77%	18.22%	15.89%	7.66%	6.08%	6.24%
Knox City Council	7.05%	13.59%	10.31%	10.32%	-0.91%	2.91%	0.64%
Manningham City Council	7.00%	9.70%	11.40%	9.37%	8.40%	8.40%	8.60%
Maribyrnong City Council	12.93%	6.88%	8.00%	9.27%	5.00%	6.59%	4.02%
Maroondah City Council	3.65%	-0.77%	8.10%	3.66%	3.60%	3.75%	4.22%
Melbourne City Council	6.24%	9.53%	16.11%	10.63%	1.38%	2.15%	1.82%
Monash City Council	4.67%	11.20%	11.57%	9.15%	6.52%	7.75%	4.03%
Moonee Valley City Council	9.70%	5.65%	10.14%	8.50%	3.94%	3.21%	2.83%
Moreland City Council	11.15%	8.30%	17.78%	12.41%	12.09%	13.23%	14.04%
Port Phillip City Council	-0.64%	1.03%	1.25%	0.55%	-9.28%	3.51%	3.74%
Stonnington City Council	14.29%	13.89%	15.48%	14.55%	15.25%	14.71%	14.90%
Whitehorse City Council	12.33%	15.25%	20.84%	16.14%	13.38%	18.28%	14.76%
Yarra City Council	2.11%	1.70%	6.31%	3.37%	2.44%	3.21%	4.71%
<b>Average</b>	<b>7.64%</b>	<b>8.75%</b>	<b>12.62%</b>	<b>9.67%</b>	<b>6.39%</b>	<b>7.68%</b>	<b>7.27%</b>

Source: VAGO.

**Figure F5**  
**Metropolitan councils, liquidity 2013–2020**

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	2.80	4.09	3.97	4.26	3.04	3.63	3.21	2.93	2.84
Bayside City Council	1.86	2.20	2.59	2.98	3.57	2.64	3.15	2.98	2.86
Boroondara City Council	1.45	1.76	1.91	2.44	2.84	2.08	1.93	1.74	1.75
Brimbank City Council	1.18	0.94	2.01	1.45	2.19	1.55	1.44	1.50	1.49
Darebin City Council	1.80	1.64	1.60	2.30	2.60	1.98	1.77	1.63	1.30
Frankston City Council	1.63	1.80	1.64	2.24	3.35	2.13	2.89	3.01	3.29
Glen Eira City Council	0.82	0.96	0.99	0.99	1.24	1.00	1.18	1.13	1.08
Greater Dandenong City Council	2.10	1.51	1.72	1.79	2.02	1.83	1.65	1.62	1.76
Hobsons Bay City Council	1.22	0.99	1.45	2.09	2.42	1.64	1.95	1.93	1.94
Kingston City Council	1.33	1.43	1.95	2.85	3.49	2.21	2.46	1.97	2.23
Knox City Council	1.43	1.56	1.81	2.30	2.36	1.89	1.10	1.03	0.93
Manningham City Council	1.83	1.90	2.06	2.17	1.99	1.99	1.73	1.75	1.96
Maribyrnong City Council	2.90	2.62	2.98	2.95	3.14	2.92	2.09	2.25	2.24
Maroondah City Council	2.60	1.61	1.96	1.72	1.86	1.95	1.66	1.57	1.60
Melbourne City Council	1.63	1.33	1.65	1.41	2.30	1.67	1.27	0.41	0.34
Monash City Council	0.74	1.54	1.49	1.93	2.28	1.60	2.16	1.86	1.55
Moonee Valley City Council	1.37	1.61	2.00	2.16	2.48	1.92	2.69	2.60	2.54
Moreland City Council	1.39	1.49	1.38	2.42	2.67	1.87	2.94	3.11	3.50
Port Phillip City Council	1.71	1.59	2.21	2.43	2.32	2.05	2.02	2.13	2.17
Stonnington City Council	2.09	2.10	2.68	2.91	3.22	2.60	2.36	2.14	2.17
Whitehorse City Council	1.68	2.13	2.79	2.84	4.21	2.73	4.48	3.98	4.11
Yarra City Council	0.96	1.07	1.05	1.03	1.51	1.12	1.07	1.05	1.10
<b>Average</b>	<b>1.66</b>	<b>1.72</b>	<b>2.00</b>	<b>2.26</b>	<b>2.59</b>	<b>2.05</b>	<b>2.15</b>	<b>2.02</b>	<b>2.03</b>

Source: VAGO.

**Figure F6**  
**Metropolitan councils, internal financing 2013–2020**

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	63%	57%	725%	1607%	207%	532%	114%	91%	103%
Bayside City Council	124%	172%	210%	217%	172%	179%	88%	96%	99%
Boroondara City Council	77%	84%	156%	144%	155%	123%	104%	82%	108%
Brimbank City Council	39%	93%	146%	60%	188%	105%	97%	115%	108%
Darebin City Council	71%	123%	134%	162%	134%	125%	73%	78%	81%
Frankston City Council	114%	75%	125%	92%	261%	133%	131%	135%	130%
Glen Eira City Council	95%	140%	117%	121%	157%	126%	106%	104%	104%
Greater Dandenong City Council	95%	61%	156%	158%	256%	145%	123%	105%	100%
Hobsons Bay City Council	119%	146%	162%	104%	154%	137%	109%	105%	108%
Kingston City Council	140%	119%	152%	231%	165%	161%	96%	82%	124%
Knox City Council	122%	76%	133%	298%	157%	157%	48%	71%	67%
Manningham City Council	190%	86%	122%	141%	102%	128%	99%	133%	128%
Maribyrnong City Council	129%	124%	125%	111%	137%	125%	73%	120%	112%
Maroondah City Council	107%	69%	70%	94%	133%	94%	113%	109%	102%
Melbourne City Council	71%	93%	111%	65%	141%	96%	260%	44%	39%
Monash City Council	47%	576%	149%	179%	146%	220%	99%	73%	105%
Moonee Valley City Council	128%	150%	181%	141%	203%	161%	104%	104%	105%
Moreland City Council	110%	58%	148%	210%	270%	159%	116%	130%	157%
Port Phillip City Council	82%	57%	134%	115%	155%	109%	82%	118%	137%
Stonnington City Council	107%	92%	182%	136%	131%	130%	65%	72%	110%
Whitehorse City Council	59%	87%	202%	158%	201%	141%	130%	540%	98%
Yarra City Council	106%	61%	107%	105%	99%	96%	96%	107%	114%
<b>Average</b>	<b>100%</b>	<b>118%</b>	<b>170%</b>	<b>211%</b>	<b>169%</b>	<b>154%</b>	<b>106%</b>	<b>119%</b>	<b>106%</b>

Source: VAGO.

**Figure F7**

**Metropolitan councils, indebtedness 2013–2020**

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	32.82%	56.67%	45.36%	43.25%	29.89%	41.60%	27.32%	24.91%	23.24%
Bayside City Council	15.47%	12.37%	8.28%	2.95%	0.90%	7.99%	1.27%	1.44%	1.59%
Boroondara City Council	33.01%	33.66%	31.14%	26.08%	23.34%	29.45%	14.09%	13.09%	12.05%
Brimbank City Council	21.09%	16.45%	33.50%	43.39%	38.97%	30.68%	40.06%	38.08%	35.68%
Darebin City Council	1.10%	1.24%	1.10%	1.23%	1.22%	1.18%	1.17%	1.14%	1.10%
Frankston City Council	1.37%	23.29%	18.86%	27.66%	25.02%	19.24%	23.88%	18.98%	18.29%
Glen Eira City Council	22.74%	17.97%	19.99%	19.13%	15.72%	19.11%	13.08%	10.35%	7.59%
Greater Dandenong City Council	51.86%	47.03%	46.86%	39.94%	34.54%	44.05%	31.68%	32.60%	36.66%
Hobsons Bay City Council	10.10%	0.88%	9.65%	13.71%	12.96%	9.46%	13.10%	12.83%	12.59%
Kingston City Council	14.97%	14.00%	13.01%	9.73%	9.65%	12.27%	4.90%	1.60%	0.77%
Knox City Council	14.19%	12.96%	14.41%	12.36%	4.54%	11.69%	23.90%	32.53%	38.61%
Manningham City Council	9.23%	8.39%	8.17%	7.50%	7.19%	8.10%	7.29%	4.09%	3.99%
Maribyrnong City Council	6.35%	4.53%	3.34%	0.83%	0.76%	3.16%	1.02%	1.10%	1.18%
Maroondah City Council	1.24%	1.65%	25.24%	21.60%	19.07%	13.76%	17.69%	16.05%	14.50%
Melbourne City Council	0.76%	0.85%	0.76%	8.18%	7.19%	3.55%	9.25%	21.17%	59.09%
Monash City Council	10.72%	7.92%	2.91%	2.70%	2.08%	5.26%	3.00%	2.95%	2.89%
Moonee Valley City Council	12.03%	6.99%	2.13%	1.33%	1.21%	4.74%	4.33%	3.00%	1.80%
Moreland City Council	32.49%	35.74%	25.83%	31.44%	24.73%	30.05%	29.09%	27.56%	26.14%
Port Phillip City Council	1.52%	2.52%	6.64%	6.29%	5.85%	4.57%	5.84%	5.65%	5.50%
Stonnington City Council	2.95%	11.09%	10.45%	8.46%	7.06%	8.00%	16.86%	23.61%	22.39%
Whitehorse City Council	1.71%	5.70%	6.81%	5.75%	5.10%	5.01%	5.18%	2.10%	2.17%
Yarra City Council	10.98%	24.05%	23.87%	22.89%	29.39%	22.24%	27.92%	26.50%	25.00%
<b>Average</b>	<b>14.03%</b>	<b>15.73%</b>	<b>16.29%</b>	<b>16.20%</b>	<b>13.93%</b>	<b>15.23%</b>	<b>14.63%</b>	<b>14.60%</b>	<b>16.04%</b>

Source: VAGO.

Figure F8

Metropolitan councils, capital replacement 2013–2020

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	1.56	2.46	1.15	1.22	1.86	1.65	1.23	1.54	1.45
Bayside City Council	1.70	1.53	1.34	1.58	1.84	1.60	2.66	1.98	2.05
Boroondara City Council	2.73	1.98	1.75	1.81	1.51	1.95	2.02	3.07	2.20
Brimbank City Council	1.73	1.27	1.59	2.82	1.38	1.76	1.69	1.52	1.87
Darebin City Council	1.01	1.08	1.25	1.08	1.39	1.16	2.28	2.19	2.42
Frankston City Council	1.51	2.65	1.60	2.02	0.87	1.73	1.86	1.34	1.33
Glen Eira City Council	1.92	1.28	1.62	1.72	1.58	1.62	1.73	1.81	1.87
Greater Dandenong City Council	1.79	2.36	1.29	1.26	1.54	1.65	1.43	1.61	1.62
Hobsons Bay City Council	1.42	1.12	1.10	1.55	1.45	1.33	1.87	1.78	1.69
Kingston City Council	1.73	1.62	1.35	1.61	1.66	1.59	1.81	1.80	1.15
Knox City Council	1.31	1.25	1.47	1.55	1.52	1.42	2.54	2.36	2.05
Manningham City Council	1.47	1.43	1.48	1.72	2.30	1.68	1.99	1.42	1.45
Maribyrnong City Council	0.85	1.67	1.95	1.82	1.59	1.57	1.91	1.24	1.22
Maroondah City Council	1.13	2.44	3.07	1.73	1.66	2.01	1.29	1.87	1.26
Melbourne City Council	2.11	1.90	1.52	2.50	1.27	1.86	2.09	3.61	4.20
Monash City Council	1.13	0.97	1.22	1.00	1.35	1.13	1.81	2.92	2.04
Moonee Valley City Council	1.21	0.93	1.00	1.28	1.05	1.09	1.70	1.47	1.42
Moreland City Council	1.80	1.83	1.67	1.14	1.28	1.55	2.04	1.70	1.48
Port Phillip City Council	2.37	1.40	1.25	1.48	1.42	1.58	1.48	1.59	1.59
Stonnington City Council	1.71	2.48	1.59	2.33	2.77	2.18	4.60	3.99	2.99
Whitehorse City Council	2.43	1.76	1.14	1.56	1.41	1.66	1.65	2.39	2.22
Yarra City Council	1.54	2.27	1.51	1.56	1.68	1.71	1.60	1.46	1.47
<b>Average</b>	<b>1.64</b>	<b>1.71</b>	<b>1.50</b>	<b>1.65</b>	<b>1.56</b>	<b>1.61</b>	<b>1.97</b>	<b>2.03</b>	<b>1.87</b>

Source: VAGO.

**Figure F9**

**Metropolitan councils, renewal gap 2013–2020**

Metropolitan councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Banyule City Council	0.75	0.83	0.96	0.75	1.66	0.99	1.12	1.50	1.41
Bayside City Council	1.04	1.11	1.13	1.28	1.52	1.22	1.58	1.33	1.40
Boroondara City Council	2.47	1.73	1.64	1.43	1.19	1.69	1.45	1.52	1.43
Brimbank City Council	0.90	0.90	0.76	0.77	0.87	0.84	0.82	0.84	1.07
Darebin City Council	1.21	1.26	0.89	0.87	0.91	1.03	1.58	1.28	1.57
Frankston City Council	0.86	0.96	1.14	1.13	0.68	0.95	1.36	1.05	1.15
Glen Eira City Council	1.75	1.15	1.21	1.42	1.24	1.35	1.29	1.67	1.69
Greater Dandenong City Council	0.92	0.90	0.79	1.09	1.05	0.95	0.78	0.80	0.86
Hobsons Bay City Council	1.15	0.98	1.14	1.13	1.15	1.11	1.42	1.47	1.65
Kingston City Council	1.80	1.55	1.35	1.60	1.57	1.57	1.52	1.42	1.11
Knox City Council	1.22	1.19	1.38	1.28	1.39	1.29	2.14	1.97	1.72
Manningham City Council	1.00	1.01	0.85	0.93	1.41	1.04	1.16	1.09	1.09
Maribyrnong City Council	1.11	1.99	1.62	1.22	0.96	1.38	1.66	1.11	1.09
Maroondah City Council	0.76	1.87	2.07	1.16	1.29	1.43	1.13	1.18	1.15
Melbourne City Council	1.06	1.98	0.73	0.67	0.87	1.06	1.39	2.14	2.81
Monash City Council	0.95	0.93	1.09	1.00	1.09	1.01	1.45	1.60	1.18
Moonee Valley City Council	0.96	0.54	0.72	1.09	0.85	0.83	1.54	0.97	0.97
Moreland City Council	1.34	1.01	0.94	0.86	0.80	0.99	1.68	1.50	1.25
Port Phillip City Council	0.65	1.04	0.89	0.91	1.15	0.93	1.22	1.26	1.23
Stonnington City Council	1.55	1.51	1.37	1.99	1.33	1.55	1.86	1.68	1.53
Whitehorse City Council	1.58	1.29	0.91	1.07	1.09	1.19	1.10	1.71	1.51
Yarra City Council	1.26	1.32	0.95	1.04	1.15	1.14	1.28	1.43	1.46
<b>Average</b>	<b>1.19</b>	<b>1.23</b>	<b>1.11</b>	<b>1.12</b>	<b>1.15</b>	<b>1.16</b>	<b>1.39</b>	<b>1.39</b>	<b>1.38</b>

Source: VAGO.

## Interface councils

**Figure F10**  
Interface councils, net result 2013–2020

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	26.17%	22.04%	35.90%	41.63%	43.59%	33.87%	6.84%	1.82%	1.76%
Casey City Council	35.46%	20.78%	31.14%	40.33%	42.70%	34.08%	25.23%	22.71%	24.01%
Hume City Council	23.88%	20.79%	31.29%	37.49%	48.85%	32.46%	36.19%	32.11%	29.23%
Melton City Council	45.09%	31.79%	28.57%	45.23%	47.09%	39.55%	38.02%	35.52%	35.28%
Mornington Peninsula Shire Council	8.26%	3.24%	7.16%	8.81%	9.91%	7.48%	6.47%	4.66%	3.36%
Nilumbik Shire Council	1.87%	7.87%	16.41%	4.92%	16.99%	9.61%	8.25%	17.94%	22.31%
Whittlesea City Council	30.19%	29.00%	34.36%	37.10%	36.69%	33.47%	39.49%	38.59%	37.69%
Wyndham City Council	31.36%	25.30%	26.67%	38.21%	45.44%	33.39%	36.52%	39.22%	33.90%
Yarra Ranges Shire Council	6.17%	-1.51%	11.11%	7.01%	14.36%	7.43%	10.90%	8.04%	7.72%
<b>Average</b>	<b>23.16%</b>	<b>17.70%</b>	<b>24.73%</b>	<b>28.97%</b>	<b>33.96%</b>	<b>25.70%</b>	<b>23.10%</b>	<b>22.29%</b>	<b>21.69%</b>

Source: VAGO.

**Figure F11**  
Interface councils, adjusted underlying result 2015–2020

Interface councils	2014–15	2015–16	2016–17	Average	Forecast		
					2017–18	2018–19	2019–20
Cardinia Shire Council	4.29%	3.88%	13.09%	7.09%	2.17%	-0.09%	0.60%
Casey City Council	19.57%	10.26%	19.90%	16.58%	3.68%	5.32%	6.47%
Hume City Council	11.00%	11.81%	24.34%	15.72%	18.06%	13.87%	11.91%
Melton City Council	2.78%	1.81%	13.69%	6.09%	2.73%	4.27%	5.78%
Mornington Peninsula Shire Council	5.21%	2.66%	5.12%	4.33%	2.58%	3.80%	2.51%
Nilumbik Shire Council	9.79%	-12.92%	8.46%	1.78%	4.07%	4.31%	5.15%
Whittlesea City Council	5.15%	-6.58%	13.72%	4.10%	4.65%	6.58%	4.99%
Wyndham City Council	-4.00%	-1.20%	7.80%	0.87%	3.30%	4.60%	4.30%
Yarra Ranges Shire Council	6.51%	2.46%	5.93%	4.97%	8.07%	6.97%	7.21%
<b>Average</b>	<b>6.70%</b>	<b>1.35%</b>	<b>12.45%</b>	<b>6.83%</b>	<b>5.48%</b>	<b>5.51%</b>	<b>5.44%</b>

Source: VAGO.

**Figure F12**  
Interface councils, liquidity 2013–2020

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	2.25	1.97	1.98	2.36	2.92	2.30	1.43	1.24	1.15
Casey City Council	3.14	3.95	4.18	4.11	4.42	3.96	4.81	4.75	4.76
Hume City Council	1.42	1.20	1.91	2.20	3.12	1.97	3.12	3.84	4.50
Melton City Council	1.65	1.62	1.88	3.05	5.85	2.81	3.44	4.72	5.57
Mornington Peninsula Shire Council	1.14	1.31	1.51	1.90	1.99	1.57	1.41	1.40	1.32
Nilumbik Shire Council	2.23	2.23	2.66	3.51	3.53	2.83	2.36	2.64	3.61
Whittlesea City Council	3.69	3.36	3.03	3.16	3.79	3.41	3.58	3.26	3.28
Wyndham City Council	2.88	1.78	2.97	3.73	4.90	3.25	5.23	4.51	4.47
Yarra Ranges Shire Council	2.04	1.44	2.18	2.28	2.28	2.04	1.73	1.40	1.09
<b>Average</b>	<b>2.27</b>	<b>2.10</b>	<b>2.48</b>	<b>2.92</b>	<b>3.64</b>	<b>2.68</b>	<b>3.01</b>	<b>3.09</b>	<b>3.30</b>

Source: VAGO.

**Figure F13**  
Interface councils, internal financing 2013–2020

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	110%	67%	99%	219%	476%	194%	109%	91%	108%
Casey City Council	218%	124%	175%	165%	136%	164%	87%	129%	141%
Hume City Council	82%	88%	187%	155%	184%	139%	102%	131%	154%
Melton City Council	93%	131%	117%	235%	216%	158%	107%	105%	160%
Mornington Peninsula Shire Council	139%	111%	143%	193%	135%	144%	109%	100%	101%
Nilumbik Shire Council	93%	99%	254%	172%	125%	149%	112%	134%	190%
Whittlesea City Council	115%	85%	141%	142%	113%	119%	115%	88%	95%
Wyndham City Council	70%	103%	92%	150%	204%	124%	93%	88%	108%
Yarra Ranges Shire Council	45%	76%	131%	115%	125%	98%	84%	80%	77%
<b>Average</b>	<b>107%</b>	<b>98%</b>	<b>149%</b>	<b>172%</b>	<b>191%</b>	<b>143%</b>	<b>102%</b>	<b>105%</b>	<b>126%</b>

Source: VAGO.

**Figure F14**  
Interface councils, indebtedness 2013–2020

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	61.01%	50.92%	71.28%	61.10%	58.21%	60.50%	53.43%	50.07%	45.90%
Casey City Council	29.38%	32.99%	30.90%	19.46%	29.24%	28.40%	40.28%	34.30%	29.01%
Hume City Council	16.85%	15.75%	35.75%	21.71%	15.07%	21.02%	13.06%	13.18%	12.28%
Melton City Council	21.98%	20.22%	25.06%	21.79%	18.53%	21.52%	16.94%	13.60%	11.15%
Mornington Peninsula Shire Council	19.43%	21.93%	17.94%	12.99%	9.48%	16.35%	9.19%	6.83%	5.59%
Nilumbik Shire Council	34.25%	32.61%	27.93%	28.11%	26.81%	29.94%	25.47%	22.82%	21.12%
Whittlesea City Council	26.05%	23.00%	22.11%	19.85%	16.15%	21.43%	22.62%	29.24%	32.31%
Wyndham City Council	12.46%	11.77%	33.89%	34.15%	33.21%	25.10%	34.40%	32.75%	31.08%
Yarra Ranges Shire Council	13.24%	10.96%	23.27%	19.92%	16.56%	16.79%	17.28%	22.93%	25.31%
<b>Average</b>	<b>26.07%</b>	<b>24.46%</b>	<b>32.02%</b>	<b>26.57%</b>	<b>24.81%</b>	<b>26.78%</b>	<b>25.85%</b>	<b>25.08%</b>	<b>23.75%</b>

Source: VAGO.

**Figure F15**  
Interface councils, capital replacement 2013–2020

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	2.16	2.10	3.83	1.40	1.20	2.14	2.05	1.48	1.24
Casey City Council	1.26	1.40	2.07	2.54	3.57	2.17	2.93	2.03	1.90
Hume City Council	1.64	1.92	1.26	1.39	1.75	1.59	2.32	1.56	1.14
Melton City Council	1.81	1.36	1.52	1.08	1.12	1.38	1.77	1.86	1.43
Mornington Peninsula Shire Council	1.13	1.09	1.31	1.12	1.63	1.26	1.45	1.30	1.28
Nilumbik Shire Council	0.75	1.58	1.34	1.99	2.32	1.60	2.23	2.98	3.15
Whittlesea City Council	0.95	1.73	1.97	1.85	2.26	1.75	2.19	2.86	2.42
Wyndham City Council	2.23	1.71	1.79	1.24	1.16	1.63	2.07	2.66	1.87
Yarra Ranges Shire Council	1.48	1.67	1.33	1.42	1.54	1.49	2.20	2.16	2.16
<b>Average</b>	<b>1.49</b>	<b>1.62</b>	<b>1.82</b>	<b>1.56</b>	<b>1.84</b>	<b>1.67</b>	<b>2.13</b>	<b>2.10</b>	<b>1.84</b>

Source: VAGO.



**Figure F16**  
**Interface councils, renewal gap 2013–2020**

Interface councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Cardinia Shire Council	0.76	0.79	0.65	0.60	0.47	0.66	1.07	0.69	0.67
Casey City Council	0.73	0.97	0.74	0.75	0.89	0.81	1.19	1.32	1.21
Hume City Council	1.19	0.83	0.80	0.53	0.55	0.78	1.10	0.75	0.65
Melton City Council	0.34	0.29	0.57	0.38	0.57	0.43	0.67	0.53	0.54
Mornington Peninsula Shire Council	0.84	0.97	1.16	0.92	1.29	1.03	1.04	0.95	0.93
Nilumbik Shire Council	0.55	1.49	1.15	1.24	1.91	1.27	1.53	1.45	2.84
Whittlesea City Council	0.55	1.08	0.63	0.86	1.04	0.83	1.16	1.15	0.82
Wyndham City Council	1.08	0.97	1.29	0.75	0.51	0.92	0.90	0.73	0.38
Yarra Ranges Shire Council	1.64	1.29	1.07	0.98	1.11	1.22	1.57	1.86	1.80
<b>Average</b>	<b>0.85</b>	<b>0.96</b>	<b>0.90</b>	<b>0.78</b>	<b>0.93</b>	<b>0.88</b>	<b>1.14</b>	<b>1.05</b>	<b>1.09</b>

Source: VAGO.

## Regional city councils

**Figure F17**  
Regional city councils, net result 2013–2020

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	20.25%	12.80%	20.29%	17.25%	22.16%	18.55%	16.81%	15.12%	14.38%
Greater Bendigo City Council	16.56%	11.64%	5.41%	19.71%	20.32%	14.73%	12.06%	16.48%	16.96%
Greater Geelong City Council	18.06%	12.54%	20.52%	15.50%	11.32%	15.59%	10.77%	13.72%	8.90%
Greater Shepparton City Council	12.68%	4.75%	5.64%	0.07%	19.60%	8.55%	5.63%	16.58%	14.03%
Horsham Rural City Council	13.18%	6.11%	17.13%	2.71%	14.93%	10.81%	8.26%	1.86%	1.24%
Latrobe City Council	8.21%	6.38%	17.48%	9.08%	21.60%	12.55%	7.82%	10.93%	10.21%
Mildura Rural City Council	16.59%	2.27%	18.18%	6.53%	16.19%	11.95%	4.52%	3.08%	2.91%
Wangaratta Rural City Council	4.68%	-2.51%	10.13%	0.17%	9.80%	4.45%	5.78%	6.30%	0.71%
Warrnambool City Council	8.44%	12.22%	10.56%	15.32%	13.92%	12.09%	11.63%	10.22%	8.75%
Wodonga City Council	28.00%	5.22%	25.79%	7.69%	15.06%	16.35%	6.93%	6.79%	6.53%
<b>Average</b>	<b>14.67%</b>	<b>7.14%</b>	<b>15.11%</b>	<b>9.40%</b>	<b>16.49%</b>	<b>12.56%</b>	<b>9.02%</b>	<b>10.11%</b>	<b>8.46%</b>

Source: VAGO.

**Figure F18**  
Regional city councils, adjusted underlying result 2015–2020

Regional councils	2014–15	2015–16	2016–17	Average	Forecast		
					2017–18	2018–19	2019–20
Ballarat City Council	13.58%	4.02%	-1.67%	5.31%	2.29%	0.94%	1.11%
Greater Bendigo City Council	-6.35%	-5.40%	-12.44%	-8.06%	-0.80%	6.92%	7.77%
Greater Geelong City Council	5.74%	0.32%	-3.54%	0.84%	-2.46%	3.02%	1.75%
Greater Shepparton City Council	-6.00%	-9.00%	14.00%	-0.33%	-0.50%	8.00%	8.00%
Horsham Rural City Council	6.00%	-11.00%	6.00%	0.33%	-4.00%	-8.00%	-8.00%
Latrobe City Council	5.80%	-1.10%	13.20%	5.97%	2.00%	1.50%	0.90%
Mildura Rural City Council	9.52%	-3.26%	10.84%	5.70%	-6.39%	0.27%	0.17%
Wangaratta Rural City Council	3.00%	-6.00%	2.00%	-0.33%	-7.00%	-1.00%	-2.00%
Warrnambool City Council	-0.26%	-3.21%	-2.32%	-1.93%	0.74%	-1.56%	0.23%
Wodonga City Council	2.34%	-2.61%	9.09%	2.94%	6.93%	6.79%	6.53%
<b>Average</b>	<b>3.34%</b>	<b>-3.72%</b>	<b>3.52%</b>	<b>1.04%</b>	<b>-0.92%</b>	<b>1.69%</b>	<b>1.65%</b>

Source: VAGO.

**Figure F19**  
**Regional city councils, liquidity 2013–2020**

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	1.90	2.33	2.01	2.64	2.64	2.30	1.24	1.04	1.02
Greater Bendigo City Council	1.92	2.06	1.67	2.52	2.37	2.11	1.32	1.48	1.57
Greater Geelong City Council	1.62	1.42	1.32	1.26	1.47	1.42	1.15	1.13	1.07
Greater Shepparton City Council	2.33	2.24	2.35	1.87	2.49	2.25	1.74	1.83	1.85
Horsham Rural City Council	2.74	2.73	2.29	2.45	2.98	2.64	2.10	2.00	1.94
Latrobe City Council	1.57	1.50	2.09	2.71	3.02	2.18	2.44	1.85	2.41
Mildura Rural City Council	1.73	1.56	2.63	2.51	2.67	2.22	1.37	1.40	1.43
Wangaratta Rural City Council	1.49	1.52	1.42	1.48	2.54	1.69	1.49	1.56	1.15
Warrnambool City Council	1.61	1.46	1.38	1.25	1.44	1.43	1.08	1.19	1.26
Wodonga City Council	2.66	1.74	1.55	2.10	2.69	2.15	1.11	1.11	1.16
<b>Average</b>	<b>1.96</b>	<b>1.86</b>	<b>1.87</b>	<b>2.08</b>	<b>2.43</b>	<b>2.04</b>	<b>1.50</b>	<b>1.46</b>	<b>1.49</b>

Source: VAGO.

**Figure F20**  
**Regional city councils, internal financing 2013–2020**

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	73%	97%	102%	99%	126%	99%	93%	89%	92%
Greater Bendigo City Council	88%	106%	136%	101%	102%	106%	84%	121%	109%
Greater Geelong City Council	54%	73%	92%	111%	139%	94%	47%	53%	69%
Greater Shepparton City Council	108%	130%	104%	84%	103%	106%	71%	94%	106%
Horsham Rural City Council	143%	130%	107%	76%	154%	122%	104%	95%	99%
Latrobe City Council	136%	78%	165%	107%	190%	135%	105%	98%	110%
Mildura Rural City Council	73%	82%	180%	119%	121%	115%	81%	115%	113%
Wangaratta Rural City Council	106%	72%	125%	77%	221%	120%	62%	72%	81%
Warrnambool City Council	115%	92%	96%	93%	123%	104%	104%	113%	104%
Wodonga City Council	109%	68%	122%	251%	187%	147%	75%	125%	138%
<b>Average</b>	<b>100%</b>	<b>93%</b>	<b>123%</b>	<b>112%</b>	<b>147%</b>	<b>115%</b>	<b>83%</b>	<b>98%</b>	<b>102%</b>

Source: VAGO.

**Figure F21**  
Regional city councils, indebtedness 2013–2020

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	8.46%	28.35%	22.01%	36.77%	35.13%	26.14%	38.70%	38.17%	40.59%
Greater Bendigo City Council	27.29%	31.84%	33.35%	33.28%	36.94%	32.54%	39.29%	38.04%	36.53%
Greater Geelong City Council	20.85%	20.19%	22.88%	17.74%	13.42%	19.02%	23.04%	32.82%	35.48%
Greater Shepparton City Council	20.02%	18.25%	21.24%	26.44%	27.04%	22.60%	29.88%	34.51%	33.92%
Horsham Rural City Council	24.11%	19.03%	14.70%	24.74%	26.45%	21.81%	27.78%	29.71%	35.06%
Latrobe City Council	33.09%	27.63%	36.91%	42.91%	30.20%	34.15%	35.11%	23.81%	25.64%
Mildura Rural City Council	41.97%	42.98%	39.88%	48.17%	43.27%	43.25%	45.57%	42.47%	39.39%
Wangaratta Rural City Council	49.56%	56.91%	45.78%	56.32%	57.62%	53.24%	60.52%	70.91%	58.36%
Warrnambool City Council	19.27%	19.47%	19.93%	16.63%	13.51%	17.76%	14.55%	13.05%	13.55%
Wodonga City Council	80.68%	73.90%	67.26%	58.91%	51.84%	66.52%	48.76%	44.07%	39.41%
<b>Average</b>	<b>32.53%</b>	<b>33.85%</b>	<b>32.39%</b>	<b>36.19%</b>	<b>33.54%</b>	<b>33.70%</b>	<b>36.32%</b>	<b>36.76%</b>	<b>35.79%</b>

Source: VAGO.

**Figure F22**  
Regional city councils, capital replacement 2013–2020

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	1.91	1.89	1.86	1.64	2.07	1.87	1.33	1.33	1.30
Greater Bendigo City Council	1.64	1.46	1.44	1.46	2.57	1.71	1.83	1.47	1.66
Greater Geelong City Council	1.36	1.45	2.16	1.62	1.41	1.60	1.93	2.06	1.49
Greater Shepparton City Council	1.25	1.16	1.21	1.70	1.89	1.44	1.75	2.12	1.76
Horsham Rural City Council	1.79	1.14	1.92	1.33	1.18	1.47	1.53	1.25	1.28
Latrobe City Council	1.21	1.09	1.35	1.46	0.99	1.22	1.14	1.49	1.38
Mildura Rural City Council	2.08	1.41	1.64	1.50	1.42	1.61	1.71	1.12	1.13
Wangaratta Rural City Council	1.28	0.90	1.12	1.42	0.68	1.08	2.19	1.52	1.08
Warrnambool City Council	1.02	2.04	2.14	1.55	1.37	1.62	1.68	1.53	1.52
Wodonga City Council	2.52	1.86	2.07	1.14	1.20	1.76	2.15	1.28	1.14
<b>Average</b>	<b>1.61</b>	<b>1.44</b>	<b>1.69</b>	<b>1.48</b>	<b>1.48</b>	<b>1.54</b>	<b>1.72</b>	<b>1.52</b>	<b>1.38</b>

Source: VAGO.

**Figure F23**  
**Regional city councils, renewal gap 2013–2020**

Regional councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Ballarat City Council	0.91	0.97	0.91	1.26	0.85	0.98	1.12	0.96	0.94
Greater Bendigo City Council	1.28	1.25	1.17	0.84	1.21	1.15	1.12	1.05	1.08
Greater Geelong City Council	0.79	0.61	0.67	0.85	0.70	0.72	0.54	n/a	n/a
Greater Shepparton City Council	0.98	0.89	0.83	0.96	1.23	0.98	1.38	1.27	1.06
Horsham Rural City Council	1.54	0.95	1.45	1.01	0.86	1.16	0.94	0.72	0.88
Latrobe City Council	1.01	0.93	0.92	0.69	0.86	0.88	0.83	0.71	0.71
Mildura Rural City Council	1.49	1.16	1.08	1.02	1.02	1.15	0.95	0.98	0.99
Wangaratta Rural City Council	0.86	0.54	0.84	0.84	0.54	0.72	1.09	0.87	0.63
Warrnambool City Council	0.90	1.61	1.19	0.90	1.27	1.18	1.55	1.43	1.43
Wodonga City Council	0.46	0.57	0.73	0.69	0.59	0.61	1.59	0.82	0.77
<b>Average</b>	<b>1.02</b>	<b>0.95</b>	<b>0.98</b>	<b>0.91</b>	<b>0.91</b>	<b>0.95</b>	<b>1.11</b>	<b>0.98</b>	<b>0.94</b>

n/a = not able to provide an indicator result

Source: VAGO.

## Large shire councils

Figure F24

### Large shire councils, net result 2013–2020

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	9.68%	3.72%	9.12%	-1.78%	14.83%	7.11%	5.15%	3.36%	2.23%
Baw Baw Shire Council	14.24%	8.41%	22.94%	11.10%	17.81%	14.90%	24.36%	17.43%	24.19%
Campaspe Shire Council	10.51%	0.49%	2.66%	0.60%	12.37%	5.33%	9.59%	1.21%	0.03%
Colac-Otway Shire Council	3.82%	6.19%	22.29%	3.58%	21.67%	11.51%	13.60%	9.55%	11.48%
Corangamite Shire Council	3.14%	1.55%	9.42%	0.03%	11.32%	5.09%	11.98%	24.16%	7.41%
East Gippsland Shire Council	17.12%	16.84%	15.56%	2.57%	11.91%	12.80%	7.70%	9.35%	7.69%
Glenelg Shire Council	-38.30%	13.41%	-6.46%	-13.84%	-0.28%	-9.10%	3.31%	3.05%	2.81%
Golden Plains Shire Council	26.85%	12.84%	16.08%	4.72%	11.12%	14.32%	7.42%	7.54%	6.75%
Macedon Ranges Shire Council	24.23%	17.27%	12.47%	11.76%	25.43%	18.23%	21.83%	18.83%	18.45%
Mitchell Shire Council	17.09%	5.73%	21.73%	10.74%	30.05%	17.07%	19.94%	12.62%	17.11%
Moira Shire Council	-7.89%	9.51%	7.55%	4.55%	16.46%	6.04%	-6.55%	6.15%	5.81%
Moorabool Shire Council	14.88%	3.68%	14.47%	14.97%	23.17%	14.23%	16.71%	12.38%	12.76%
Mount Alexander Shire Council	21.67%	-0.22%	5.07%	0.50%	11.77%	7.76%	5.19%	17.62%	15.63%
Moyne Shire Council	13.09%	3.37%	22.87%	5.08%	22.01%	13.28%	7.89%	4.34%	2.12%
South Gippsland Shire Council	2.92%	-3.49%	15.04%	6.70%	17.53%	7.74%	2.48%	5.84%	9.92%
Southern Grampians Shire Council	14.54%	-11.66%	8.42%	-6.65%	-8.14%	-0.70%	34.79%	17.91%	-2.26%
Surf Coast Shire Council	8.34%	4.73%	17.96%	20.36%	19.95%	14.27%	16.88%	18.13%	20.89%
Swan Hill Rural City Council	5.06%	1.50%	11.84%	3.89%	13.53%	7.17%	12.13%	8.00%	12.87%
Wellington Shire Council	8.93%	0.19%	13.80%	13.45%	25.12%	12.30%	13.84%	14.21%	12.11%
<b>Average</b>	<b>8.94%</b>	<b>4.95%</b>	<b>12.78%</b>	<b>4.86%</b>	<b>15.67%</b>	<b>9.44%</b>	<b>12.01%</b>	<b>11.14%</b>	<b>9.89%</b>

Source: VAGO.

**Figure F25**

**Large shire councils, adjusted underlying result 2015–2020**

Large shire councils	2014–15	2015–16	2016–17	Average	Forecast		
					2017–18	2018–19	2019–20
Bass Coast Shire Council	-3.02%	-8.06%	3.76%	-2.44%	2.03%	2.67%	0.89%
Baw Baw Shire Council	7.20%	-5.90%	7.60%	2.97%	1.20%	-0.60%	0.00%
Campaspe Shire Council	0.93%	-7.93%	9.00%	0.67%	0.32%	-1.47%	-2.63%
Colac-Otway Shire Council	10.34%	1.88%	9.27%	7.16%	0.26%	3.47%	1.73%
Corangamite Shire Council	4.49%	-11.85%	5.55%	-0.60%	2.56%	2.68%	2.51%
East Gippsland Shire Council	3.62%	-6.31%	7.25%	1.52%	-0.68%	5.72%	4.20%
Glenelg Shire Council	-15.47%	-21.21%	-11.25%	-15.98%	-8.51%	-8.50%	-8.56%
Golden Plains Shire Council	11.12%	-3.48%	6.85%	4.83%	-0.23%	0.22%	-0.54%
Macedon Ranges Shire Council	-2.53%	-2.40%	11.10%	2.06%	4.96%	5.72%	6.01%
Mitchell Shire Council	1.76%	-13.43%	12.19%	0.17%	-7.41%	-1.74%	-1.95%
Moira Shire Council	-0.87%	0.20%	14.30%	4.54%	-8.82%	4.58%	2.31%
Moorabool Shire Council	-0.43%	-2.64%	7.44%	1.46%	1.68%	2.45%	-0.64%
Mount Alexander Shire Council	-5.62%	-16.63%	9.27%	-4.33%	-6.69%	4.04%	4.19%
Moyne Shire Council	9.53%	0.34%	15.48%	8.45%	5.00%	1.21%	1.03%
South Gippsland Shire Council	12.36%	0.99%	12.11%	8.49%	-6.94%	4.97%	3.76%
Southern Grampians Shire Council	1.63%	-13.07%	-24.46%	-11.97%	-5.40%	-0.19%	-7.45%
Surf Coast Shire Council	6.17%	3.59%	6.70%	5.49%	-3.89%	2.96%	7.21%
Swan Hill Rural City Council	6.50%	-7.21%	11.65%	3.65%	2.25%	4.92%	5.33%
Wellington Shire Council	8.46%	3.63%	16.82%	9.64%	1.89%	6.61%	7.85%
<b>Average</b>	<b>2.96%</b>	<b>-5.76%</b>	<b>6.88%</b>	<b>1.36%</b>	<b>-1.39%</b>	<b>2.09%</b>	<b>1.33%</b>

Source: VAGO.

**Figure F26**

**Large shire councils, liquidity 2013–2020**

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	1.79	1.53	1.97	2.33	2.79	2.08	1.40	1.53	1.55
Baw Baw Shire Council	1.51	1.38	2.06	1.95	2.29	1.84	1.60	1.74	1.95
Campaspe Shire Council	2.46	1.54	3.20	3.49	2.45	2.63	2.58	2.52	2.45
Colac-Otway Shire Council	2.67	1.93	2.05	1.97	3.48	2.42	1.56	1.32	1.43
Corangamite Shire Council	1.71	1.90	2.84	2.77	2.96	2.44	2.65	2.57	2.58
East Gippsland Shire Council	3.21	2.18	2.28	1.88	3.04	2.52	1.84	1.97	2.03
Glenelg Shire Council	2.83	2.23	2.22	1.50	1.54	2.07	0.79	0.50	0.47
Golden Plains Shire Council	3.16	2.72	2.84	2.19	2.34	2.65	1.88	1.98	1.81
Macedon Ranges Shire Council	1.51	1.65	1.71	1.67	2.30	1.77	1.67	1.42	1.69
Mitchell Shire Council	1.42	1.23	1.55	1.90	2.57	1.74	1.71	2.11	1.93
Moira Shire Council	1.32	2.15	3.32	3.34	3.99	2.82	2.55	2.97	2.87
Moorabool Shire Council	1.36	0.93	1.83	1.95	1.64	1.54	2.22	2.42	2.64
Mount Alexander Shire Council	2.80	1.77	1.84	1.59	1.94	1.99	2.28	1.93	1.36
Moyne Shire Council	1.47	1.48	1.87	1.62	2.18	1.72	1.26	1.27	1.36
South Gippsland Shire Council	1.70	1.23	2.70	2.40	2.82	2.17	2.16	1.57	1.97
Southern Grampians Shire Council	2.72	1.99	2.28	1.93	3.07	2.40	1.80	3.56	3.54
Surf Coast Shire Council	1.85	1.91	2.62	2.53	2.70	2.32	3.42	3.37	2.82
Swan Hill Rural City Council	1.33	1.63	2.29	1.84	2.93	2.00	2.09	2.54	2.78
Wellington Shire Council	2.41	2.92	3.21	3.83	4.16	3.31	3.62	2.88	3.48
<b>Average</b>	<b>2.06</b>	<b>1.80</b>	<b>2.35</b>	<b>2.25</b>	<b>2.70</b>	<b>2.23</b>	<b>2.06</b>	<b>2.11</b>	<b>2.14</b>

Source: VAGO.

**Figure F27**

**Large shire councils, internal financing 2013–2020**

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	49%	72%	179%	130%	200%	126%	96%	113%	117%
Baw Baw Shire Council	168%	60%	139%	79%	148%	119%	88%	124%	114%
Campaspe Shire Council	108%	58%	135%	92%	184%	115%	106%	97%	97%
Colac-Otway Shire Council	80%	109%	115%	95%	196%	119%	80%	99%	107%
Corangamite Shire Council	67%	98%	198%	80%	161%	121%	109%	99%	102%
East Gippsland Shire Council	94%	56%	136%	126%	160%	114%	66%	99%	100%
Glenelg Shire Council	74%	64%	211%	52%	63%	93%	69%	103%	115%
Golden Plains Shire Council	127%	95%	118%	89%	143%	114%	128%	81%	76%
Macedon Ranges Shire Council	82%	63%	129%	87%	169%	106%	97%	118%	108%
Mitchell Shire Council	51%	22%	170%	190%	164%	119%	55%	113%	113%
Moirā Shire Council	76%	64%	249%	120%	159%	134%	72%	113%	98%
Moorabool Shire Council	98%	90%	145%	85%	104%	105%	125%	112%	125%
Mount Alexander Shire Council	98%	81%	116%	83%	142%	104%	65%	75%	87%
Moyne Shire Council	108%	66%	131%	83%	135%	105%	108%	104%	109%
South Gippsland Shire Council	47%	60%	177%	92%	147%	105%	63%	101%	110%
Southern Grampians Shire Council	97%	41%	165%	79%	251%	127%	80%	102%	95%
Surf Coast Shire Council	127%	127%	195%	157%	171%	155%	77%	112%	131%
Swan Hill Rural City Council	66%	105%	110%	98%	198%	115%	100%	132%	115%
Wellington Shire Council	162%	52%	150%	118%	168%	130%	79%	99%	106%
<b>Average</b>	<b>94%</b>	<b>73%</b>	<b>156%</b>	<b>102%</b>	<b>161%</b>	<b>117%</b>	<b>87%</b>	<b>105%</b>	<b>107%</b>

Source: VAGO.

**Figure F28**

**Large shire councils, indebtedness 2013–2020**

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	16.05%	23.77%	26.47%	26.87%	27.04%	24.04%	22.63%	21.42%	19.36%
Baw Baw Shire Council	18.95%	10.71%	24.33%	29.05%	31.74%	22.96%	30.66%	29.22%	28.55%
Campaspe Shire Council	17.74%	15.80%	20.92%	18.54%	15.95%	17.79%	13.14%	13.98%	14.78%
Colac-Otway Shire Council	30.32%	26.49%	28.11%	35.99%	30.32%	30.25%	17.85%	12.76%	10.43%
Corangamite Shire Council	21.85%	30.28%	31.99%	27.63%	20.30%	26.41%	20.45%	20.02%	19.56%
East Gippsland Shire Council	33.72%	24.19%	29.87%	26.43%	25.48%	27.94%	14.33%	13.94%	11.51%
Glenelg Shire Council	76.18%	56.04%	66.44%	73.03%	73.52%	69.04%	91.68%	64.52%	47.76%
Golden Plains Shire Council	25.80%	32.07%	32.96%	37.60%	40.63%	33.81%	35.76%	53.35%	59.63%
Macedon Ranges Shire Council	15.38%	17.55%	20.83%	24.76%	25.95%	20.90%	28.08%	18.61%	22.35%
Mitchell Shire Council	29.25%	50.15%	50.34%	40.80%	41.65%	42.44%	33.90%	34.35%	28.02%
Moirā Shire Council	44.37%	38.68%	50.54%	39.97%	37.28%	42.17%	38.31%	38.04%	36.71%
Moorabool Shire Council	33.97%	30.40%	41.11%	42.32%	33.80%	36.32%	43.13%	47.73%	49.43%
Mount Alexander Shire Council	31.24%	33.23%	28.84%	20.99%	23.66%	27.59%	22.51%	31.00%	28.72%
Moyne Shire Council	5.08%	7.63%	7.04%	6.99%	5.78%	6.50%	6.48%	4.70%	3.91%
South Gippsland Shire Council	2.60%	3.10%	10.85%	10.66%	12.62%	7.96%	11.75%	3.23%	3.27%
Southern Grampians Shire Council	22.19%	21.93%	22.13%	18.39%	13.57%	19.64%	22.40%	34.29%	40.25%
Surf Coast Shire Council	57.26%	63.26%	60.18%	49.85%	44.94%	55.10%	49.38%	46.14%	37.34%
Swan Hill Rural City Council	16.23%	17.20%	29.34%	27.19%	23.29%	22.65%	25.33%	25.21%	24.67%
Wellington Shire Council	18.68%	26.70%	20.36%	17.32%	18.81%	20.37%	19.13%	15.27%	15.88%
<b>Average</b>	<b>27.20%</b>	<b>27.85%</b>	<b>31.72%</b>	<b>30.23%</b>	<b>28.75%</b>	<b>29.15%</b>	<b>28.78%</b>	<b>27.78%</b>	<b>26.43%</b>

Source: VAGO.



**Figure F29**

**Large shire councils, capital replacement 2013–2020**

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	1.27	1.12	0.76	0.73	0.86	0.95	1.52	1.22	1.10
Baw Baw Shire Council	1.03	1.95	1.63	2.21	1.72	1.71	2.30	1.27	1.78
Campaspe Shire Council	1.81	2.41	1.15	1.10	1.14	1.52	1.38	1.10	1.05
Colac-Otway Shire Council	1.32	1.70	2.18	1.39	1.06	1.53	2.16	1.53	1.50
Corangamite Shire Council	1.08	0.95	1.19	1.38	1.09	1.14	1.48	2.25	1.33
East Gippsland Shire Council	1.45	1.73	1.40	1.20	0.99	1.35	1.53	1.19	1.17
Glenelg Shire Council	1.59	1.78	1.14	1.71	1.27	1.50	1.75	1.06	0.83
Golden Plains Shire Council	1.76	1.95	1.45	1.51	1.41	1.62	1.10	1.66	1.77
Macedon Ranges Shire Council	1.58	1.16	1.26	1.71	1.24	1.39	1.81	1.24	1.37
Mitchell Shire Council	1.72	1.55	0.85	0.65	1.53	1.26	1.94	0.91	1.12
Moira Shire Council	0.90	0.75	0.94	1.02	1.26	0.97	1.02	1.37	1.62
Moorabool Shire Council	1.68	1.50	1.19	1.84	2.76	1.79	1.49	1.35	1.25
Mount Alexander Shire Council	2.33	1.56	1.10	1.03	1.05	1.42	1.98	2.94	2.50
Moyne Shire Council	1.45	1.40	1.33	1.42	1.52	1.43	1.22	1.13	1.02
South Gippsland Shire Council	1.29	1.24	1.04	1.57	1.61	1.35	1.92	1.35	1.45
Southern Grampians Shire Council	1.34	0.96	1.05	1.17	0.88	1.08	3.68	1.90	1.08
Surf Coast Shire Council	1.51	1.61	1.08	1.27	1.21	1.34	1.56	1.43	1.41
Swan Hill Rural City Council	1.84	1.19	1.78	1.46	0.92	1.44	2.13	1.32	1.70
Wellington Shire Council	0.87	1.10	1.08	1.14	1.28	1.10	2.16	1.66	1.37
<b>Average</b>	<b>1.46</b>	<b>1.45</b>	<b>1.24</b>	<b>1.34</b>	<b>1.31</b>	<b>1.36</b>	<b>1.80</b>	<b>1.47</b>	<b>1.39</b>

Source: VAGO.

**Figure F30**

**Large shire councils, renewal gap 2013–2020**

Large shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Bass Coast Shire Council	0.90	0.94	0.64	0.64	0.81	0.79	1.07	0.92	1.05
Baw Baw Shire Council	1.31	1.78	1.62	1.82	1.28	1.56	1.73	0.83	0.84
Campaspe Shire Council	1.42	0.54	1.06	0.91	0.95	0.98	1.31	1.19	1.24
Colac-Otway Shire Council	0.97	1.34	1.86	1.23	0.99	1.28	1.38	1.53	1.50
Corangamite Shire Council	1.06	0.90	1.11	1.08	0.93	1.01	1.40	1.56	1.25
East Gippsland Shire Council	1.13	0.95	0.99	1.02	0.90	1.00	1.07	1.09	1.12
Glenelg Shire Council	1.06	1.09	1.01	1.13	1.13	1.09	1.31	0.84	0.71
Golden Plains Shire Council	1.13	1.38	0.85	0.89	1.13	1.07	0.70	0.62	0.57
Macedon Ranges Shire Council	1.29	0.89	0.86	1.19	0.97	1.04	1.46	1.19	1.17
Mitchell Shire Council	1.02	0.90	0.64	0.40	0.68	0.73	0.74	0.56	0.52
Moira Shire Council	0.80	0.64	0.80	0.71	0.97	0.78	0.87	1.03	1.06
Moorabool Shire Council	1.62	1.43	1.07	1.55	1.51	1.43	1.23	1.11	1.03
Mount Alexander Shire Council	1.34	1.01	0.58	0.78	0.82	0.91	1.62	2.11	1.69
Moyne Shire Council	1.07	1.04	1.25	1.29	1.48	1.23	1.18	1.13	1.02
South Gippsland Shire Council	1.08	1.18	0.98	1.23	1.43	1.18	1.59	1.28	1.05
Southern Grampians Shire Council	0.92	0.94	0.92	0.82	0.74	0.87	3.30	1.82	0.82
Surf Coast Shire Council	0.72	0.91	0.82	0.65	0.56	0.73	1.03	0.96	1.07
Swan Hill Rural City Council	1.37	1.02	1.07	0.93	0.79	1.03	1.22	0.96	1.30
Wellington Shire Council	0.84	1.01	1.01	1.07	1.17	1.02	1.79	1.47	1.28
<b>Average</b>	<b>1.11</b>	<b>1.05</b>	<b>1.01</b>	<b>1.02</b>	<b>1.01</b>	<b>1.04</b>	<b>1.37</b>	<b>1.17</b>	<b>1.07</b>

Source: VAGO.

## Small shire councils

**Figure F31**  
**Small shire councils, net result 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	-2.35%	-1.48%	23.32%	-0.76%	26.72%	9.09%	9.90%	12.93%	1.14%
Ararat Rural City Council	6.99%	4.68%	12.73%	-0.41%	14.43%	7.68%	6.37%	-8.15%	-9.87%
Benalla Rural City Council	7.28%	-1.77%	-6.02%	0.76%	7.85%	1.62%	-4.78%	-4.09%	-5.12%
Borough of Queenscliffe	15.50%	17.92%	5.73%	1.71%	2.45%	8.66%	18.36%	34.75%	2.96%
Buloke Shire Council	11.25%	56.50%	17.70%	-0.38%	23.86%	21.78%	15.48%	10.61%	10.89%
Central Goldfields Shire Council	23.79%	1.06%	3.18%	1.86%	13.84%	8.75%	9.67%	6.11%	7.68%
Gannawarra Shire Council	21.75%	7.55%	17.26%	2.58%	18.69%	13.57%	1.78%	4.26%	10.08%
Hepburn Shire Council	33.90%	0.01%	16.12%	15.77%	10.48%	15.26%	11.45%	8.52%	15.33%
Hindmarsh Shire Council	42.75%	-4.49%	10.70%	-3.57%	20.86%	13.25%	-8.43%	-2.66%	-4.44%
Indigo Shire Council	12.15%	9.57%	14.65%	-6.90%	15.72%	9.04%	0.60%	11.22%	5.18%
Loddon Shire Council	-3.87%	-16.67%	16.74%	-1.25%	13.30%	1.65%	-26.85%	7.70%	-9.81%
Mansfield Shire Council	5.52%	2.67%	14.75%	8.83%	32.10%	12.77%	-0.85%	18.61%	12.20%
Murrindindi Shire Council	15.73%	4.06%	14.05%	2.07%	9.15%	9.01%	-1.64%	-1.05%	-1.02%
Northern Grampians Shire Council	23.80%	-9.45%	15.31%	-14.44%	5.10%	4.06%	8.11%	-9.52%	-5.37%
Pyrenees Shire Council	-20.93%	-43.12%	2.36%	-11.03%	12.65%	-12.01%	-5.31%	-9.44%	-8.29%
Strathbogie Shire Council	7.18%	4.87%	15.70%	-1.22%	16.12%	8.53%	-0.85%	5.13%	3.19%
Towong Shire Council	28.46%	5.69%	32.02%	10.63%	34.62%	22.28%	-0.89%	8.11%	3.17%
West Wimmera Shire Council	11.27%	-10.92%	7.55%	-2.76%	4.05%	1.84%	23.57%	0.99%	-6.79%
Yarriambiack Shire Council	-3.90%	-22.05%	7.62%	-2.44%	13.36%	-1.48%	1.17%	-7.88%	-8.67%
<b>Average</b>	<b>12.44%</b>	<b>0.24%</b>	<b>12.71%</b>	<b>-0.05%</b>	<b>15.54%</b>	<b>8.18%</b>	<b>2.99%</b>	<b>4.53%</b>	<b>0.66%</b>

Source: VAGO.

**Figure F32**

**Small shire councils, adjusted underlying result 2015–2020**

Small shire councils	2014–15	2015–16	2016–17	Average	Forecast		
					2017–18	2018–19	2019–20
Alpine Shire Council	12.00%	-5.00%	12.00%	6.33%	0.00%	2.00%	0.00%
Ararat Rural City Council	5.00%	-13.97%	3.90%	-1.69%	-6.33%	-8.15%	-9.87%
Benalla Rural City Council	-12.00%	-3.00%	5.00%	-3.33%	-5.00%	-4.00%	-5.00%
Borough of Queenscliffe	-2.00%	-2.00%	2.00%	-0.67%	-8.00%	-7.00%	-3.00%
Buloke Shire Council	5.40%	-3.67%	7.42%	3.05%	-1.82%	-1.56%	-1.06%
Central Goldfields Shire Council	-7.10%	-6.99%	-1.01%	-5.03%	-10.00%	6.11%	7.25%
Gannawarra Shire Council	9.69%	-2.92%	12.56%	6.44%	-5.09%	1.49%	4.24%
Hepburn Shire Council	9.90%	3.00%	7.60%	6.83%	7.60%	4.30%	4.70%
Hindmarsh Shire Council	5.90%	-10.40%	10.80%	2.10%	-2.60%	-5.30%	-11.30%
Indigo Shire Council	8.13%	-10.18%	11.08%	3.01%	-15.20%	-5.82%	-5.82%
Loddon Shire Council	10.82%	-37.73%	2.18%	-8.24%	-36.16%	-2.08%	-36.11%
Mansfield Shire Council	5.00%	-5.00%	15.00%	5.00%	-4.00%	7.00%	2.00%
Murrindindi Shire Council	3.51%	-2.55%	6.25%	2.40%	-2.24%	-1.66%	-1.61%
Northern Grampians Shire Council	14.80%	-21.40%	2.40%	-1.40%	-2.60%	-9.50%	-5.40%
Pyrenees Shire Council	-10.53%	-39.98%	10.47%	-13.35%	-6.35%	-14.51%	-14.27%
Strathbogie Shire Council	10.24%	-16.00%	11.41%	1.88%	-4.78%	4.47%	2.51%
Towong Shire Council	26.57%	8.64%	29.87%	21.69%	-8.81%	4.20%	-0.18%
West Wimmera Shire Council	3.06%	-5.22%	-24.91%	-9.02%	-7.20%	-4.94%	-7.75%
Yarriambiack Shire Council	5.00%	-5.00%	10.00%	3.33%	-12.00%	-13.00%	-14.00%
<b>Average</b>	<b>5.44%</b>	<b>-9.44%</b>	<b>7.05%</b>	<b>1.02%</b>	<b>-6.87%</b>	<b>-2.52%</b>	<b>-4.98%</b>

Source: VAGO.

**Figure F33**

**Small shire councils, liquidity 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	2.40	1.85	2.89	2.31	2.85	2.46	1.82	1.34	1.47
Ararat Rural City Council	3.40	2.52	3.49	3.84	4.22	3.49	3.52	3.74	3.91
Benalla Rural City Council	1.65	1.22	1.27	1.20	1.57	1.38	1.14	1.14	1.13
Borough of Queenscliffe	2.03	2.39	2.50	2.96	3.06	2.59	2.02	1.23	1.32
Buloke Shire Council	0.57	0.18	1.69	2.49	4.69	1.92	3.98	1.47	3.12
Central Goldfields Shire Council	1.52	1.23	1.31	1.52	1.47	1.41	1.13	1.21	1.22
Gannawarra Shire Council	2.63	2.63	2.99	2.36	3.10	2.74	2.62	2.59	2.55
Hepburn Shire Council	2.50	1.85	2.79	3.20	2.96	2.66	2.18	2.26	2.28
Hindmarsh Shire Council	3.30	2.02	3.56	2.88	4.14	3.18	1.44	1.38	1.06
Indigo Shire Council	2.31	2.17	1.50	1.29	2.19	1.89	1.14	1.05	1.05
Loddon Shire Council	4.54	4.12	5.88	6.41	7.90	5.77	3.84	2.90	2.18
Mansfield Shire Council	2.61	1.50	1.81	1.63	2.15	1.94	2.07	1.72	1.00
Murrindindi Shire Council	3.29	2.75	3.98	3.90	5.38	3.86	3.86	4.15	4.12
Northern Grampians Shire Council	1.90	1.64	1.97	2.12	3.01	2.13	2.38	2.27	2.11
Pyrenees Shire Council	3.57	2.25	2.33	1.97	3.09	2.64	1.64	1.55	1.41
Strathbogie Shire Council	2.12	1.61	1.98	2.04	2.44	2.04	1.38	1.54	1.51
Towong Shire Council	4.74	4.00	6.33	5.61	6.95	5.53	4.86	4.49	4.77
West Wimmera Shire Council	2.72	2.90	3.56	3.21	3.38	3.15	3.36	2.70	2.75
Yarriambiack Shire Council	1.72	0.96	1.29	0.89	1.59	1.29	1.18	1.20	1.21
<b>Average</b>	<b>2.61</b>	<b>2.09</b>	<b>2.80</b>	<b>2.73</b>	<b>3.48</b>	<b>2.74</b>	<b>2.40</b>	<b>2.10</b>	<b>2.11</b>

Source: VAGO.

**Figure F34**  
**Small shire councils, internal financing 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	83%	124%	175%	87%	105%	115%	89%	67%	119%
Ararat Rural City Council	80%	105%	108%	91%	175%	112%	92%	121%	117%
Benalla Rural City Council	49%	75%	119%	98%	153%	99%	92%	108%	103%
Borough of Queenscliffe	106%	109%	160%	56%	183%	123%	89%	84%	52%
Buloke Shire Council	97%	88%	136%	139%	228%	137%	121%	133%	129%
Central Goldfields Shire Council	70%	86%	139%	125%	123%	109%	87%	134%	120%
Gannawarra Shire Council	73%	89%	118%	65%	131%	95%	74%	104%	101%
Hepburn Shire Council	121%	57%	141%	91%	54%	93%	84%	110%	105%
Hindmarsh Shire Council	100%	32%	143%	80%	145%	100%	63%	95%	86%
Indigo Shire Council	110%	90%	85%	85%	197%	113%	80%	99%	108%
Loddon Shire Council	141%	62%	158%	95%	156%	122%	37%	80%	79%
Mansfield Shire Council	50%	56%	103%	91%	178%	96%	73%	92%	77%
Murrindindi Shire Council	178%	149%	218%	115%	124%	157%	124%	144%	102%
Northern Grampians Shire Council	225%	58%	133%	96%	192%	141%	188%	94%	95%
Pyrenees Shire Council	-9%	11%	135%	87%	177%	80%	101%	98%	94%
Strathbogie Shire Council	98%	120%	139%	99%	172%	126%	43%	108%	101%
Towong Shire Council	151%	61%	168%	93%	203%	135%	-18%	-10%	-15%
West Wimmera Shire Council	112%	42%	154%	99%	182%	118%	96%	79%	108%
Yarriambiack Shire Council	43%	68%	147%	80%	183%	104%	108%	105%	101%
<b>Average</b>	<b>99%</b>	<b>78%</b>	<b>141%</b>	<b>93%</b>	<b>161%</b>	<b>114%</b>	<b>85%</b>	<b>97%</b>	<b>94%</b>

Source: VAGO.

**Figure F35**  
**Small shire councils, indebtedness 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	31.06%	29.92%	26.10%	22.62%	16.90%	25.32%	17.16%	15.96%	15.36%
Ararat Rural City Council	2.27%	1.42%	12.78%	12.51%	12.01%	8.20%	17.08%	16.75%	16.42%
Benalla Rural City Council	50.00%	47.89%	68.37%	62.03%	57.04%	57.06%	52.99%	53.44%	52.21%
Borough of Queenscliffe	0.49%	0.59%	0.80%	2.09%	1.08%	1.01%	2.39%	5.27%	7.46%
Buloke Shire Council	11.20%	6.03%	62.78%	60.45%	57.10%	39.51%	56.54%	6.82%	6.74%
Central Goldfields Shire Council	31.38%	26.91%	19.90%	25.69%	10.75%	22.93%	18.96%	12.53%	7.00%
Gannawarra Shire Council	16.57%	14.89%	13.46%	12.24%	10.77%	13.58%	11.16%	10.48%	9.79%
Hepburn Shire Council	11.25%	12.43%	16.35%	13.66%	24.91%	15.72%	22.06%	19.61%	17.40%
Hindmarsh Shire Council	1.39%	1.52%	1.24%	2.30%	2.84%	1.86%	1.39%	1.36%	1.33%
Indigo Shire Council	20.86%	22.45%	26.66%	38.01%	35.95%	28.79%	32.31%	31.71%	29.48%
Loddon Shire Council	16.37%	20.34%	16.95%	17.73%	12.52%	16.78%	21.50%	23.84%	25.69%
Mansfield Shire Council	9.81%	23.21%	27.57%	24.14%	20.19%	20.99%	18.31%	16.75%	15.19%
Murrindindi Shire Council	25.04%	22.00%	17.60%	30.79%	29.48%	24.98%	28.82%	27.61%	26.46%
Northern Grampians Shire Council	13.88%	26.48%	17.14%	28.80%	23.43%	21.94%	21.94%	20.24%	18.76%
Pyrenees Shire Council	22.66%	19.84%	5.46%	1.59%	1.47%	10.20%	1.55%	1.56%	1.60%
Strathbogie Shire Council	16.02%	16.26%	15.08%	14.01%	9.57%	14.19%	4.35%	5.24%	4.56%
Towong Shire Council	8.41%	4.07%	5.97%	7.43%	6.66%	6.51%	10.57%	12.32%	28.37%
West Wimmera Shire Council	1.73%	5.44%	4.71%	3.86%	2.29%	3.61%	5.25%	5.12%	5.10%
Yarriambiack Shire Council	8.85%	9.58%	6.21%	4.67%	4.41%	6.74%	5.73%	5.74%	5.57%
<b>Average</b>	<b>15.75%</b>	<b>16.38%</b>	<b>19.22%</b>	<b>20.24%</b>	<b>17.86%</b>	<b>17.89%</b>	<b>18.42%</b>	<b>15.39%</b>	<b>15.50%</b>

Source: VAGO.

**Figure F36**

**Small shire councils, capital replacement 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	1.13	1.24	1.43	1.40	1.92	1.42	1.90	2.49	0.95
Ararat Rural City Council	1.10	1.42	1.49	1.07	1.01	1.22	1.40	0.65	0.64
Benalla Rural City Council	1.82	1.77	1.79	0.95	1.10	1.49	1.11	0.76	0.73
Borough of Queenscliffe	2.19	2.43	1.64	1.96	1.22	1.89	3.90	6.86	1.48
Buloke Shire Council	1.59	5.79	1.55	0.89	0.92	2.15	1.41	1.10	1.11
Central Goldfields Shire Council	2.41	1.64	1.22	0.99	1.12	1.48	2.01	1.19	1.27
Gannawarra Shire Council	2.33	1.33	1.94	1.73	1.66	1.80	1.55	1.26	1.59
Hepburn Shire Council	3.09	1.71	1.36	1.53	1.87	1.91	1.91	1.30	1.69
Hindmarsh Shire Council	4.06	2.01	1.24	1.14	1.32	1.95	1.16	0.94	1.00
Indigo Shire Council	1.33	1.61	2.51	1.31	1.05	1.56	1.36	1.67	1.16
Loddon Shire Council	0.97	1.24	0.94	1.18	0.90	1.05	0.99	1.57	0.96
Mansfield Shire Council	1.35	3.03	1.84	1.19	1.54	1.79	1.57	2.48	2.33
Murrindindi Shire Council	0.96	1.18	0.79	1.03	1.11	1.01	0.83	0.67	0.89
Northern Grampians Shire Council	0.95	1.25	1.11	0.87	0.71	0.98	0.77	0.77	0.90
Pyrenees Shire Council	1.72	0.79	0.87	0.99	0.95	1.06	0.97	0.82	0.89
Strathbogie Shire Council	1.41	1.41	1.58	1.43	1.24	1.42	2.77	1.33	1.30
Towong Shire Council	1.56	1.81	1.80	1.63	1.45	1.65	1.67	1.51	1.26
West Wimmera Shire Council	1.00	1.03	0.96	1.02	1.00	1.00	2.05	1.31	0.81
Yarriambiack Shire Council	1.51	1.17	1.12	1.33	0.97	1.22	1.08	0.80	0.79
<b>Average</b>	<b>1.71</b>	<b>1.78</b>	<b>1.43</b>	<b>1.25</b>	<b>1.21</b>	<b>1.48</b>	<b>1.60</b>	<b>1.55</b>	<b>1.14</b>

Source: VAGO.

**Figure F37**

**Small shire councils, renewal gap 2013–2020**

Small shire councils	2012–13	2013–14	2014–15	2015–16	2016–17	Average	Forecast		
							2017–18	2018–19	2019–20
Alpine Shire Council	1.10	1.08	0.98	1.21	1.78	1.23	1.81	2.49	0.95
Ararat Rural City Council	1.05	1.07	1.06	0.79	0.76	0.95	1.22	0.65	0.63
Benalla Rural City Council	1.21	1.72	1.10	0.71	0.58	1.06	0.76	0.66	0.56
Borough of Queenscliffe	1.96	0.98	1.23	1.64	0.82	1.33	2.48	4.60	1.07
Buloke Shire Council	1.31	5.97	0.84	0.74	0.89	1.95	1.13	1.09	1.11
Central Goldfields Shire Council	2.04	1.01	0.95	0.83	0.80	1.13	1.71	0.93	1.08
Gannawarra Shire Council	1.87	1.24	1.68	1.27	1.49	1.51	1.29	0.92	1.17
Hepburn Shire Council	2.74	1.08	1.26	1.46	0.93	1.49	1.50	1.21	1.44
Hindmarsh Shire Council	2.64	1.83	0.91	0.96	0.84	1.43	1.08	0.90	0.96
Indigo Shire Council	1.16	1.56	2.34	1.17	0.70	1.39	0.68	n/a	n/a
Loddon Shire Council	0.78	1.12	0.71	0.51	0.77	0.78	0.43	0.87	0.54
Mansfield Shire Council	1.05	2.58	1.54	0.96	1.01	1.43	1.31	1.69	1.85
Murrindindi Shire Council	0.64	0.82	0.69	0.62	0.92	0.74	0.72	0.62	0.57
Northern Grampians Shire Council	1.96	1.23	0.62	0.75	0.53	1.02	1.20	0.77	0.88
Pyrenees Shire Council	1.07	0.58	0.75	0.87	0.79	0.81	0.85	0.73	0.80
Strathbogie Shire Council	0.98	1.25	1.52	1.35	1.05	1.23	2.01	1.23	1.23
Towong Shire Council	2.46	1.46	1.03	1.00	1.18	1.43	1.53	0.88	0.94
West Wimmera Shire Council	0.91	0.98	0.83	0.96	0.95	0.93	1.94	3.84	1.25
Yarriambiack Shire Council	1.23	0.93	1.10	1.29	0.94	1.10	0.23	0.12	0.12
<b>Average</b>	<b>1.48</b>	<b>1.50</b>	<b>1.11</b>	<b>1.00</b>	<b>0.93</b>	<b>1.21</b>	<b>1.26</b>	<b>1.34</b>	<b>0.95</b>

Note: n/a = not able to provide an indicator result.

Source: VAGO.



# Appendix G

## Glossary

### Accountability

Responsibility of public entities to achieve their objectives in reliability of financial reporting, effectiveness and efficiency of operations, compliance with applicable laws, and reporting to interested parties.

### Adverse opinion

An audit opinion expressed if the auditor has sufficient appropriate audit evidence and concludes that misstatements, individually and in aggregate, are both material and pervasive in the financial report.

### Amortisation

The systematic allocation of the depreciable amount of an intangible asset over its expected useful life.

### Asset

An item or resource controlled by an entity that will be used to generate economic benefits.

### Asset valuation

The fair value of a non-current asset on a specified date.

### *Audit Act 1994*

Victorian legislation establishing the Auditor-General's operating powers and responsibilities and detailing the nature and scope of audits that the Auditor-General may carry out.

### Audit committee

Helps a governing board to fulfil its governance and oversight responsibilities and strengthen accountability of senior management.

### Audit opinion

A written expression, within a specified framework, indicating the auditor's overall conclusion about a financial (or performance) report based on audit evidence.

### Calendar year

A period of a year beginning with January 1 and ending with December 31.

### Capital expenditure

Money an entity spends on:

- new physical assets, including property, infrastructure, plant and equipment
- renewing existing physical assets to extend the service potential or life.

### Capital grant/capital purpose income

Government funding for an agency to acquire or build capital assets such as land, buildings or equipment.

### Carrying value

The original cost of an asset, less the accumulated amount of any depreciation or amortisation, less the accumulated amount of any asset impairment.

### Clear audit opinion

A positive written expression provided when the financial report has been prepared and presents fairly the transactions and balances for the reporting period in keeping with the requirements of the relevant legislation and Australian Accounting Standards. Also referred to as an unqualified audit opinion.

### Control environment

Processes within an entity's governance and management structure that provide reasonable assurance about the achievement of an entity's objectives in reliability of financial reporting, effectiveness and efficiency of operations, and compliance with applicable laws and regulations.

### *Corporations Act 2001*

Commonwealth legislation governing corporations, including their financial reporting framework.

### Credit rating

The rating that credit rating agencies assign to the bonds of an issuer.

### Current asset

An asset that will be sold or realised within 12 months of the end of the financial year being reported on, such as term deposits maturing in three months or stock items available for sale.

### Current liability

A liability that will be settled within 12 months of the end of the financial year being reported on, such as payment of a creditor for services provided to the entity.



### Debt

Money owed by one party to another party.

### Deficit

When total expenditure is more than total revenue.

### Depreciated replacement cost

Current replacement cost less accumulated depreciation to reflect the economic benefits of the assets that have been consumed.

### Depreciation

Systematic allocation of the value of an asset over its expected useful life, recorded as an expense.

### Disclaimer of opinion

Conclusion expressed if the auditor is unable to obtain sufficient appropriate audit evidence on which to base an audit opinion, and the auditor concludes that the possible effects on the financial (or performance) report of undetected misstatements, if any, could be both material and pervasive.

### Eliminations

Removing the effect of transactions between entities when preparing consolidated financial statements.

### Emphasis of matter

A paragraph included in an audit opinion of a financial report that refers to a matter appropriately presented or disclosed that, in the auditor's judgement, is of such importance that it is fundamental to users' understanding of the financial report.

### Entity

A corporate or unincorporated body that has a public function to exercise on behalf of the State or is wholly owned by the State, including departments, statutory authorities, statutory corporations and government business enterprises.

### Equity or net assets

Residual interest in the assets of an entity after deducting its liabilities.

### Expense

The outflow of assets or the depletion of assets an entity controls during the financial year, including expenditure and the depreciation of physical assets. An expense can also be the incurrence of liabilities during the financial year, such as increases to a provision.

### Fair value

The price that would be received if an asset was sold or the price paid to transfer a liability in an orderly transaction between market participants at the measurement date.

### Financial report

A document reporting the financial outcome and position of an entity for a financial year, which contains financial statements, including a comprehensive income statement, a balance sheet, a cash flow statement, a comprehensive statement of equity, and notes.

### Financial sustainability

An entity's ability to manage financial resources so it can meet its current and future spending commitments, while maintaining assets in the condition required to provide services.

### Financial year

A period of 12 months for which a financial report is prepared, which may be a different period to the calendar year.

### Going concern

An entity that is expected to be able to pay its debts when they fall due, and continue in operation without any intention or necessity to liquidate or otherwise wind up its operations.

### Governance

The control arrangements used to govern and monitor an entity's activities to achieve its strategic and operational goals.

### Impairment (loss)

The amount by which the value of an entity's asset exceeds its recoverable value.

### Income

The inflow of assets or decrease of liabilities during the financial year, including receipt of cash and the reduction of a provision.

### Income approach

A valuation technique that converts future amounts, such as cash flows or income and expense, to a single current (discounted) amount. The fair value of those future amounts is measured as the value indicated by current market expectations.

### Intangible asset

An identifiable non-financial asset, controlled by an entity, that cannot be physically seen, such as software licences or a patent.

### Internal audit

A function of an entity's governance framework that examines and reports to management on the effectiveness of the entity's risk management, internal controls and governance processes.

### Internal control

A method of directing, monitoring and measuring an entity's resources and processes to prevent and detect error and fraud.

### Investment

Public or private sector expenditure for the development and/or use of infrastructure assets, intended to result in medium- to long-term service and/or financial benefits.

### Issues

Weaknesses or other concerns in the governance structure of an entity identified during a financial audit, which are reported to the entity in a management letter.

### Liability

A present obligation of the entity arising from past events, the settlement of which is expected to result in an outflow of assets from the entity.

### *Local Government Act 1989*

An Act of the state of Victoria that establishes the:

- purpose of local authorities
- powers that will enable local authorities to meet the needs of their communities
- accountable system of local government
- reform of law relating to local government.

### Management letter

A letter the auditor writes to the governing body, the audit committee and the management of an entity outlining issues identified during the financial audit.

### Material error or adjustment

An error that may result in the omission or misstatement of information, which could influence the economic decision of users taken on the basis of the financial statements.

### Materiality

Information is material if its omission, misstatement or non-disclosure has the potential to affect the economic decisions of users of the financial report, or the discharge of accountability by management or those charged with governance. The size, value and nature of the information and the circumstances of its omission or misstatement help in deciding how material it is.

### Modified opinion

The auditor's expressed qualified opinion, adverse opinion or disclaimer of opinion.

### Net result

The value that an entity has earned or lost over the stated period—usually a financial year—calculated by subtracting an entity's total expenses from its total revenue for that period.

### Non-current asset

An asset that will be sold or realised later than 12 months after the end of the financial year being reported on, such as investments with a maturity date of two years or physical assets the entity holds for long-term use.

### Non-current liability

A liability that will be settled later than 12 months after the end of the financial year being reported on, such as repayments on a five-year loan that are not due in the next 12 months.

### Non-reciprocal transfers

Transfers in which an entity receives assets without directly giving equal value in exchange to the other party to the transfer.

### Other comprehensive income

Revenues, expenses, gains and losses under Australian Accounting Standards that are excluded from net income on the income statement and are instead listed after net income.

### Performance statement

A statement detailing an entity's predetermined performance indicators and targets for the financial year, and the actual results achieved, along with explanations for any significant variations between the actual result and the target.

### Physical asset

A non-financial asset that is a tangible item an entity controls, and that will be used by the entity for more than 12 months to generate profit or provide services, such as building, equipment or land.

### Present value

A current estimate of the present discounted value of the future net cash flows in the normal course of business.

### Qualified audit opinion

An opinion issued when the auditor concludes that an unqualified opinion cannot be expressed because of:

- disagreement with those charged with governance or
- conflict between applicable financial reporting frameworks or
- limitation of scope.

A qualified opinion is considered to be unqualified except for the effects of the matter that relates to the qualification.

### Regulatory period

A statutory defined period that reflects all of the financial/operational activities that took place during that time.

### Relevant measures and indicators

Measures and indicators an entity uses if they have a logical and consistent relationship to its objectives and are linked to the outcomes to be achieved.

### Revaluation

The restatement of a value of non-current assets at a particular point in time.

### Revenue

Inflows of funds or other assets or savings in outflows of service potential, or future economic benefits in the form of increases in assets or reductions in liabilities of an entity, other than those relating to contributions by owners, that result in an increase in equity during the reporting period.

### Risk

The chance of a negative or positive impact on the objectives, outputs or outcomes of an entity.

### Risk register

A tool an entity uses to help identify, monitor and mitigate risks. The register may appear in the form of a plot graph or a table.

### Specific purpose funds/specific purpose grants

Grant funding provided by the Commonwealth to the state government for a particular area or service.

### Strategic plan

A document an entity provides to its staff and board to communicate its organisational goals, the actions needed to achieve those goals and other critical elements developed during the planning exercise.

### Unmodified opinion

The audit opinion that the auditor expresses when concluding that the financial (or performance) report is prepared, in all material respects, in keeping with the applicable reporting framework.

### Whole-of-life cost

The cost to buy or construct an asset, plus the cost of maintaining the asset over its life.

# Auditor-General's reports tabled during 2017–18

<b>Report title</b>	<b>Date tabled</b>
V/Line Passenger Services (2017–18:1)	August 2017
Internal Audit Performance (2017–18:2)	August 2017
Effectively Planning for Population Growth (2017–18:3)	August 2017
Victorian Public Hospital Operating Theatre Efficiency (2017–18:4)	October 2017
Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2016–17 (2017–18:5)	November 2017
Results of 2016–17 Audits: Water Entities (2017–18:6)	November 2017
Results of 2016–17 Audits: Public Hospitals (2017–18:7)	November 2017

All reports are available for download in PDF and HTML format on our website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

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# Results of 2016–17 Audits: Local Government

Tabled 29 November 2017

VAGO

This presentation provides an overview of the Victorian Auditor-General's report *Results of 2016–17 Audits: Local Government*.



## Overview



Results of our financial and performance audit statements:

- 79 councils
- 10 regional library corporations
- 16 associated entities



Analyses financial results, outcomes and sustainability risks

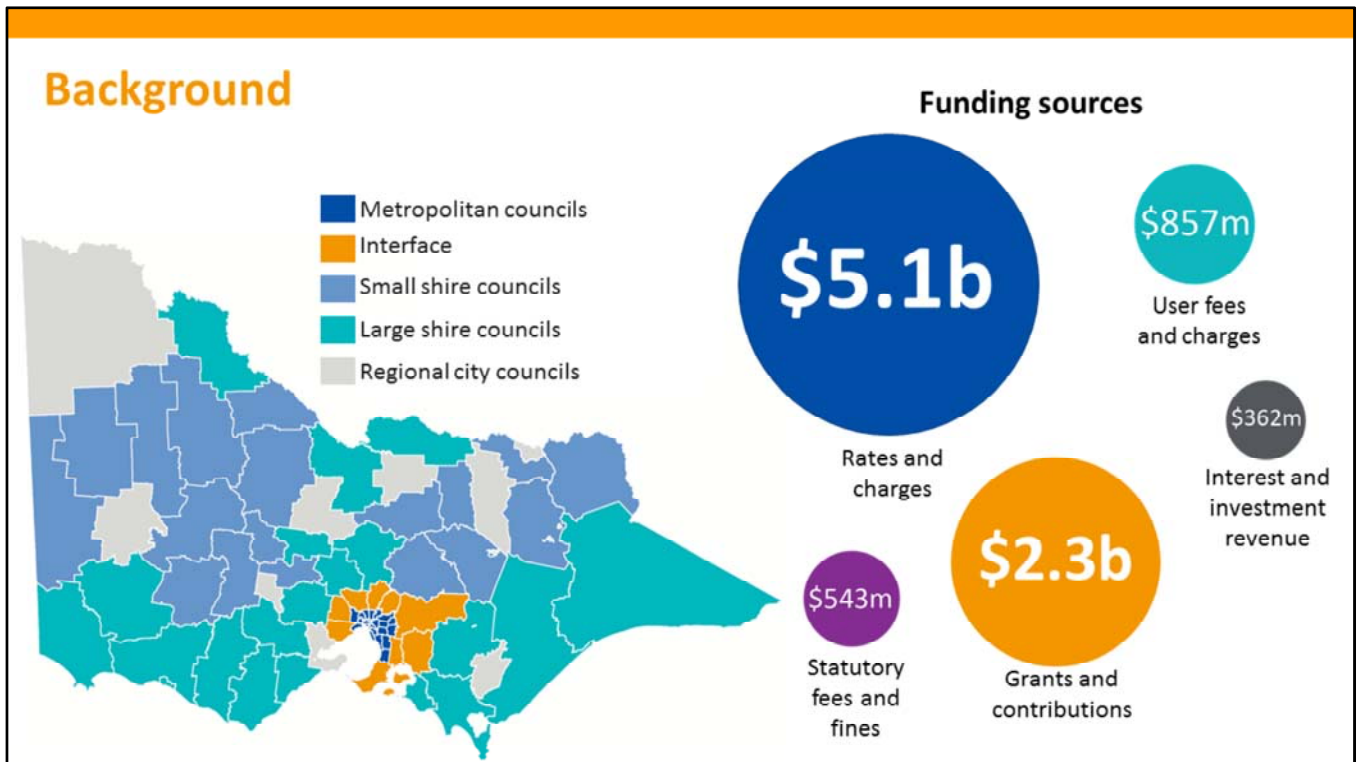


Reviews the internal control frameworks

This report outlines the results of our 2016–17 financial and performance statement audits of Victoria’s 79 councils and the financial results of their 10 regional library corporations and 16 associated entities.

We discuss the financial sustainability of the sector based on our analysis of council’s unaudited budgets and their 30 June 2017 audited financial reports.

We also assessed councils’ internal financial and reporting controls.



There are 22 metropolitan councils, 9 interface councils that form a ring around metropolitan Melbourne and 48 regional, large shire and small shire councils.

The local government sector is primarily funded through rates and charges, raising \$5.1 billion, and government grants, providing \$2.3 billion, to provide services to the local community.

## Results of our 2016–17 audits – financial reports

104

Clear audit opinions issued on the financial reports



Median time to certify financial reports improved

This year we issued 104 clear financial report audit opinions.

Councils made a small improvement in the time taken to certify their financial reports, but this could be significantly improved by bringing forward key elements of the financial reporting work.

## Results of our 2016–17 audits – performance statements

78

Clear audit opinions issued on the 2016–17 council performance statements

1

Towong Shire Council's performance statement received a qualified audit opinion

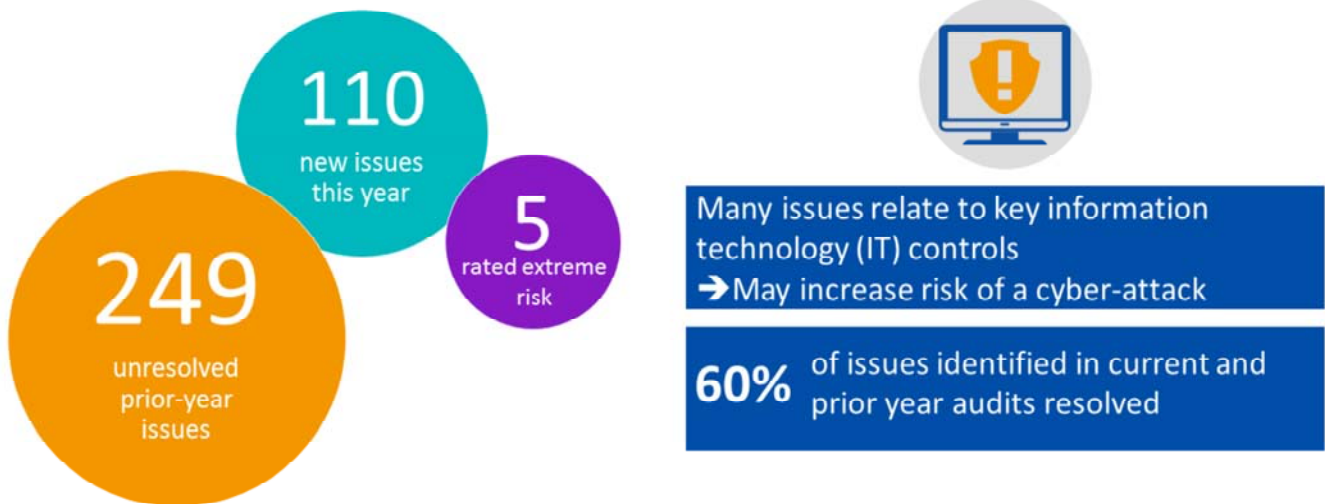


Setting targets would help determine efficiency and effectiveness

We issued 78 clear audit opinions on councils' performance statements for 2016–17. We qualified our opinion for Towong Shire Council, as they could not report on two indicators.

Currently councils explain significant variations in performance compared to prior years. While this information is useful, setting a target would help readers determine whether a council is operating efficiently and effectively.

## Internal control weaknesses



6

Councils' internal financial and reporting controls are generally well designed and operating as intended. However, there were 110 newly identified issues that we rated extreme, high or medium risk, and 249 issues identified in previous years that were unresolved.

Three extreme risks were raised in the 2016–17 year at Bayside and West Wimmera councils and two extreme risks from 2015–16 were carried forward from Cardinia and Casey councils. The risk at West Wimmera remains open, the other extreme risk issues have all been closed.

Many of these issues relate to key information technology (IT) internal controls, and this is an increasing trend across the sector. These weaknesses increase the risk of a successful cyber-attack, and could result in the destruction of data or recording of non-existent transactions.

Overall, councils have resolved over 60 per cent of the internal control issues identified in our current and prior year audits.

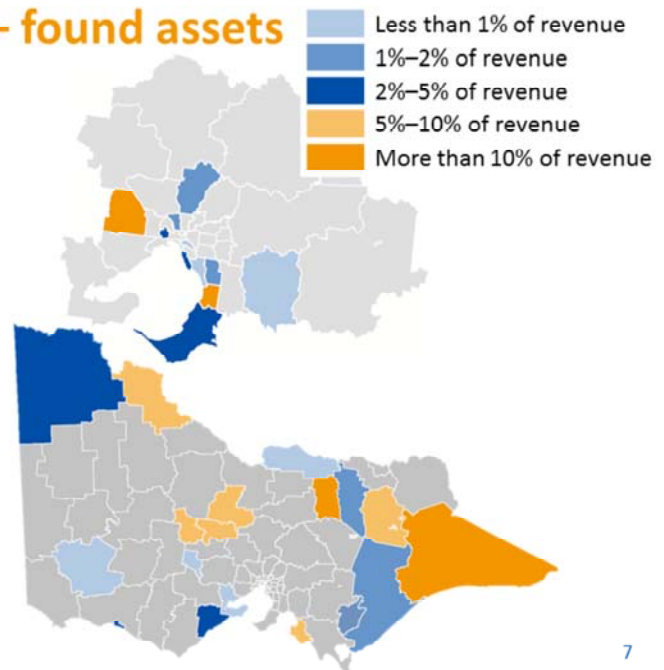
## Internal control weaknesses – found assets



Councils need complete and accurate data about their assets

**\$175m**  
of assets

identified by **29** councils  
in 2016–17



In our 2015–16 local government audit report, we highlighted the recurring issue of councils not having complete and accurate data about their assets. Councils need this information to plan and monitor their maintenance and capital works.

In 2016–17, 29 councils identified \$175.3 million worth of assets that they had not known about or recorded. In 2015–16 it was \$149.3 million worth, across 31 councils.

## Financial sustainability risks – looking forward



**Sector has relatively low financial sustainability risk in the short term.**

**Over the next three years**

**Increase in average forecasted expenses**

**1%**

**Decrease in average forecasted revenue**

**2%**



**Councils need to better understand the potential impact and how to respond to viability risks**

We have assessed the sector to have a relatively low financial sustainability risk in the short term.

On average councils' total revenue is forecast to decrease by one per cent over the next three financial years, while total expenditure is set to increase by two per cent.

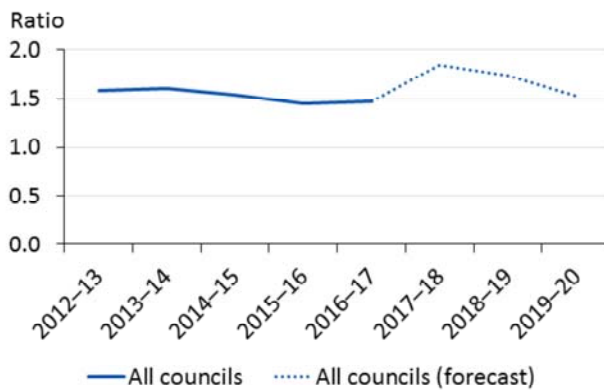
Councils need to better understand the impact this disparity may have on the services they provide.

Most councils know that they may face longer-term viability risks as a result of rate capping, but many don't yet understand how to respond to this risk. The first step councils must take is to understand the nature and cost of all the services they provide.

## Financial sustainability risks – replacing assets

Sector is forecasting to spend less on asset renewal and maintenance

Councils are using their own cash instead of borrowings to replace and renew assets



■ Metro & Interface    ■ Large, Regional & Small

Overall, the sector is forecasting to spend less on asset renewal and maintenance, continuing the trend of the past few years. This is displayed in the graph on the left.

We found that most councils are accumulating cash—in preference to acquiring debt—to replace or expand their assets.

Rural and regional councils have a higher financial sustainability risk than metropolitan councils. This is because they are less able to generate their own revenue, but they have steady increases in expenditure.



## Recommendation

### 1 recommendation for Local Government Victoria

- We recommend that Local Government Victoria introduce targets for each of the performance indicators included in each councils' performance statements

The report made one recommendation to Local Government Victoria, that it introduce targets for each of the performance indicators included in councils' performance statements.

## Overall message

The councils' audited financial reports and performance statements for the year ended 30 June 2017 are reliable.

In the short-term, the sector has a relatively low risk of being financially unsustainable. The longer-term impact of rate capping is yet to be fully determined, but it has created the impetus for councils to review their cost structures.

Overall this audit concluded that councils' audited financial reports and performance statements for this year are reliable.

The sector has a relatively low short-term risk of being financially unsustainable. The longer-term impact of rate capping is yet to be fully determined, but it has created the impetus for councils to review their cost structures.

For further information, please view the full report on our website:  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au)

For further information, please see the full report of this audit on our website,  
[www.audit.vic.gov.au](http://www.audit.vic.gov.au).

# POLICY

## Protected Disclosure



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### Objective

To establish a policy and procedure for reporting and handling disclosures of improper or corrupt conduct, or detrimental action, by Hindmarsh Shire Councillors, special committee members or employees.

### Scope

The policy applies to all Hindmarsh Shire Councillors, special committee members and employees, as well as any person who makes a protected disclosure in accordance with the *Protected Disclosure Act 2012*.

### Policy

#### 1. Introduction

The Hindmarsh Shire Council is committed to the aims and objectives of the *Protected Disclosure Act 2012 (PD Act)*. It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

The Hindmarsh Shire Council recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The Hindmarsh Shire Council takes seriously its responsibilities to persons who may make a disclosure in respect to improper conduct. This policy has been established to ensure the confidentiality of any persons making a disclosure, and their welfare, are protected. All reasonable steps will be made to protect such persons from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure.

This Policy establishes a system for reporting disclosures of improper or corrupt conduct or detrimental action by Hindmarsh Shire Councillors or employees.

The PD Act provides protection from detrimental action to any person affected by a protected disclosure and establishes a system for the matters disclosed to be investigated and rectifying action to be taken. Under the PD Act, any person can be one who makes a disclosure, is a witness, or a person who is the subject of an investigation.

## 2. Definitions

### **Corrupt conduct**

Corrupt conduct means:

- Conduct of any person (whether or not a public official) that adversely affects the honest performance of a public officer or public body functions;
- The performance of a public officer or public body that constitutes or involves the dishonest performance of functions or with inappropriate partiality;
- Conduct of a public officer, former public officer or a public body that amounts to a breach of public trust;
- Conduct by a public officer, former public officer or a public body that amounts to the misuse of information or material acquired in the course of the performance of their official functions; or
- A conspiracy or attempt to engage in the above conduct.

#### **Corrupt Conduct examples:**

*A Council officer takes a bribe or receives a payment other than their wages or salary in exchange for the discharge of a public duty.*

*A Council officer favours unmeritorious applications for jobs or permits by friends and relatives.*

*A Council officer sells confidential information.*

### **Detrimental action**

The PD Act creates an offence for a person to take detrimental action against another person in reprisal for a protected disclosure.

Section 3 of the PD Act defines detrimental action as including:

- Action causing injury, loss or damage;
- Intimidation or harassment; and
- Discrimination, disadvantage or adverse treatment in relation to a person's employment, career, profession, trade or business, including the taking of disciplinary action.

The person need not have actually taken the action, but can just have threatened to do so. The person need not have taken or have threatened to take the action against the person themselves, but can have incited or permitted someone else to do so. The detrimental action need not be taken against a discloser, but against any person.

The PD Act makes it an offence for a person to take detrimental action against a person in reprisal for a protected disclosure. Detrimental action can be taken by any person. However, a disclosure made under the PD Act can only be made about detrimental action by a public officer or public body.

**Detrimental Action examples:**

*Council refuses a deserved promotion of a person who makes a disclosure.*

*Council demotes, transfers, or isolates in the workplace or changes the duties of a discloser due to the making of a disclosure.*

*A person threatens, abuses, or carries out other forms of harassment directly or indirectly against the discloser, his or her family or friends.*

*Council discriminates against the disclosure or his or her family and associates in subsequent applications for jobs, permits or tenders.*

**Discloser** A person who makes a disclosure that may be a protected disclosure

**Improper conduct**

A disclosure may be made about improper conduct by a public body or public official. Improper conduct means conduct that is corrupt, a substantial mismanagement of public resources, or conduct involving substantial risk to public health or safety or to the environment. The conduct must be serious enough to constitute, if proved, a criminal offence or reasonable grounds for dismissal.

**Improper Conduct examples:**

*To avoid closure of a town's only industry, an environmental health officer ignores or conceals evidence of illegal dumping of waste.*

*A finance officer approves a colleague's corporate expense account for payment even though it appears to have non-work related expenditure items listed.*

*A building inspector tolerates poor practices and structural defects in the work of a leading local builder.*

*A Council employee is witnessed using a Council grader on private property on a weekend.*

**Independent Broad-based Anti-corruption Commission (IBAC)**

IBAC is Victoria's first anti-corruption body with responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including members of Parliament, the judiciary and state and local government.

#### **Protected Disclosure Coordinator**

The Protected Disclosure Coordinator has a central role in distributing information or assistance in the internal reporting system.

#### **Protected Disclosure Officer**

Protected Disclosure Officers will be a contact point for general advice about the operation of the PD Act.

#### **Welfare Manager**

The Welfare Manager is responsible for looking after the general welfare of any persons making protected disclosures.

### ***3. What is a protected disclosure?***

A disclosure is a report about the **improper conduct** of public bodies or public officers that a person makes to any organisation specified in Part 2 of the PD Act, which includes a Council. A disclosure can also be made about **detrimental action** that a public officer or public body takes against a person in reprisal for them (or another person) having made a protected disclosure or cooperated with the investigation of a protected disclosure.

The disclosure can relate to conduct or action that:

- May have already taken place (including conduct that occurred before the PD Act came into effect on 10 February 2013)
- May be occurring now, or
- May happen in the future.

A complaint or allegation that is already in the public domain will not normally be a protected disclosure – for example, if the matter has already been subject media or other public commentary.

### ***4. Who can make a disclosure?***

Anyone can make a disclosure about improper conduct or detrimental action—including members of the public and employees of Council.

A disclosure can be made by an individual or with a group.

## 5. Who can a disclosure be made to?

A person must make a disclosure, allegation or complaint to the appropriate person or body for the disclosure to be assessed as a protected disclosure under the PD Act.

The Hindmarsh Shire Council can only receive disclosures that relate to the conduct of:

- a. Its own officers or employees
- b. A person/s whose actions relate to a Hindmarsh Shire Council officer or employee
- c. Members of a Council Section 86 Special Committee

If the Hindmarsh Shire Council receives a disclosure about an employee, officer or member of another public body, the Hindmarsh Shire Council will advise the person making the disclosure as to whom the correct person or body the disclosure should be made.

Disclosures relating to Hindmarsh Shire Council, its employees, or members of special committees can be made to:

- **Protected Disclosure Coordinator**– Director Corporate and Community Services
- **Chief Executive Officer**
- **Protected Disclosure Officer**– Finance and Customer Services Manager
- **Welfare Manager** – Customer Service Coordinator
- **Supervisor** - of the discloser
- **Supervisor** - of the person who is the subject of the disclosure

A disclosure about improper conduct or detrimental action by Hindmarsh Shire Council, or its employees may also be made directly to the Ombudsman or IBAC.

Disclosures relating to **Councillors** must be made directly to the Ombudsman or IBAC.

### **Victorian Ombudsman**

Level 9, North Tower, 459 Collins Street, Melbourne VIC 3000

Internet:	<a href="http://www.ombudsman.vic.gov.au">www.ombudsman.vic.gov.au</a>
Email:	<a href="mailto:ombudvic@ombudsman.vic.gov.au">ombudvic@ombudsman.vic.gov.au</a>
Phone:	(03) 9613 6222
Toll Free (regional only):	1800 806 314

### **IBAC**

Level 1, North Tower, 459 Collins Street, Melbourne, VIC 3000

Internet:	<a href="http://www.ibac.vic.gov.au">www.ibac.vic.gov.au</a>
Phone:	1300 735 135



The following table sets out to whom a disclosure can be made depending on the subject of the disclosure:

Person who is the subject of the disclosure	Person/body to whom the disclosure must be made
Employee	Hindmarsh Shire Council, the Ombudsman or IBAC
Councillor	The Ombudsman or IBAC
Section 86 Committee Member	Hindmarsh Shire Council, the Ombudsman or IBAC

## 6. Receiving a disclosure

If an employee receives something that they believe may be a protected disclosure they must direct the information to the Protected Disclosure Coordinator.

All correspondence, phone calls and emails from internal or external disclosers must be referred to the Protected Disclosure Coordinator, and need to be treated as confidential.

## 7. Making a disclosure

To be assessed as a protected disclosure, a disclosure must meet all of the following criteria:

- a. An individual (rather than a corporation) has to have made the disclosure
- b. The disclosure has been made verbally or in writing to either the Protected Disclosures Coordinator, Chief Executive or those identified in this policy (including the Ombudsman or IBAC)
- c. The disclosure relates to conduct of a Hindmarsh Shire Councillor, Council officer or member of a Section 86 Special Committee, acting in their official capacity
- d. The alleged conduct is either improper or corrupt conduct or detrimental action taken against a person in reprisal for making a protected disclosure
- e. The person making the disclosure has reasonable grounds for believing the alleged conduct has occurred

A person can make a **verbal disclosure** in person, by phone or by leaving a voice mail message. A verbal disclosure must be made in private. This does not preclude a group of individuals from making a joint disclosure at one time.

A person may make a **written disclosure** provided to Council by delivering in person, mailing, or emailing or via an online form (in the case of disclosures to IBAC and the Ombudsman).

A person does not need to identify themselves to make a disclosure under the PD Act. An

anonymous disclosure can be made by using an unverifiable email address, through anonymous phone calls, or in a face-to-face conversation or meeting where the person refuses to identify themselves.

Where a person is contemplating making a disclosure and is concerned about approaching the Protected Disclosure Coordinator or a Protected Disclosure Officer in the workplace, he or she can call the relevant officer and request a meeting in a discreet location away from the workplace.

## 8. *Assessing a disclosure*

Where the Protected Disclosure Coordinator receives information relating to the conduct of an employee, special committee member or officer of the Hindmarsh Shire Council, the Protected Disclosure Coordinator must assess whether the disclosure meets the criteria of the PD Act to be a protected disclosure.

A discloser does not need to refer to the PD Act in making a disclosure. An assessment is to be made on the nature of the information disclosed (and not on the discloser's intention and/or knowledge of the PD Act).

If one or more of the elements (a. to e.) (see part 6 of this policy) are not satisfied, the person has not made a protected disclosure under Part 2 of the PD Act. If a disclosure does not meet the requirements of Part 2 of the PD Act, the assessor should inform the discloser about the correct way to make a disclosure so they have an opportunity to meet the legislative requirements.

Where a disclosure is assessed not to be a protected disclosure, the Protected Disclosure Coordinator will decide how the matter should be responded to, including whether it could be dealt with in accordance with internal complaints processes.

## 9. *Protections*

Protections under Part 6 of the PD Act apply to a protected disclosure from the time the disclosure is made.

Part 6 of the PD Act includes a number of protections for a discloser:

- He or she is not subject to any civil or criminal liability or administrative action (including disciplinary action) for making the disclosure
- He or she is not committing an offence against the *Constitution Act 1975* or any other Act that imposes obligations of confidentiality or any other restriction on the disclosure of information

- He or she is not breaching any other obligation (made by oath, rule of law or practice) requiring him or her to maintain confidentiality or otherwise restrict confidentiality
- He or she cannot be held liable for defamation in relation to information included in a protected disclosure

If a person has made a false or misleading disclosure, the person is not covered by the protections of the PD Act.

## 10. Reporting a disclosure to IBAC

Where the Protected Disclosure Coordinator has received a disclosure that has been assessed to be a protected disclosure, the Protected Disclosure Coordinator must —

- Notify IBAC in writing within 28 days after the disclosure was made that a disclosure may be a protected disclosure and that IBAC is notified of the disclosure for its assessment.
- Notify the discloser in writing within 28 days after disclosure was made that the disclosure has been notified to IBAC for assessment and that it is an offence to disclose that the disclosure has been notified to IBAC for assessment.

Once a notification is made to IBAC, IBAC will assess whether the disclosure is a protected disclosure and determine whether to dismiss, investigate or refer the disclosure complaint.

## Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

## Resources

- Hindmarsh Shire Council: Management of Protected Disclosures— Internal Procedures

## DOCUMENT CONTROL

Protected Disclosure Policy		<b>Policy Category</b>	Council
<b>Version Number</b>	2.0	<b>Policy Status</b>	DRAFT
<b>Approved/Adopted By</b>	Council	<b>Approved/Adopted on:</b>	
<b>Responsible Officer</b>	CEO		
<b>Version History</b>	<b>Date</b>	<b>Version</b>	<b>Description</b>
	July 2013	1.1	Creation of Policy
	November 2015	1.2	Administrative Update
	November 2017	2.0	Updated Policy to provide more information

## Dimboola Town Committee Minutes

4<sup>th</sup> November @Dimboola Community Centre 7.30pm

Present: Bruce Donnelly (BD), Jo Donnelly (JD), Kaylene Pietsch (KP), Phil Colquhoun (PC), Amanda Ingeme (AI), Ron Donaldson (RD), Jan Ballard (JB), Tony Schneider (TS), Phil King (PK), Chris Johnston (CJ), Shane Power (SP), Deb Nelson (DN)  
 Apologies: Cadence Smith (CS), Bill Eldridge (BE), Emma Clark (EC)

	Item	Action	Whom
1	Welcome & apologies	Mvd AI 2 <sup>nd</sup> RD – Meeting Opened @ 7.35pm	
2	Minutes of last meeting	Mvd AI 2 <sup>nd</sup> CJ	
3	Minutes arising	Nil	
4	Treasurer's report	Balance tda account - \$17,838.42 Balance chq account - \$21,103.61 In: \$ 794 Out: \$ 1,580.52 Closing Balance Chq Acct – \$20,317.09 Closing Balance da Acct – \$17,838.42 Mvd KP 2 <sup>nd</sup> TS	
5	Correspondence in/out	<b>IN:</b> email Michelle Farinha re round 3 Community Action Grants; Request from Kaylene to send letter to VRI Hall Committee re donation from Town Committee of \$1,000 to VRI Hall Renovations/Gardens; Australia Day Awards nomination given to AI; email from Michelle Farinha re the New Residents Event from 2017 asking for photo's taken on the event; & remittance advise \$500 has been deposited into our account for 2017 event; email from Phil King – he contacted Tony Doyle – Knox City have no surplus old Xmas Decorations. <b>OUT:</b> email to AI & DN asking if we have a reference of all prior year Australia Day Awards recipients; email to RH to clarify the details of the Town Committee Xmas Raffle; email to all DTC members reminding to think of ideas for 2018/2019 Budget ideas for the Town – cut-off 15 <sup>th</sup> December. Mvd KP 2 <sup>nd</sup> AI	
6	General business		

Lloyd Street Security lights	Funding & Quotes have been received – Community Safety Fund (TS noted \$10,000 approved). PK stated would be a better idea to locate the Solar Panels on the rooves of the 3 locations (Mensland, Kaylenes, & Pharmacy (need to seek approval from owners to do so). Alternative location of solar panels on the SEC Power Poles was mentioned – but SP explained not viable. PK to confirm the size of the Solar Panels	PK
Hindmarsh Shire Branding	Completed. PK to consider wall Café near Library as an extra location, in the new year.	PK
Bollards/soundshell development	Ongoing.	
Mobile BBQ	PC has trailer & checking out Hotplate options. Ongoing.	PC
Bridge over walkway at common	Not done yet - ongoing	PC
Drinking fountain	Water Fountain to be installed at Pickering Gardens. Ongoing	PK
RV free parking	No signs from RV dump point to location of RV Parking. Signs to be Reflective &/or Reflective Tape. Ongoing.	
Working bee – Seat Installation	To be installed in the New Year.	
Horsham Sports & Community Club grant	Needs to be acquitted. \$'s spent on steel uprights for the Shelter. JD to check with HSCC re extension of Acquittal.	JD
Dimboola Riverside Caravan Park	PK advised Cabin Inspections open to the Advisory Committee	
Trees in High St	PK to follow up with the Shire to trim.	PK

	Christmas event – Carols & Market – Friday 1 <sup>st</sup> December	Cancelled due to adverse weather forecast. Discussion on alternate street event? Or to just draw raffles. It was decided (due to the late notice) to just draw the Xmas raffles at the Pharmacy on Saturday 23 <sup>rd</sup> December along with the Pharmacy raffle. AI to confirm if the other raffles wish to draw their raffles on the same day / time (Lions, Playgroup, Cancer Council, Alambi, Historical Society) – Maybe Santa could be there on the day?	AI
	Christmas Decorations	PK spoke to Tony Doyle – no excess/old decorations from Knox City. TS sourced some Green Garland to be used. Use Tinsel again around Verandah Posts in town. Working bee to decorate the street on Thursday @ 6pm. BD to collect the 3 Street Decorations from PC, & look at re-vamping them if required. BD & PC looking for locations of real Xmas Tree locations for next year.	DTC
	Tidy Towns Judging	Dimboola won 2 awards this year. DTC won the Community Action and Leadership award for Population < 3,000. Dimboola Riverside Caravan Park won the award for Community Government Partnership. Emma Clark, Deb Nelson, Kaylene Pietsch & Jan Ballard attended the awards night & accepted the awards. Charles Rees was Highly Commended on behalf of the RSL for work done on avenue of Honour. CJ commended Jan Ballard on all her work and efforts over the years & asked that the DTC consider helping with ideas for next year's projects. Ideas put forward were (CJ) recycling Plastic options; (SP) Organic / Green Waste utilization/collection (looking at Castlemaine as an idea)	
	Skate Park	Formwork in today, concrete next week. Should be finished after Xmas, or early January. Wed 6 <sup>th</sup> Dec will be an open day for the Advisory Committee.	
	Dimboola Library and Civic Hub Redevelopment	PK submitting another application for 2 <sup>nd</sup> stage funding. JB was concerned the Illawarra Flame tree in the rear carpark would be removed for the extension of the Library. Should be safe where it is.	PK
	Bin Installation near Weir?	PK & SP to follow up – only at the fishing Pontoon. SP to ensure the bin is located in a location where it can be emptied easily.	PK & SP
	Project for VCAL Students	Lou Simpson will come to our next DTC Meeting in Feb 2018, & we will go through some options for the year 10,11 & 12 VCAL students to participate in for the town.	AI

Australia Day Town Committee Awards	AI stated 3 nominations are in – but none for an event/project, or Junior. TS suggested the “Driver Reviver” project at Lochiel be a nomination – to be shared amongst the 3 main groups running it. AI to organize a nomination. JB to contact the schools for a nomination for Junior award.	AI & JB
VRI Garden money	KP deposited \$1,000 from the earmarked funds for VRI Gardens that was sourced through a Tidy Town Grant on a prior year towards the renovations of the VRI Hall / Gardens. JD to send a letter to Trevor Clarke (VRI Hall Committee). JB suggested that she will discuss with them an option of using some of the \$’s towards a fence. Balance of \$396 for JB to use to replace plants in garden.	JB JD
Proposal for Re-development of rear of Lloyd Street Shops (Behind Bendigo Bank, etc Area)	JB was concerned that “Aggies Lane” (going from the entrance near Cath Porters through to the Senior Citizens Hall would be opened up as an alternative laneway & that the archway would be removed. SP assured the DTC that this was not an option. SP also explained that the owners of Lloyd Street have submitted (and have approval) for the Carport and Fencing of their property. (They are looking at the Building permits)	SP
Round 3 Community Action Grant	Closes 21 <sup>st</sup> Feb 2018. Think of ideas, & bring them to the Feb 2018 meeting.	DTC
Culvert over drain near Train BBQ	SP advised that the Concept has been approved for a Recycled Concrete walkover to be erected in the new year over the Culvert / drain near the BBQ at the Train Park.	SP
Murals / Paintings for the Walkways	PK advised that all the murals / paintings have now been sealed & are ready to be installed. To install them will take a little time, as they need to be drilled in –situ from both sides. Maybe not a project for the VCAL students. To be done in the early new year.	PK
2018/19 Budget	PK raised that we need ideas for the Town to be submitted into the 2018/19 Budget – Cut-off is 15 <sup>th</sup> December. TS suggested replacing the seating in the town’s main streets, so they are all new & the same - & durable. Suggested maybe the same as outside the Pharmacy – but using recycled plastic slats instead of wood – less maintenance. PK to look at designs & get quotes. Old seating can be utilized around the town	PK
Next Meeting	Monday 4 <sup>th</sup> December at 7.30pm – at the Community Centre.	
Meeting closed	9.20pm	





**RAINBOW CIVIC CENTRE MANAGEMENT**  
**COMMITTEE ANNUAL MEETING**

Thursday 30<sup>th</sup> November 2017

PRESENT : Cr Ron Lowe, G Petschel, R Heinrich, R Koning, K Hutson, M Sullivan,  
B Hutson, S Petschel.

APOLOGIES: Ann Frazer

R Heinrich moved that the apology be accepted. Seconded by M Sullivan. Carried

MINUTES: Minutes of the last annual meeting were read and received on the motion of -----

Adopted by-R Heinrich 2<sup>nd</sup> M Sullivan

Carried

CORRESPONDENCE: Nil.

FINANCIAL REPORT: Bank Balance ;- \$4,967.96 Term Deposit: \$10,443.62 = \$15,411.58

TREASURERS REPORT: Bank Balance : \$15,411.58

R Heinrich moved that the treasurer's report be accepted. Seconded by -R Koning

CHAIRMANS REPORT: Presented by B. Hutson . Bill commented on all activities and events over the past year. Bill thanked every-one for their contribution for the past year.

B. Hutson moved that the president's report be received. Seconded by - R Koning

Carried

Cr R Lowe congratulated the Committee of Management and that they should be proud of their efforts.

COMMITTEE ELECTED:

G Petschel nominated all members of the committee to be reelected for this year. Seconded by M Sullivan

ELECTION OF OFFICE BEARERS: Officiated by Cr Ron Lowe

Chairperson :-B Hutson nominated by -M Sullivan Accepted

Secretary- Treasurer : S Petschel nominated by - R Heinrich

Accepted.

# RAINBOW CIVIC CENTRE MANAGEMENT COMMITTEE

## BALANCE SHEET

1/10/2016 –30/9/2017

### INCOME

**OPENING BALANCE**           \$ **3525.12**

Bank Interest                 \$     0.06  
Hall S/Room/Kitchen Hire   \$ 2822.29  
Bain Marie Hire               \$     0.00  
Tax Control                    \$   293.27  
Bond payment                 \$   211.45  
Donation (Catering)         \$     00.00  
Donations                     \$     56.36  
Insurance                      \$     12.73

### EXPENDITURE

Advertising                    \$     28.18  
Bond refund                    \$     96.37  
Apra Licence                  \$     64.06  
PO Box Rent                    \$   112.73  
Purchase Extension Cords     \$     65.53  
Purchase Pull Down Screen    \$   617.27  
Tax Control                    \$   325.02  
Purchase 6 Fold-up Tables    \$   321.82  
Fluor Tube /Mineral Turps    \$     10.95  
IGA Cleaning Product         \$     16.74  
Insurance                      \$     12.73  
Dish washer Rinse             \$     30.18  
Batteries/Energize            \$     24.82  
Element/Repairs D/Washer    \$   198.82  
                                    **Total**                 **\$   1925.22**

**Closing Bank Balance**                                 **\$4967.96**

**\$6921.28**

Unpresented CHQs             \$ -28.10

**Total**                                 **\$6893.18**

**\$6893.18**

### **Bank Balance 01/10/17**

Cheque Account               \$4967.96

**Term Deposit**                   \$10,443.62

**Total**                                 **\$15411.58**

Shirley Petschel – Secretary/Treasurer

## GENERAL MEETING

Thursday 30<sup>th</sup> November 2017

PRESENT Cr Ron Lowe , M Sullivan, K Hutson, Rob Koning,  
R Heinrich, G Petschel, S Petschel, B Hutson.

APOLOGISE ----- Ann Frazer

G Petschel moved that the apology be accepted. Seconded by K Hutson

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### MINUTES OF LAST MEETING

K Hutson moved that the minutes be accepted. Seconded by  
M Sullivan.

### CORRESPONDENCE

Letter from the shire relating to insurance for our organisation. Property Insurance  
and Liability.

TREASURES REPORT Bank Balance: \$5339.86 plus

Term Deposit: \$10457.62 = \$15797.48

S Petschel moved that the treasures report be accepted. Seconded by  
R Koning .

### GENERAL BUSINESS

Discussion on the above Correspondence:- Quote to supply and lay new carpet in the  
front entrants of Hall.

Curtains on the stage require some repairs to them.

Ross Heinrich moved that the Hire Fees stay the same as last year. Seconded by  
Rob Koning

Meeting closed 8.30-.pm