



Rural City of
Wangaratta

Agenda

For the Scheduled Council Meeting
Eldorado Memorial Hall
94 Main Street, Eldorado
6pm 30 April 2024

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Rural City of Wangaratta Live Stream

Clause 24 of the Governance Rules provides the following:

“This public meeting is being recorded to improve access to the meeting for our community. The recording will be published and will be retained by Council in accordance with Council’s legal obligations. As a visitor in the public gallery, your presence may be recorded.”

1. Acknowledgement of Traditional Owners

We acknowledge the traditional owners of the land on which we are meeting. We pay our respects to their Elders past, present and emerging and to Elders from other communities who may be here today.

2. Opening Prayer

Almighty God, we humbly ask thee to bless and guide this council in its deliberations so that we may truly preserve the welfare of the people whom we serve. Amen

3. Present

4. Absent

5. Acceptance of Apologies & Granting of Leave of Absence

Order of Business

6. Citizen Ceremony

7. Confirmation of Minutes

Recommendation:

That Council read and confirm the Minutes of the Scheduled Council Meeting of 26 March 2024 as a true and accurate record of the proceedings of the meeting.

8. Conflict of Interest Disclosure

In accordance with section 130 of the Local Government Act 2020 a councillor who has a conflict of interest in respect of a matter must disclose the conflict of interest in the manner required by Council's Governance Rules and exclude themselves from the decision making process in relation to that matter, including any discussion or vote on the matter and any action in relation to the matter.

Clause 28.1 of Council's Governance Rules requires a councillor to indicate that they have a conflict of interest by clearly stating:

- (a) the item for which they have a conflict of interest; and
- (b) whether their conflict of interest is general or material; and
- (c) the circumstances that give rise to the conflict of interest.

Immediately prior to the consideration of the item in which they have a conflict of interest, a councillor must indicate to the meeting the existence of the conflict of interest and leave the meeting.

A councillor who discloses a conflict of interest and leaves a Council meeting must not communicate with any participants in the meeting while the decision is being made.

9. Reception of Petitions

10. Hearing of Deputations

Presentation Of Reports

11. Councillor Reports

Nil

Officers' Reports

12. Executive Services

Nil

13. Corporate and Leisure

13.1 2023/2024 Quarter 3 Forecast Review

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Author:	Financial Controller
File No:	IC23/2000

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to provide an update of Council's financial performance and anticipated full year financial position based on developments over the last three months.

Recommendation:

That Council approves the 2023/2024 Quarter 3 Forecast Review, including:

1. The increase in the projected full year accounting surplus by \$4.2m to \$11.89m.
2. The increase in capital works expenditure by \$375k to \$37.34m.
3. The Environmental Upgrade Agreement quarterly statement.

Background

Council has completed its third quarter financial reporting process to manage and monitor its financial performance against the 2023/24 Budget.

Council's Quarter 3 Forecast Report indicates increase to the Accounting Surplus of \$4.2m and to the Adjusted Underlying Operating Result by \$2.35m. This was primarily driven by increases in Operating Grants due to recognition of National Disaster Recovery Funding for the 2022 Storm Event, and a decrease in Employee Benefits.

Council's 2023/24 capital works expenditure has increased from \$36.97m to \$37.34m, a net increase of \$375k, impacted by additional material and contractor costs of several existing projects.

Implications

Financial/Economic Implications

Quarter 3 Forecast Review

Rural City of Wangaratta	23/24 Adopted Budget	23/24 Adopted Q2 Forecast	23/24 Q3 Forecast Review	Q2 to Q3 Variance Fav/(Unfav)
31st March 2024	\$'000	\$'000	\$'000	\$'000
Income	86,556	89,982	92,527	2,546
Expenses	76,327	82,290	80,637	1,653
Surplus / (deficit) for the year	10,229	7,692	11,890	4,199
Add/(Less) Non-Operating	10,061	14,275	16,124	(1,849)
Adjusted Underlying Result	167	(6,584)	(4,234)	2,350
Capital Works Expenditure	32,462	36,966	37,341	(375)
Net Fav/(Unfav) Q3 Variance				1,975

The Chief Executive Officer is of the opinion that a revised budget is not required, pursuant to Section 97(3) of the *Local Government Act 2020*.

Accounting Surplus – Favourable Increase:

Council's forecasted Accounting Surplus increased by \$4.2m as described below. The decrease in the Adjusted Underlying Operating Result is due to favourable movements in Operating Grants and Employee Benefits.

Operating Grants, net increase \$2.45m:

- Recognition of funding relating to the October 2022 Storm Event (\$2.1m)
- Increased Financial Assistance Grants (\$300k)

Employee Benefits, net decrease \$1.4m:

- Removal of provision for EBA increase placed in budget at the start of the year which has is now captured through actual salary payments (\$570k)
- Adjustment to staff cost allocations within Field Services (\$178k)
- Reduction due to vacancies in Waste Management (\$137k)

Refer to the Income Statement on Attachment 1, Quarter 3 Forecast Review document for detailed commentary on the changes to Council's 2023/24 projected position.

Capital Works

Council's capital works expenditure has increased from \$36.97m to \$37.34m, a net increase of \$375k. The increase can largely be attributed to additional costs associated with materials and contractors relating to Moyhu Hall Refurbishment (\$175k), Wangaratta Flood Mitigation Strategy (\$66k) & Major Patching and Asphaltting (\$62k).

Year-to-date delivery of the Capital Works Program is \$21.32m, with a further \$10.36m of commitments in place.

Balance Sheet

Council's working capital is in a strong position at 319% due to a high cash position from grant funding received in advance.

The third rates instalment was due in February and rates receivables continue to progress well with outstanding rates for the year of \$10.1m as of 31st March 2024.

Environmental Upgrade Agreements – Quarterly Statement

Environmental Upgrade Agreements provide funding for sustainability or climate adaptation building upgrades. Under these loans, a lender provides finance to the property owner for the upgrade and repayment of the loan is administered through Council rates.

Section 181G of the *Local Government Act 1989* requires that Council prepares a quarterly statement in respect of Environmental Upgrade Agreements.

There are two active Environmental Upgrade Agreements in operation with a total value of \$57,048.33. Charges due this year total \$4,360.68. Total payment of \$1,090.17 fell due this quarter, which was paid in full. The Balance outstanding at the end of the quarter is \$44,802.35.

Legal/Statutory

In accordance with section 94 of the *Local Government Act 2020* (the Act), Council must prepare a budget for each financial year. Additionally, section 101 of the Act requires Council to apply principles of sound Financial Management. Section 97 of the Act requires the Chief Executive Officer, at least every three months, to prepare a statement comparing the budgeted financial performance with the actual performance to date and present this report to Council.

Section 181G of the *Local Government Act 1989* requires that Council prepares a quarterly statement in respect of Environmental Upgrade Agreements.

Social

Social benefits of the delivery of Council services and projects are outlined in the 2023/24 Budget and in the Council Plan 2021-25.

Environmental/Sustainability Impacts

Council budgets for and delivers several projects that support its Environmental Sustainability Strategy. Refer to the Council Plan 2021-25 for further details.

Strategic Links

Council Plan 2021 – 2025

This report supports the 2021-2025 Council Plan through the following objectives and actions:

1. Strengthening our Leadership

Undertake regular and transparent reporting against Council's Adopted Budget.

Risk Management

Risk Management Framework

Risks	Likelihood	Consequence	Rating	Mitigation Action
Poor performance against budget	M	M	M	Regular monitoring and reporting of the budget position

Consultation/Communication

Consultation has been undertaken with Council Managers and the Corporate Management Team. Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

Options for Consideration

1. That Council endorses the Quarter 3 Forecast Review report – recommended.
2. That Council advises of any changes to the Adopted Budget and proposes an alternative recommendation for changes to the 2023/24 Budget.
3. That Council endorses the Environmental Upgrade Agreement quarterly statement.

Conclusion

This report compares actual performance with Council's 2023/24 adopted Q2 Forecast, adopted by Council on 27th February 2024. Council's Quarter 3 Forecast Review continues to be based on the best estimates of the Organisation as to its financial outlook.

Attachments

- 1 2023-24 Quarter 3 Finance Report [↓](#) 

13.2 Risk Management Policy 2024 and Risk Appetite Statement 2024

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Category:	Strategic
Author:	Governance & Reporting Advisor
Approver:	Director Corporate and Leisure

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to endorse Council's Risk Management Policy and Risk Appetite Statement.

Recommendation:

That Council:

1. Adopts the Risk Management Policy 2024 and Risk Appetite Statement 2024.

Background

Effective risk management is important to Council because by having robust risk management practices it enables the Council to maximise opportunity, minimise loss, and improve decisions and outcomes.

The Local Government Act 2020 (the Act) prescribes that Victorian councils are to have due regard to the overarching governance principles of the Act, including giving priority to the best outcomes for the municipal community (including future generations) and ensuring the ongoing financial viability of the municipality. Having an effective risk management framework is a critical element of ensuring Council adheres to these principles.

The Risk Management Policy and Risk Appetite Statements have had minimal changes and are presented to Council in accordance with their required review period and Local Law 4 to ensure they remain current.

Implications

Policy Considerations

'Major Council Policies' to be presented to council to be adopted in accordance with Local Law 4. Usually they require a period of community consultation, however this is not the case when only minor amendments have been made – as in this instance. Therefore the 'Council Policy' process is being followed meaning Councillors can adopt the policy immediately if satisfied that the proposed amendments don't change the purpose, intent or outcomes of the policy.

Financial/Economic Implications

There are no financial or economic implications identified for the subject of this report.

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social and Diversity

There are no social impacts identified for the subject of this report.

Equity Impact Assessment (EIA)

The Risk Management Policy has had an Equity Impact Assessment (EIA) completed and is compliant with the obligations and objectives of the Victorian Gender Equality Act 2020.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for the subject of this report.

Strategic Links**Council Plan 2021 – 2025**

This report supports the 2021-2025 Council Plan through the following objectives and actions:

1. Strengthening our Leadership**1.2 An efficient and effective Council**

- 1.2.1 Ensure Council's financial sustainability through transparent and accountable financial management.
- 1.2.3 Proactively manage risk across all areas of Council

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Failure of having robust risk management processes in effect	Possible	Minor	5 – Medium	Adopting a risk management policy and appetite statement formalising council's approach to risk management practices mitigates this risk.

Consultation/Communication

Community consultation for this report is not required as the policy only contains 'minor amendments' as per Local Law 4 (2015) section 5. Officers involved in the review of the policy and the drafting of this report believe that appropriate consultation has occurred and the matter is now ready for Council consideration.





Options for Consideration

Councillors may elect to seek further review of the policy and Appetite Statement before considering at a future meeting date (not recommended) or adopt the policy in its proposed form (recommended).

Conclusion

Councillors are requested to adopt the Risk Management Policy 2024 and the Risk Appetite Statement 2024.

Attachments

- 1 Risk Management Policy 2024 [↓](#) 
- 2 Risk Management Policy - Tracked Changes [↓](#) 
- 3 Risk Appetite Statement [↓](#) 
- 4 Community Impact Statement [↓](#) 

13.3 Audit and Risk Committee Independent Member Appointment

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Category:	Strategic
Author:	Governance & Reporting Advisor
Approver:	Director Corporate and Leisure

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to formally endorse the appointment of a new independent member to the Audit and Risk Committee.

Recommendation:

That Council:

1. Appoints the candidate listed in Confidential Attachment 1 to this report to the Audit and Risk Committee (Committee) as an independent member, who is not a Councillor and who is not a member of Council staff:
 - a) For a term of 3 years commencing on the date of this resolution; and
 - b) In accordance with any other terms and conditions relevant to independent member established by the *Local Government Act 2020* (Vic), the Committee's Charter, Council's Governance Rules and any other relevant council policies or procedures; and;
2. Discloses the successful applicant and notifies any other applicants of Council's decision.

Background

The Audit and Risk Committee (the Committee) was established by Council in August 2020 under section 53 of the *Local Government Act 2020* (Vic).

The Committee Charter (**Attachment 3**) states the Committee must include two Councillors and at least three, and up to four, independent members who are not Councillors and who are not members of Council staff.

The expiration of an independent member's term has resulted in there currently being only three independent members remaining on the Committee. Council may appoint a new independent member to the Committee to ensure there is sufficient independent member representation.

Expressions of Interest to fill the vacancies were advertised in February 2024 and one application was received. This applicant met the qualifying criteria for the position.

A selection panel was established and a Skills Assessment completed (**Confidential Attachment 2**) to assess the applicants and recommend the independent member appointment. The selection panel comprised the independent member Chairperson of the Audit and Risk Committee, the Corporate Planning & Governance Specialist and the Governance & Reporting Advisor.

Implications

Policy Considerations

The process for appointing the independent member set out in Council's Appointment to Council Committees Policy requires that the Chief Executive Officer undertakes an expression of interest process for the appointment of new members before providing a report to Council recommending that Council determine the appointment. This process has been followed.

The Committee's Charter contains membership provisions related to independent member appointments, including that:

1. The committee must include at least three, and up to four, other independent members;
2. Independent members must collectively have expertise in financial management and risk and experience in public sector management;
3. Independent members may be appointed for a term of up to three years;
4. The terms of office of independent members may be arranged to avoid more than two independent members retiring at the same time.

Financial/Economic Implications

There are no financial or economic implications identified for the subject of this report.

Legal/Statutory

Section 53 of the Act governs the membership requirements, including that an Audit and Risk Committee must consist of a majority of members who are not Councillors and who collectively have expertise in financial management and risk, and experience in public sector management.

Social and Diversity

There are no social impacts identified for the subject of this report.

Equity Impact Assessment (EIA)

There are no equity impacts identified for the subject of this report.

Environmental/Sustainability Impacts

There are no environmental/ sustainability impacts identified for the subject of this report.

Strategic Links

Council Plan 2021 – 2025

This report supports the 2021-2025 Council Plan through the following objectives and actions:

1. **Strengthening our Leadership**
Provide open and transparent communication to the community to build trust, respect and understanding.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Council not having sufficient members to obtain a quorum for Audit and Risk Committee meetings	2 - Unlikely	Major	Low	Council endorsing a preferred candidate in accordance with the Audit and Risk Committee Charter.

Consultation/Communication

Expressions of Interest were publicly called to fill these positions. One expression of interest was received. The proposed appointee displayed excellent business acumen and possesses a considerable financial, risk and audit background. The proposed appointee also had sound awareness of the functions of audit and risk committees and has previously worked with Boards, particularly in the local government sector.

Officers believe that appropriate consultation has occurred, and the matter is now ready for Council consideration.

Options for Consideration

Council can either endorse the appointment of the preferred candidate or call for further Expressions of Interest to try and find a more suitable candidate.

Conclusion

The recent expression of interest process has identified a suitable appointee for the committee. The process and terms of the appointment complies with all legal and policy requirements.

The proposed appointee will assist with the continued improvement of council's governance, integrity and risk outcomes.

Attachments

- 1 Candidate Application - Confidential
- 2 Shortlisting Matrix February 2024 - Confidential
- 3 Audit and Risk Committee Charter [↓](#) 

14. Community and Infrastructure

14.1 Draft Affordable Housing Strategy

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Category:	Strategic
Author:	Manager Community Services
Approver:	Director Community and Infrastructure

The following Council officers and contractors have provided advice in relation to this report and have disclosed a conflict of interest regarding the matter under consideration:

•**Officers:**

Tony Keenan is a member of the Homes Victoria Advisory Board.

Executive Summary

This report is presented to Council to consider the draft Affordable Housing Strategy

Recommendation:

That Council:

1. Endorse the Draft Affordable Housing Strategy 2024 for public exhibition for 28 days.
2. Invites community submissions on the Strategy for 28 days from Friday 3 May up to 5pm on Friday 1 June 2023.
3. If submissions requesting changes to the Strategy are received, reviews and considers adopting the Affordable Housing Strategy 2024 at the next available Scheduled Council Meeting, taking into consideration all submissions made and any further changes.
4. If no submissions requesting changes to the Policy are received, adopts the Affordable Housing Strategy 2024 without further resolution.

Background

Since COVID, we have seen a rise in people experiencing housing insecurity and experiencing homelessness. Many factors such as increasing housing prices and cost of living pressures are increasing housing stress for families and individuals in our community and across Australia.

In February 2023, Council held a Housing and Homelessness Forum to understand what we can do as a local government organisation to support the community and to further our understanding of the complex issues around housing insecurity.

One of the recommendations from this forum was that Council develop an Affordable Housing Strategy considering the opportunities that we can explore to reduce the amount of people that are experiencing housing insecurity. Within this forum it was agreed that this strategy needs to be place-based – developed to suit the Wangaratta area, the opportunities we have and the community and services that reside here.

Our community has shown that it is compassionate and supportive of people doing it tough. A review of online Wangaratta community noticeboards shows that people are willing to help others, understanding the tough times people are going through and are willing to lend a hand.

While the Affordable Housing Strategy is primarily aimed at increasing affordable, social and key worker housing, it should be recognised that Wangaratta's community and service agencies are incredible in their compassionate approach which plays a big part in minimizing the number of people experiencing homelessness.

Council approved the budget for the Affordable Housing Strategy and a social planner was employed in October 2023. The draft strategy has been developed over the past five months. During this time, we have engaged with local service agencies and other councils to understand & learn about what is needed in this space and how councils can best provide this support.

Council held a follow up Housing and Homelessness Forum in February 2024, bringing these agencies together again to help shape the draft strategy.

The draft strategy is now presented to councilors for consideration of placing on public exhibition.

Implications

Policy Considerations

Council's Affordable Housing Strategy supports the objectives of council's Municipal Health and Wellbeing actions as outlined in the Council Plan 2021 – 2025.

Financial/Economic Implications

A focus on developing social and affordable housing will support our community in their financial security.

The North East Workforce Management and Appropriate Housing (NEWMAH) project identified a lack of appropriate and affordable housing as one of three barriers to employers attracting and retaining key workers to the area.

An increase in the number of affordable, key worker houses in the municipality will help employers meet this labour market challenge.

Legal/Statutory Implications

Action two of the strategy includes some implications on council's Land Use Planning relates to Councils' role as established under the *Planning and Environment Act 1987*

Social and Diversity Implications

It is anticipated that there will be a number of social impacts provided through the Affordable Housing Strategy. These are:

- An increase in the number of social, affordable, and key worker houses across the Rural City of Wangaratta
- A reduction, over time, of people experiencing homelessness in the Rural City of Wangaratta.
- Increased housing options for women escaping family violence.
- Improved amenity provided by social housing developments in the City.

Equity Impact Assessment (EIA)

The Strategy will improve equity outcomes through the provision of social, affordable, and key worker houses. This will support:

- Women escaping family violence
- Indigenous residents who are at risk of or are experiencing homelessness

Environmental/Sustainability Impacts

There are no environmental or sustainability impacts identified for the subject of this report.

Strategic Links

Council Plan 2021 – 2025

This report supports the 2021-2025 Council Plan through the following objectives and actions:

Growing With Integrity

6.1.2.3 Work with the State Government and social housing providers to facilitate social housing projects.

6.1.2.4 Explore opportunities to facilitate and encourage affordable CBD housing development

6.5.1.1 Implement placemaking projects in new communities to engage residents, build connections and identify priorities.

The Strategy will also support the following objectives of the Council Plan.

2.1 Protection of our own and each others mental health

2.3 Increased sense of inclusivity and connectedness

2.5 Prevention of all forms of violence

4.2 Support employment through business growth, development and recovery.

Risk Management

Risk Management Framework

Risks	Likelihood	Consequence	Rating	Mitigation Action
Commonwealth and State Government funding is not allocated to housing projects in Wangaratta	Unlikely	Major	Medium	Continued advocacy to Victorian and Commonwealth Governments, departments and elected representatives.
Community expectation that Council alone can deliver social, affordable and key worker housing	Possible	Moderate	Medium	Develop and implement and communications and engagement strategy with the community
Housing providers choose to develop and seek funding in other Local Government Areas	Possible unlikely (with mitigation)	Major	High Medium (with mitigation)	If Council is able to offer land or air space for housing and this will mitigate this risk
Commonwealth and State Government funding is not allocated to housing projects in Wangaratta	Unlikely	Major	Medium	Continued advocacy to Victorian and Commonwealth Governments, departments and elected representatives.

Consultation/Communication

Stakeholder consultation has been undertaken in developing the strategy including a half day forum.

Pending endorsement, the Draft Affordable Housing Strategy will be placed on public exhibition for 28 days from Friday 3 May up to 5pm on Friday 1 June 2023.

Options for Consideration

1. Council endorses the Draft Affordable Housing Strategy for public exhibition.
2. Council does not endorse the Draft Affordable Housing Strategy for exhibition, with additional development undertaken on items noted by council.

Conclusion

This strategy presents an approach council can take to increasing affordable housing. Council recognises that this is an issue that many agencies and services are working in, and that we need to be working as a collective to address this within the Rural City of Wangaratta and surrounding areas.

Attachments

- 1 Draft Affordable Housing Strategy [↓](#) 

14.2 Recreation Strategy

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Category:	Strategic
Author:	Recreation Officer
Approver:	Director Community and Infrastructure

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented to Council to adopt the Recreation Strategy 2024-2033. It includes a summary of the changes that were incorporated based on feedback throughout the exhibition period.

The title of the document has been changed to *Recreation Strategy*, from *Recreation and Open Space Strategy*, to better reflect the intent of the document to outline Council's commitment to accessible and diverse recreation for the community. This Strategy will set the direction for the planning, development, maintenance, and activation of spaces by the Rural City of Wangaratta up to 2033.

Recommendation:

That Council:

1. Accepts the amendments made to the Draft Recreation and Open Space Strategy 2024-2033, including the change of title to Recreation Strategy 2024-2033
2. Adopts the Recreation Strategy 2024-2033

Background

The Recreation Strategy is part of Council's commitment to the health and wellbeing of its community, including a commitment to providing space for recreation – whether that recreation is passive enjoyment, informal, play-based, or part of an organised sport. This strategy considers a number of factors, including Wangaratta's population and community; trends in sport, recreation and physical activity; the spaces within the Rural City used for recreation; as well as other strategies and plans from Council. The strategy is underpinned by the vision of everyone having the opportunity to be active and connected through sport and recreation and the mission to plan and manage our facilities and open spaces to enhance community use, enjoyment and well-being.

Extensive consultation was undertaken as part of the development of the strategy, and feedback from many sources was incorporated into the final document. The majority of the feedback during exhibition was supportive, including from the growing number of non-traditional sports that call the Rural City of Wangaratta home. The majority of changes to the strategy were around the

provision of clarity to recommendations and actions, as well as including sporting organisations who had not participated earlier in the process.

The main changes can be found in Attachment 3.

Implications

Policy Considerations

The Recreation Strategy references and impacts various park and open space Master Plans, as well as the Urban Tree Plan 2022, Environmental Sustainability Strategy 2021 and the Walking and Cycling Strategy 2020 among others.

Financial/Economic Implications

A project bid for \$30,000 has been put in for the 24/25 Project year to implement project actions, particularly around activation of spaces, support of community, and concept designs. The Strategy also recommends and prioritises actions for Council-owned and managed facilities that will have costs associated. These costs will need to be reflected in project bids and budgets, subject to the prioritisation of the long term financial plan.

Legal/Statutory

Open space used for recreation is governed by a variety of legislation including the Planning and Environment Act (1987), and the Wangaratta Planning Scheme.

Social and Diversity

The Strategy has significant social and diversity impacts. Well-planned and managed recreational spaces have health benefits to the community, and are necessary especially in lower socio-economic areas. Additionally, generational diversity, gender, caring responsibilities, and race may all play a role in how the community interacts with open space.

Equity Impact Assessment (EIA)

Equity is a principle of delivery for the strategy, and an Equity Impact Assessment was completed for this strategy.

The Equity Impact Assessment for this strategy stressed the importance of seeking multiple voices during the engagement process, including the viewpoint of younger people (completed via school and youth council engagement) and women (completed through targeted engagement and research)

Environmental/Sustainability Impacts

There are environmental and sustainability impacts to this strategy. Resilience to climate change and opportunities to design with environmental impacts in mind are important as recreational spaces are planned and developed, and this is reflected in Sustainability being captured as a principle of delivery for the strategy, and the references to Council's Urban Tree Plan, among others.

Strategic Links

Council Plan 2021 – 2025

This report supports the 2021-2025 Council Plan through the following objectives and actions * denotes an action that is part of our municipal health and wellbeing plan:

2 Nurturing our Wellbeing

- Provide accessible, affordable and inclusive opportunities for all members of our community to participate in physical activity.*
- Plan for the future recreation needs in Wangaratta's North and South growth areas.*
- Update and deliver the Open Space and Recreation Strategy.*

3. Valuing our Environment

- Promote the significance and importance of our rivers and creeks to build community pride, care and protection.*

Rural City of Wangaratta 2033 Community Vision

This report supports the 2033 Community Vision through the following objectives:

- Beautiful and accessible parks, gardens and open spaces

"We maintain our parks and gardens, reserves and open spaces to ensure the safety and enjoyment of our people and the protection of our spaces."

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Expectation for Council to fund all recommendations	Unlikely	Minor	4- Low	Communicate the need to apply for external grant funding to augment the Council Long Term Financial Plan
Resistance to change of title to Recreation Strategy from Recreation and Open Space Strategy	Likely	Minor	6 - Medium	Clear communication that this strategy is focused on recreation and the spaces that are used for recreation.
Community concern that the recommendations in the strategy will be enacted without further consultation	Possible	Insignificant	4 - Low	Wording in strategy strengthened around following Council processes, including further consultation as part of project development

Consultation/Communication

Extensive Consultation has been undertaken throughout the development of the strategy. This consultation included:

- Internal Council Officer Interviews
- Project Control Group sessions
- Community Survey (640+ responses)
- Sporting Group Survey (36 Club responses)
- 16 Community drop in sessions (10 in 2023, 6 during exhibition period in 2024) across the Rural City of Wangaratta with 140+ attendees
- School Sessions – primary and secondary
- Sporting group interviews
- Review of Place score Data, and Council's Sporting Group Survey from 2022
- Councillor Briefings
- Sport and Recreation Advisory Committee, Environment and Sustainability Community Reference Group
- Connect Wangaratta Exhibition period – 48 responses

The main changes have been outlined in Attachment 3. and include:

- Change of name from Recreation and Open Space Strategy 2024-2033, to Recreation Strategy 2024-2033
- Changes in wording especially around rationalisation of parks, to provide a more precise recommendation
- Alteration of priorities for some recommendations, for example the investigation of cycling infrastructure
- Including sporting organisations who had not engaged in the initial consultation

Officers believe that appropriate consultation has occurred and the matter is now ready for final endorsement.

Options for Consideration

1. That Council adopts the Recreation Strategy 2024-2033
2. That Council does not adopt the Recreation Strategy 2024-2033 and asks for revisions

Attachments

- 1 Recreation Strategy 2024-2033 [↓](#) 
- 2 Executive Summary Recreation Strategy 2024-2033 [↓](#) 
- 3 Summary of changes [↓](#) 

14.3 Kerbside Glass Bin Service

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Category:	Strategic
Author:	Waste Management Coordinator
Approver:	Director Community and Infrastructure

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

This report is presented following the resolution of the March 2023 Scheduled Council Meeting to award the tender 'Resource Recovery Collective – Hume', a regional collaborative tender for waste and recycling services across the Hume region.

Recommendation:

That Council:

1. Awards 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' and 'Recycle Kerbside Public Place' to Cleanaway Pty. Ltd with the minor adjustment to excluding 'Glass Kerbside Collection' & 'Glass Acceptance & Processing' components.
2. Disclose the contract value for kerbside services 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' 'Recycle Kerbside Public Place', at the next Council meeting after the contract is awarded.

Background

The March 2023 Scheduled Council Meeting resolved that Council:

- Recognises Cleanaway as the preferred tender for kerbside services 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' 'Recycle Kerbside Public Place', 'Glass Kerbside Collection' & 'Glass Acceptance & Processing' to Cleanaway.
- Authorises officers to negotiate a final price with the preferred tenderer.
- Approves a maximum allocation of funding of \$1.49m.
- Authorises the CEO to award the tender at a later stage for a maximum lump sum of \$1.49m
- Disclose the contract value for kerbside services 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' 'Recycle Kerbside Public Place', 'Glass Kerbside Collection' &

'Glass Acceptance & Processing' at the next Council meeting after the contract is awarded.

Council with the assistance of Russell Kennedy Lawyers facilitated the negotiation of the final contract departures and price. In this process Council officers have recommended the removal the following activity/services from the scope of contract.

- 'Glass Kerbside Collection' & 'Glass Acceptance & Processing'

The removal/postponement of the 'Glass Kerbside Collection' & 'Glass Acceptance & Processing' component of the scope of service has been recommended due to the following.

- The supply of new kerbside trucks (C36542 – Supply and Delivery of Four (4) 24m³ Waste Compactor Trucks completed in 2023) has been delayed, with likely delivery of the complete fleet of vehicles to be complete in Q3 25/26.
- The delivery of the new kerbside trucks will govern the implementation of the additional kerbside services (FOGO and glass) a greater economy of scale will be achieved if the procurement and roll-out of kerbside glass and FOGO bins can be executed/undertaken simultaneously.
- The Container Deposit Scheme (CDS) is having a significant impact on glass generation volumes within the municipality, the minimum tendered service frequency (2 monthly) may result in low presentations/volumes collected on service runs. The postponement of roll-out due to delays in delivery of kerbside trucks will allow further time to consider actual glass generation volumes with the full effect of CDS known.
- Funding partners (DEECA and Sustainability Victoria) have been consulted on the proposed postponement of roll-out and have provided in principle support of amended milestone funding payment dates to suit.
- The recommended contractor 'Cleanaway' have been consulted on the proposed postponement and provided in principle support for the execution of a contract (pending Council endorsement) for the 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' 'Recycle Kerbside Public Place', 'Glass Kerbside Collection' & 'Glass Acceptance & Processing' only.

Implications

Policy Considerations

The design of the regional collaborative tender has considered that there has been significant policy, regulatory and industry change within the waste and resource recovery sector. The project has been informed through careful consideration of these changes to ensure progression towards administering kerbside reform and meeting the targets of the Victorian Government's circular economy policy. It is critical that this can be achieved in a cost effective and compliant way and that the resilience of the sector is enhanced.

Key regulatory and current state changes that have been considered include:

China National Sword

- Widespread disruption to the recycling industry in 2018 due to a ban on the export of waste to China
- SKM Recycling insolvency and Cleanaway entry to the market

Government Intervention

- Guidance Notes and Model Contract Clauses (Model Clauses) for local governments 2018
- National Waste Policy at Federal level
- Greater regulatory scrutiny at State level

Environment Protection Act 2017 (Vic)

- General environmental duty, specific duties and permissions regime
- *Circular Economy Act 2021 (Vic)*
- Greater consistency and transparency in service delivery
- Greater State government oversight (Recycling Victoria)

Local Government Act 2020 (Vic)

- New Procurement Policy (31 December 2021), including enhanced collaborative procurement requirements.

Financial/Economic Implications

Council long term financial plan includes projections and assumptions regarding the cost of kerbside waste and recycling services. This tender will allow Council to project the cost of these services more accurately over the long term. The ability to leverage significant tonnages from across the region will ensure value for money services can be achieved.

Item	Budget for this proposal (Draft budget 24/25 FY)	This Proposal	Variance to Approved Budget	Comments
'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' and 'Recycle Kerbside Public Place'	\$1.30m	\$1.30m	\$0	Council approved a maximum allocation of funding of \$1,49m at the March 2023 meeting.
Net Result	\$1.30m	\$1.30m	\$0	

Legal/Statutory

There are no legal/statutory implications identified for the subject of this report.

Social and Diversity

There are no social impacts identified for the subject of this report.

Strategic Links

Council Plan 2021 – 2025

This report supports the 2021-2025 Council Plan through the following objectives and actions:

3 Valuing our Environment

3.2 Valuing our Environment - Reduce waste and enhance resource recovery.

3.2.1 Service our community by managing our waste and recycling streams.

- Ensure service delivery is in accordance with the Recycle Victoria Policy
- Explore feasibility of commercial options to divert materials from waste and recycling streams
- Introduce a third glass-only bin into the community. Provide educational resources to households to ensure a successful uptake.

Rural City of Wangaratta 2023 Community Vision

This report supports the 2033 Community Vision through the following objectives:

Reduce waste and enhance resource recovery

- Service our community by managing our waste and recycling streams
- Strengthen positive behaviours throughout the community to minimise the negative impact of waste
- Reduce waste and waste generation from Council operations
- Establish our community as leaders in the organics waste processing and associated resource recovery.

Risk Management

Risks	Likelihood	Consequence	Rating	Mitigation Action
Community concern with timing implementation of additional services.	Possible (3)	Moderate (3)	Medium (6)	Extensive community consultation and engagement has been ongoing since 2020, a community consultation plan has been presented to Council in March 2024, this will be implemented in

				advance of the proposed re-scheduled roll-out of Kerbside Glass and FOGO
Poor standard in delivery of kerbside services.	Possible (3)	Moderate (3)	Medium (6)	Contract specifies kerbside service delivery standards and performance measurement requirements.
Financial viability of individual contractors in delivery of contract.	Possible (3)	Moderate (3)	Medium (6)	Financial viability checks/assessments will be conducted on shortlisted tenderers

Consultation/Communication

An early market announcement occurred in March 2022, well prior to the release of the Request for Tender and there was significant promotion of the opportunity during the tender open period. ACCC approval was sought early in the process.

This process requires consultation with industry and approval was provided late in September 2022 to allow the Participants to collaboratively procure waste and resource recovery services until October 2042.

Level of public participation	Promises to the public/stakeholders	Tools/Techniques
Inform	Early market announcement	Significant promotion of the opportunity during the tender open period was undertaken. ACCC approval was sought early in the process.
Consult	Direct consultation with industry	Consultation with broader industry and approval was provided late in September 2022 to allow the participants to collaboratively procure waste and resource recovery services until October 2042.

Collaborate	Collaboratively undertake procurements activity on regional scale.	Regional procurement activity involved 11 Councils and Resorts in the 'Hume' (North-East) region.
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Officers believe that appropriate consultation has occurred, and the procurement activity outcome is now ready for Council consideration.

Options for Consideration

1. Council award the recommended tenderer for specific services and execute contract.
2. Council does not award. Further processes and procurement activities would be needed immediately to ensure Council implement adequate services prior to Contract No. C1415/007 – Garbage, Recyclables and Organics Collection Services terminating on 30 June 2024.

Conclusion

This regional tender has provided a key opportunity to leverage significant purchasing power to achieve compliant and high performing services. A strong and functional waste and recycling system is a key contributor to the liveability, sustainability, and productivity that regional communities enjoy and value.

It is recommended that Council officers award kerbside services of 'Recycle Kerbside Collection' 'Recycle Acceptance & Processing' 'Recycle Kerbside Public Place' to Cleanaway for specific services identified in this report.

Attachments

- 1 Rural City of Wangaratta\Desktop\Wangaratta - HRR- Cleanaway- Comingled Glass Collection Processing Services - Collated ex version EXECUTED BY CWY 17.01.23(16187003.1) - Confidential

15. Sustainability and Culture

Nil

16. Special Committee Reports

Nil

17. Advisory Committee Reports

Nil

18. Minutes of Advisory Committee Meetings

18.1 Minutes of Advisory Committee Meetings

Meeting Type: Scheduled Council Meeting
Date of Meeting: 30 April 2024
Author: Councillor and Executive Services Support Officer
File No: IC24/648

No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Executive Summary

Minutes of Advisory Committee Meetings and committee reports are reported to Council for information (please refer attachments.)

Date	Meeting details	Refer
3 April 2024	Arts and Culture Advisory Committee	Attachment

Recommendation:

That Council notes the minutes of these Advisory Committees.

Attachments

- 1 ACAC Committee Meeting MINUTES - April 2024 [↓](#) 

19. Notices of Motion

19.1 Notice of Motion No 69 - Deputy Mayor, Harvey Benton

Meeting Type:	Scheduled Council Meeting
Date of Meeting:	30 April 2024
Author:	Councillor and Executive Services Support Officer
File No:	IC24/694

Cr Harvey Benton has given notice of their intention to move as follows at the Scheduled Meeting of Council to be held on 30 April 2024 viz:

Executive Summary

This motion is being brought forward because of the State Government's new legislation which has taken away the community's right to appeal a planning decision to VCAT.

Critically this motion is necessary in order to deliver the desired outcome for section 4.2.2/4.2.21 of the Rural City of Wangaratta's Council Plan which says "Support businesses and industry to innovate, value add, adapt, and grow to the changing needs across the key sectors of Health, Agriculture, Food, Beverage, Tourism, Logistics, Manufacturing and Retail.

Agriculture is a main economic driver (with a multiplier factor of 4) for the Rural City of Wangaratta. The loss and destruction of arable land currently producing food, beverage, and fibre to renewable energy infrastructure (also transmission lines) would have a serious and long-lasting economic impact to the municipality. In addition to the economic impacts, the loss of agricultural land would also have significant negative social and environmental impacts. While clean, renewable energy is vital to the future of our planet, so too is our ability to feed, nurture and positively grow our rural communities.

Notice of Motion:

"That:

1. The Rural City of Wangaratta Council develop and resource an advocacy action plan as a matter of urgency to appeal the current legislation which limits the community's ability to contest a planning decision to Victorian Civil Appeals Tribunal (VCAT).
2. The Rural City of Wangaratta Council asks the State Government to support the protection of agricultural land for food, fibre and viticultural production as any significant change to our rural landscape will have adverse impacts economically, socially and environmentally across the whole municipality.

The Action Plan would be communicated to, and support sought, from all political representatives, peak industry bodies and government agencies.

Peak Local Government bodies and agencies would also be lobbied for support."

Officer Comments

The Minister for Planning has been responsible for deciding planning permit applications for energy generation facilities with an installed capacity of 1 megawatt or greater for some time.

The Minister's decisions on these applications have been subject to potential review by the Victorian Civil and Administrative Tribunal (VCAT). Changes recently made to all Planning Schemes in Victoria by the Victorian State Government removes the ability for the Minister's decisions on applications for renewable energy facilities with an installed capacity of 1 megawatt or greater to be reviewed by VCAT (review rights).

This means that objectors to an application for example, can no longer apply to VCAT to review the Minister's decisions on these applications.

Other parts of the planning permit application process remain the same such as giving notice of the application to allow submissions to be made in response to the application and seeking the view of authorities including Councils. This continues to provide community members and Council with a pathway to provide views about application to be considered by the Minister prior to a decision being made on a planning permit application.

20. Urgent Business

21. Public Question Time

22. Confidential Business

Recommendation:

That Council resolves to close the meeting to members of the public in accordance with Division 3(1) of the Local Government Act 2020 to consider the following items:

22.1 Community Complaint Resolution

Item 22.1 is Confidential under the Local Government Act 2020 as it contains information relating to : (e) Legal Privileged Information and (f) Personal Information.

23. Closure of Meeting

Attachments

Rural City of Wangaratta	23/24 Adopted Budget	23/24 Adopted Q2 Full Year Forecast	23/24 Projected Q3 Full Year Forecast	Projected Full Year to Adopted Budget Variance	Commitments	23/24 YTD Actual	23/24 YTD Budget	YTD Variance Fav/(Unfav)	YTD Variance	Ref
Income Statement as at 31st March 2024	\$	\$	\$	\$	\$	\$	\$	\$	%	
Income										
Rates and charges	40,623,228	40,523,747	40,508,224	(15,523)	-	40,353,832	40,397,762	(43,930)	(0%)	
Statutory fees and fines	1,432,000	1,379,635	1,366,359	(13,276)	-	988,476	732,491	255,985	35%	●
User fees	12,315,249	12,070,342	11,796,081	(274,261)	(296)	8,712,210	8,755,495	(43,285)	(0%)	1 ●
Contributions - cash	652,000	1,722,295	1,762,285	39,990	-	1,568,069	1,701,742	(133,673)	(8%)	
Contributions - non-monetary	1,700,000	1,700,000	1,700,000	-	-	-	-	-	-	
Grants - Operating	18,734,728	16,651,425	19,097,185	2,445,761	-	9,829,263	12,271,620	(2,442,357)	(20%)	2 ●
Grants - Capital	9,915,190	14,129,399	14,216,182	86,783	-	10,937,185	8,162,407	2,774,778	34%	3 ●
Reimbursements	90,000	147,573	207,573	60,000	-	178,256	118,257	60,000	51%	●
Other revenue	1,158,450	1,712,071	1,898,300	186,230	-	1,713,496	1,472,831	240,665	16%	●
Net gain/(loss) on sale/disposal of PPE&I	(64,733)	(54,733)	(24,733)	30,000	(57,145)	(317,414)	100,008	(417,422)	(417%)	●
Total Income	86,556,112	89,981,754	92,527,457	2,545,703	(57,441)	73,963,372	73,712,613	250,759	0%	
Expenses										
Employee benefits	31,097,678	32,102,344	30,697,570	1,404,775	20,661	25,270,928	24,565,976	(704,952)	(3%)	4 ●
Materials and services	26,629,191	30,672,523	30,424,113	248,410	2,793,906	21,000,474	21,646,357	645,883	3%	5 ●
Depreciation and amortisation	17,425,000	17,425,000	17,425,000	0	-	12,311,864	12,720,717	408,852	3%	
Finance costs	612,496	610,850	610,850	0	-	475,679	432,306	(43,373)	(10%)	●
Other expenses	563,105	1,479,448	1,479,590	(142)	80,950	1,045,474	1,150,011	104,537	9%	
Total Expenses	76,327,470	82,290,165	80,637,122	1,653,042	2,895,517	60,104,419	60,515,366	410,947	1%	
Surplus / (deficit) for the year	10,228,642	7,691,589	11,890,335	4,198,746	2,952,958	13,858,953	13,197,247	661,707	5%	
Adjusted Underlying Operating Position										
Grants - Capital (non-recurrent)	8,361,145	12,575,354	12,662,137	(86,783)	-	10,937,185	7,189,168	3,748,018	52%	●
Contributions - Capital	1,700,000	1,700,000	3,462,285	(1,762,285)	-	-	-	-	-	
Total Adjustments	10,061,145	14,275,354	16,124,422	(1,849,068)	-	10,937,185	7,189,168	3,748,018	52%	
Adjusted Underlying Operating Surplus/(deficit) for the year	167,497	(6,583,765)	(4,234,087)	2,349,678	2,952,958	2,921,768	6,008,079	(3,086,311)	(51%)	

Notes

1. User Fees
User Fees Projected Full Year forecast is \$274k below adopted forecast. This unfavourable variance is largely due to a reduction in expected Child Care income (\$180k) based on current year monthly actuals vs original expectations. Fundraising relating to child care has also been reduced (\$38k) as there are currently no funding raising events proposed.

2. Grants - Operating
Grants - Operating are \$2.4m below YTD budget. This unfavourable variance is largely due to timing differences relating to Financial Assistance Grants (\$2.14m)(now expected to be received in June).
Grants - Operating Projected Full Year forecast is \$2.45m above adopted budget. This favourable variance is largely due to an increase in expected Financial Assistance Grants in the current year (\$300k). As well as the known increase in expected funding relating to the October 2022 Flood Event (\$2.1m).

3. Grants - Capital
Grants - Capital are \$2.77m above YTD budget. This favourable variance is largely due to timing differences relating to the Newman Street Drainage project (\$1.35m). As well as other known timing issues relating to the Stanford Road Upgrade (\$299k), Murray to Mountains Trail Enhancements (\$275k), Wangaratta Flood Mitigation Strategy (\$258k) and the Creative Precinct Masterplan (\$90k).

4. Employee Benefits
Employee Benefits are \$704k above YTD budget. This unfavourable variance is largely due to timing differences relating to Community care (\$195k), Infrastructure Services (\$145k) and Sustainability and Culture Management (\$135k).
Employee Benefits Projected Full Year Forecast is \$1.4m below budget. This favourable variance is largely due to the removal of a provision for EBA increases placed in the budget at the start of the year (\$570k). As well as known adjustments to staff allocations within Field Services (\$178k) and vacant positions in Waste Management (\$137k).

5. Materials and Services
Materials and Services Projected Full Year Forecast is \$248k below adopted budget. This favourable variance is largely due to an adjustment in expected costs relating to Home care (\$531k), revised based on current year monthly actuals vs original expectations.

Rural City of Wangaratta	30 June 2022	30 June 2023	29th February 2024	31st March 2024	Variance Fav/(Unfav) C - B	Variance Fav/(Unfav) %	Ref
Balance Sheet as at 31st March 2024	\$	\$	\$	\$	\$	%	
Assets							
Current assets							
Cash and cash equivalents	40,513,290	39,232,472	25,833,774	26,752,111	918,338	4%	1
Rate receivables	992,940	1,502,471	14,354,612	10,902,347	(3,452,265)	(24%)	2
Other receivables - current	2,858,303	3,655,691	6,075,768	5,221,811	(853,957)	(14%)	3
Financial assets - current	10,000,000	-	0	-	0	0%	
Inventories	2,460	1,793	6,553	(5,402)	(11,956)	(182%)	
Assets held for sale	1,492,590	646,810	646,810	646,810	0	0%	
Other assets - current	1,269,643	1,253,383	398,318	317,465	(80,853)	(20%)	
Investments in associates	-	-	-	-	0	0%	
Total Current assets	57,129,225	46,292,619	47,315,834	43,835,142	(3,480,693)	(7%)	
Non-current assets							
Receivables non-current	-	-	-	-	-	0%	
Financial assets non-current	257,630	277,243	277,243	277,243	0	0%	
Property, plant and equipment and infrastructure	650,612,190	763,356,940	771,971,605	771,455,751	(515,854)	(0%)	
Book collection	794,560	810,131	860,256	851,389	(8,868)	(1%)	
Intangible Assets - Landfill	902,279	2,662,367	2,662,367	2,662,367	0	0%	
Right of Use Assets	465,166	244,382	148,227	136,011	(12,216)	(8%)	
Total Non-current assets	653,031,826	767,351,063	775,919,698	775,382,760	(536,938)	(0%)	
Total Assets	710,161,051	813,643,682	823,235,532	819,217,902	(4,017,631)	(0%)	
Liabilities							
Current liabilities							
Payables - current	21,489,765	12,107,713	3,222,589	4,606,324	(1,383,736)	(43%)	4
Trust funds and deposits	2,101,642	2,783,380	5,286,584	4,456,713	(829,870)	16%	5
Provisions - current	6,314,079	6,411,466	6,492,509	6,546,249	(53,741)	(1%)	
Interest bearing loans and borrowings - current	2,683,154	2,628,232	1,057,781	673,341	384,439	36%	
Lease liabilities - current	222,322	151,313	50,438	37,828	12,609	25%	
Total Current liabilities	32,810,963	24,082,104	16,109,899	16,320,456	210,557	1%	
Non-current liabilities							
Provisions non-current	24,039,261	16,171,858	15,625,629	15,625,629	0	0%	
Interest bearing loans and borrowings - non-current	27,694,519	25,066,288	25,066,288	25,066,288	0	0%	
Lease liabilities - non-current	263,091	111,778	111,778	111,778	0	0%	
Total Non-current liabilities	51,996,871	41,349,924	40,803,695	40,803,695	0	0%	
Total liabilities	84,807,834	65,432,028	56,913,594	57,124,151	210,557	0%	
Net assets	625,353,217	748,211,655	766,321,939	762,093,751	13,882,096	2%	
Equity							
Accumulated surplus	174,133,518	171,221,227	194,180,302	194,180,314	12	0%	
Other reserves	27,380,253	31,233,086	30,561,801	30,561,801	0	0%	
Asset revaluation reserve	422,921,029	523,465,378	523,478,063	523,492,683	14,620	0%	
Accumulated surplus - current year	918,417	22,291,963	18,101,773	13,858,953	(4,242,820)	(23%)	
Total Equity	625,353,217	748,211,655	766,321,939	762,093,751	(4,228,188)	(1%)	

Notes	
1. Cash and Cash Equivalents	Cash and Cash Equivalents fluctuate month to month as a consequence of general business operations. In March we have received a large amount of rate receivables.
2. Rate Receivables	The balance reflects outstanding rates for the financial year and will reduce progressively over the course of financial year, as instalments fall due and payments are made by ratepayers.
3. Other Receivables - current	Other Receivables - current will fluctuate month to month based on invoices issued and payments received. In March a \$1.2m amount was received relating to developer contributions.
4. Payables - current	Payables - current balance is reflective of supplier invoices received but not yet paid. This account will fluctuate during the year as invoices are received and paid as part of Council operations. Invoices are generally paid when they are due, not when received.
5. Trust Funds and Deposits	Trust Funds and Deposits fluctuate monthly based on deposits received and returned relating to capital projects during the year.

Rural City of Wangaratta	FY23/24 Adopted Budget	FY23/24 Adopted Full Year Forecast	FY23/24 Projected Q3 Full Year Forecast	Projected Full Year to Adopted Budget	Commitments	FY23/24 YTD Actual	FY23/24 YTD Budget	YTD Variance	YTD Variance	Ref
Statement of Capital Works 31st March 2024	\$	\$	\$	\$	\$	\$	\$	\$	%	
Property										
WIP Land Improvements	60,000	530,140	541,418	(11,277)	266,517	237,986	282,767	44,781	16%	●
Total Land	60,000	530,140	541,418	(11,277)	266,517	237,986	282,767	44,781	16%	●
WIP Buildings	1,450,697	1,762,145	1,922,617	(160,472)	308,422	1,037,721	1,215,941	178,221	15%	●
Total buildings	1,450,697	1,762,145	1,922,617	(160,472)	308,422	1,037,721	1,215,941	178,221	15%	●
Total Property	1,510,697	2,292,285	2,464,035	(171,749)	574,939	1,275,706	1,498,709	223,002	15%	●
Plant and equipment										
Plant and equipment	3,030,339	3,210,339	3,210,339	-	2,639,987	377,883	1,204,657	826,773	69%	●
Furniture and fittings	141,700	285,918	281,004	4,914	59,880	224,563	206,436	(18,126)	(9%)	●
Computers and telecommunicat	1,407,580	1,029,437	920,343	109,093	413,909	426,779	579,021	152,242	26%	●
Artworks	7,500	9,491	9,491	-	-	9,491	9,491	-	-	●
Book collection	200,648	204,047	204,047	-	6,745	179,967	185,001	5,034	3%	●
Total Plant and equipment	4,787,767	4,739,232	4,625,225	114,007	3,120,521	1,218,683	2,184,606	965,923	44%	●
Infrastructure										
WIP Waste management	767,000	995,213	1,105,213	(110,000)	69,877	829,863	717,375	(112,488)	(16%)	●
WIP Sealed roads and substructu	2,200,000	2,484,631	2,584,655	(100,024)	317,171	1,621,178	1,509,633	(111,545)	(7%)	●
WIP Gravel Roads and substruct	1,828,594	1,828,594	1,828,594	-	104,216	1,052,126	1,151,624	99,498	9%	●
WIP Bridges	820,000	1,026,875	924,157	102,719	621,313	309,955	992,362	682,407	69%	●
WIP Drainage	8,023,000	8,109,489	8,176,111	(66,622)	2,417,939	4,111,859	3,991,917	(119,941)	(3%)	●
WIP Footpaths	500,000	831,190	837,842	(6,652)	186,423	661,768	623,412	(38,356)	(6%)	●
WIP Bikepaths	-	-	-	-	-	(273)	-	273	-	●
WIP Off Street Car Parks	-	(0)	-	-	-	189	2,674	2,485	93%	●
WIP Parks, Open Spaces and Stre	95,000	617,774	617,774	-	28,707	501,381	480,713	(20,668)	(4%)	●
WIP Recreation, Leisure and Con	8,490,736	9,206,647	9,343,337	(136,690)	1,613,035	7,313,481	7,785,541	472,060	6%	●
WIP Aerodromes	-	97,376	97,376	-	19,938	80,843	78,395	(2,448)	(3%)	●
WIP Other Infrastructure	3,439,370	4,736,297	4,736,297	-	1,290,193	2,345,551	3,681,385	1,335,834	36%	●
Total Infrastructure	26,163,700	29,934,087	30,251,356	(317,269)	6,668,813	18,827,920	21,015,031	2,187,111	10%	●
Total capital works expenditure	32,462,164	36,965,605	37,340,615	(375,011)	10,364,273	21,322,309	24,698,345	3,376,036	14%	●
Represented by:										
Renewal expenditure	13,948,416	14,413,531	14,662,915	(249,383)	5,411,955	6,131,127	7,191,954	1,060,827	15%	●
Upgrade expenditure	13,074,948	14,201,136	14,214,893	(13,757)	2,759,465	9,845,917	10,646,240	800,323	8%	●
New Assets expenditure	5,438,800	8,350,938	8,462,808	(111,870)	2,192,853	5,345,266	6,860,151	1,514,885	22%	●
Total capital works expenditure	32,462,164	36,965,605	37,340,615	(375,010)	10,364,273	21,322,309	24,698,345	3,376,036	14%	●

Notes
 Delivery of \$21.3m of Council's 23/24 capital works program was completed as at 31st March 2024, with a further \$10.4M of works committed.

YTD performance as at 31st March is \$3.4m behind budget performance. The full year forecast has increased by \$375k from Q2 forecast review. Major increases from Q2 relate to:

Moyhu Hall Refurbishment (\$175k)
 Wangaratta Flood Mitigation Strategy (\$56k)
 Major Patching and Asphalting (\$62k)



Risk Management Policy

Document Type	Major Council Policy
Department	Council-wide
Date of Council Endorsement	
Date for Review	
Responsible Officer	Manager People and Governance
Authorising Officer	Director Corporate and Leisure
Version Reference Number	2.0
SIM Reference Number	TBC

1. Statement and Purpose

- 1.1 This policy outlines the Rural City of Wangaratta's (Council) commitment to effective risk management in all areas of the organisation, describes the process Council will take on managing these risks and clearly defines the roles and responsibilities of all persons associated with Council.
- 1.2 Risk is inherent in all activities and effective management of risk is good business practice. This effective management of risk creates value for the organisation by minimising loss and identifying opportunities. It is often a mandatory legal requirement. Risk will be managed consistent with the applicable Australian risk management standards.
- 1.3 Risks will be managed through a proactive, integrated, and structured approach provided by the Risk Management Framework.

2. Scope

- 2.1 This policy applies to all Councillors, Council employees and agents of Council.
- 2.2 Agents of Council include contractors working for or on behalf of Council, staff on exchange or secondment, members of Delegated Committees, Advisory Committees or Community Reference Groups independent members of the Audit and Risk Committee, volunteers, work experience students, or graduate placements who perform work for Council, as well as external suppliers and other contractors and subcontractors.

3. Policy

3.1 AIM

The risk management approach aims to:

- a) Achieve Council strategic objectives and outcomes through the regular review of Council's Strategic Risk Register.
- b) Proactively identify current and emerging operational and project risks and trends.
- c) Establish an effective communication flow for the management of all risks.
- d) Ensure a common understanding of risk across the organisation.
- e) Maximise value for money.
- f) Enhance governance and compliance.
- g) Implement robust controls for proactive and efficient responses to events that minimise loss; and
- h) Enable the organisation to identify and capitalise on opportunities

3.2 RISK TYPES

- a) Risks are classified into one of three categories: Strategic, Project or Operational. These risks will be measured and reported in accordance with the Risk Management Framework.
- b) Council's strategic risks relate to the fundamental decisions that Council's Corporate Management Team make in order to achieve Council's strategic objectives. These risks are determined by Council's Corporate Management Team and will be presented to the Corporate Management Team, Council's Audit and Risk Committee and Council in accordance with the timelines prescribed by the Local Government Act 2020 (Vic) or its

associated Regulations.

c) Project risks relate to the deliverables of a Council approved project throughout the life of that project.

d) Operational risks are the risk of losses caused by flawed or failed processes, policies, systems, or events that disrupt business operations. Examples of operational risks can be resourcing issues; lack of skills or expertise and physical events are among the factors that can trigger operational risk.

3.3 RISK MANAGEMENT PROCESS

The risk management process includes the following elements:

- a) **Identifying** risks to generate a list based on events that might create, enhance, prevent, degrade, accelerate or delay the achievement Council's strategic objectives and outcomes, project deliverables or operational efficiencies.
- b) **Analysing and assessing** risks, including identifying the causes and sources of risks, the positive and negative consequences, and the likelihood that those consequences can occur by implementing a risk appetite and risk tolerance judgement
- c) **Controlling** risks through measures or actions that effectively manage the risk.
- d) **Evaluating** risks to determine if further treatment is needed and setting the priority for that treatment.
- e) **Treating** risks where controls are not effectively reducing the risk or the risk to the organisation is unacceptable.
- f) **Monitoring** and consistent reporting on identified risks, incidents and trends.
- g) **Embedding** risk management practices into all processes through communication and consultation.

4. Roles and responsibilities

Chief Executive Officer

4.1 The Chief Executive Officer holds ultimate responsibility for ensuring this policy is followed and communicated effectively across the organisation.

Directors

4.2 Directors are responsible for ensuring that all business areas that fall under their directorate at a given time have current and appropriate risk management procedures in place.

Director Corporate and Leisure

4.3 The Director Corporate and Leisure is responsible for ensuring robust financial risk management principles are established and maintained and
4.4 for ensuring appropriate IT permissions are administered.

Managers

4.5 Each Manager is responsible for ensuring that all operational risks within their departments are monitored and communicated to the Corporate Management Team at least six-monthly.

Project Managers

4.6 Each Project Manager is responsible for the maintenance, review and communication of all risks within their project throughout the life of that project.

Governance and Risk Advisor

4.7 The Governance and Reporting Advisor is responsible for the development and facilitation of implementation of this Policy and of Council's overarching Risk Management Framework.

The Governance and Reporting Advisor is responsible for the regular reporting of Strategic Risks to Corporate Management Team in accordance with all applicable legislation.

5. Breaches

Breaches of this policy will be referred to CMT for consideration and determination on what action to take.

6. Monitoring and evaluation

6.1 Council's Audit and Risk Committee is responsible for the regular monitoring and compliance with Council's Risk Management Framework and policies.

6.2 This policy will be presented to the Audit and Risk Committee at least once every 3 years for formal consideration of its effectiveness.

7. Definitions

Corporate Management Team means Council's Directors and Chief Executive Officer.

Framework means the set of components that provide Council's foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation and includes policies, procedures and guidelines.

Major Breach means a breach of this policy that does or has the potential to cause significant harm to Council, including but not limited to financial, legal and reputational harm

Operational Risk means the risk of losses caused by flawed or failed processes, policies, systems or events that disrupt business operations.

Project Risk means an event or occurrence that may negatively impact the project's deliverables

Risk means the effect of uncertainty on your objectives.

Risk Appetite means the level of risk an organisation is prepared to accept in pursuit of its objectives.

Risk Management means coordinated activities to direct and control an organisation regarding risk.

Risk Management Policy means a statement of the overall intentions and direction of an organisation related to risk management.

Risk Tolerance means the maximum specific level of risk an organisation is willing to take regarding each risk

Strategic Risk means the risks identified by Council's Corporate Management Team as risks that have the potential of impacting the organisation's strategic direction.

8. References

8.1 LEGISLATION

Local Government Act 2020 (Vic)

8.2 EXTERNAL GUIDANCE

Australian/New Zealand Standards AS/NZS ISO 31000:2018 Risk Management - Principles and Guidelines

Australian/New Zealand Standards SA SNZ HB 436-2013 Risk Management Guidelines – Companion to AS/NZS ISO 31000:2009

8.3 INTERNAL DOCUMENTS

Business Continuity Policy



Business Continuity Procedure

Fraud and Corruption Control Policy

Fraud and Corruption Control Procedure

Risk Management Framework

9. Review

This policy will be reviewed by Council's Corporate Management Team and the Audit and Risk Committee at least once every three years to ensure the risk management practices remain relevant and operationally applicable, or when required by legislative change.

Version History		
Version Number	Date of change	Reasons for change
1.0	April 2020	
2.0	February 2023	Revision of policy



Risk Management Policy 202~~3~~4

Document Type	Major Council Policy
Department	Council-wide
Date of Council Endorsement	3 April 2023
Date for Review	April-2026
Responsible Officer	Manager People and Governance
Authorising Officer	Director Corporate and Leisure
Version Reference Number	32.0
SIM Reference Number	RCOW-631633092-749

1. Statement and Purpose

1.1 This policy outlines the Rural City of Wangaratta's (Council) commitment to effective risk management in all areas of the organisation, describes the process Council will take on managing these risks and clearly defines the roles and responsibilities of all persons associated with Council.

1.2 Risk is inherent in all activities and effective management of risk is good business practice. This effective management of risk creates value for the organisation by minimising loss and identifying opportunities. It is often a mandatory legal requirement.

Risk will be managed consistent with the applicable Australian risk management standards.

- 1.3 Risks will be managed through a proactive, integrated, and structured approach provided by the Risk Management Framework.

2. Scope

- 2.1 This policy applies to all Councillors, Council employees and ~~agents of Council~~ Council associates.
- 2.2 ~~Agents of Council~~ associates include contractors working for or on behalf of Council, staff on exchange or secondment, members of Delegated Committees, Advisory Committees or Community Reference Groups independent members of the Audit and Risk Committee, volunteers, work experience students, or graduate placements who perform work for Council, as well as external suppliers and other contractors and subcontractors.

3. Policy

3.1 AIM

The risk management approach aims to:

- a) Achieve Council strategic objectives and outcomes through the regular review of Council's Strategic Risk Register.
- b) Proactively identify current and emerging operational and project risks and trends.
- c) Establish an effective communication flow for the management of all risks.
- d) Ensure a common understanding of risk across the organisation.
- e) Maximise value for money.
- f) Enhance governance and compliance.
- g) Implement robust controls for proactive and efficient responses to events that minimise loss; and
- h) Enable the organisation to identify and capitalise on opportunities

3.2 RISK TYPES



a) Risks are classified into one of three categories: Strategic, Project or Operational. These risks will be measured and reported in accordance with the Risk Management Framework.

b) Council's strategic risks relate to the fundamental decisions that Council's Corporate Management Team make in order to achieve Council's strategic objectives. These risks are determined by Council's Corporate Management Team and will be presented to the Corporate Management Team, Council's Audit and Risk Committee and Council in accordance with the timelines prescribed by the Local Government Act 2020 (Vic) or its

associated Regulations.

c) Project risks relate to the deliverables of a Council approved project throughout the life of that project.

d) Operational risks are the risk of losses caused by flawed or failed processes, policies, systems, or events that disrupt business operations. Examples of operational risks can be resourcing issues; lack of skills or expertise and physical events are among the factors that can trigger operational risk.

3.3 RISK MANAGEMENT PROCESS

The risk management process includes the following elements:

- a) **Identifying** risks ~~to generate a list based on events that might create, enhance, prevent, degrade, accelerate or delay the achievement of Council's strategic objectives and outcomes, project deliverables or operational efficiencies.~~ assists Council in finding, recognizing and describing risks that might help or prevent Council achieving its objectives.
- b) **Analysing** and **assessing** risks, including identifying the likelihood of

~~events and consequences occurring, the nature and magnitude of these consequences, sector and organisation specific factors and causes and sources of risks, the positive and negative consequences, and the likelihood that those consequences can occur by implementing a risk appetite and risk tolerance judgement~~

- c) **Controlling** risks through measures or actions that effectively manage the risk.
- d) **Evaluating** risks to determine if further treatment is needed and setting the priority for that treatment.
- e) **Treating** risks where controls are not effectively reducing the risk or the risk to the organisation is unacceptable.
- f) **Monitoring** and consistent reporting on identified risks, incidents and trends.
- g) ~~**Embedding** risk management practices into all processes through communication and consultation.~~

4. Roles and responsibilities

Audit and Risk Committee

4.1 The Audit and Risk Committee provides professional oversight over the development and implementation of this policy and to ensure it aligns with best practice.

Council

4.2 Council's elected representatives are to provide the strategic direction and to promote ethical risk taking in all formal decision-making processes.

Chief Executive Officer

4.14.3 The Chief Executive Officer holds ultimate responsibility for ensuring this policy is followed and communicated effectively across the organisation.

Directors

[4.24.4](#) Directors are responsible for ensuring that all business areas that fall under their directorate at a given time have current and appropriate risk management procedures in place.

Director Corporate and Leisure

[4.34.5](#) The Director Corporate and Leisure is responsible for ensuring robust financial risk management principles are established and maintained and

[4.44.6](#) for ensuring appropriate IT permissions are administered.

Managers

[4.54.7](#) Each Manager is responsible for ensuring that all operational risks within their departments are monitored and communicated to the Corporate Management Team at least six-monthly.

Project Managers

[4.64.8](#) Each Project Manager is responsible for the maintenance, review and communication of all risks within their project throughout the life of that project.

Governance and Risk Advisor

[4.74.9](#) The Governance and Reporting Advisor is responsible for the development and facilitation of implementation of this Policy and of Council's overarching Risk Management Framework.

The Governance and Reporting Advisor is responsible for the regular reporting of Strategic Risks to Corporate Management Team in accordance with all applicable legislation.

5. Breaches



Breaches of this policy will be referred to CMT for consideration and determination on what action to take.

6. Monitoring and evaluation

- 6.1 Council's Audit and Risk Committee is responsible for the regular monitoring and compliance with Council's Risk Management Framework and policies.
- 6.2 This policy will be presented to the Audit and Risk Committee at least once every 3 years for formal consideration of its effectiveness.

7. Definitions

Consequence means the outcome of an event affecting the objectives of the organisation.

Control means a measure that maintains and/or modifies any risk

Corporate Management Team means Council's Directors and Chief Executive Officer who provide the administrative guidance to ensure the strategic objectives of the organisation are met.

Council means the elected representatives of the Rural City of Wangaratta who provide strategic guidance and direction to

Framework means the set of components that provide Council's foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation and includes policies, procedures and guidelines.

Major Breach means a breach of this policy that does or has the potential to cause significant harm to Council, including but not limited to financial, legal and reputational harm

Operational Risk means the risk of losses caused by flawed or failed processes, policies, systems or events that disrupt business operations.

Project Risk means an event or occurrence that may negatively impact the project's deliverables

Risk means the effect of uncertainty on ~~your~~ an organisation's objectives.

Risk Appetite means the level of risk an organisation is prepared to accept in pursuit of its objectives.

Risk Management means coordinated activities to direct and control an organisation regarding risk.

Risk Management Policy means a statement of the overall intentions and direction of an organisation related to risk management.

Risk Tolerance means the maximum specific level of risk an organisation is willing to take regarding each risk.

Risk Treatment means the selection and implementation of options for address Council's identified strategic, operational and project risks.

Strategic Risk means the risks identified by Council's Corporate Management Team as risks that



have the potential of impacting the organisation’s strategic direction.

8. References

8.1 LEGISLATION

Local Government Act 2020 (Vic)

8.2 EXTERNAL GUIDANCE

Australian/New Zealand Standards AS/NZS ISO 31000:2018 Risk Management - Principles and Guidelines

Australian/New Zealand Standards SA SNZ HB 436-2013 Risk Management Guidelines – Companion to AS/NZS ISO 31000:2009

8.3 INTERNAL DOCUMENTS

Business Continuity Policy



- Business Continuity Procedure
- Fraud and Corruption Control Policy
- Fraud and Corruption Control ~~Procedure~~ [Plan](#)
- Risk Management Framework

9. Review

This policy will be reviewed by Council’s Corporate Management Team and the Audit and Risk Committee at least once every three years to ensure the risk management practices remain relevant and operationally applicable, or when required by legislative change.

Version History		
Version Number	Date of change	Reasons for change
1.0	April 2020	
2.0	February 2023	Revision of policy
3.0	April/ May 2023	Cosmetic changes



Rural City of
Wangaratta

Risk Appetite

Risk Management is an essential component of Council's governance framework and supports the achievement of Council's goals and objectives. Effective risk management increases the probability of successful outcomes whilst protecting the reputation and sustainability of Council.

The risk appetite is the amount of risk an organisation is willing to accept in pursuit of its strategic goals. The Risk Appetite Statement (RAS) considers the most significant categories of potential risks to Council and provides an outline as to how much risk Council is willing to accept in this area.

Council's strategic objectives are set out in the Council Plan. In deciding the approach to achieving strategic objectives and ensuring the sustainable operation of services, council must consider the risks involved and its appetite for such risks.

Those with responsibility for achieving strategic objectives and delivering council services must explicitly understand risk appetite when formulating strategy and actions and allocating resources. They must identify risk and determine whether the risks are within the risk appetite. If the risk appetite is exceeded, risk management controls and treatments are required to bring the risk back within the accepted range. It requires consideration of both opportunities and negative outcomes.

Having a documented risk appetite statement:

- allows for a better understanding of our strategic objectives, culture, context, and sensitivity to risk;
- identifies different risk in different parts of the business; and
- informs the development of risk tolerances for various activities and decisions.

Council, its Sub-Committees, Delegated Committees and Audit and Risk Committee, management and staff (including contractors and volunteers) will consult Council's Risk Appetite in both strategic and operational decision making. The Council's vision and strategic objectives will necessitate that Council accept some risks that accompany growth, transformation, innovation and are proportionate with the potential reward.

Overall, Council has a balanced approach to its risk appetite aligned to its strategic objectives. Council's approach to risk appetite is to minimise our exposure to risks to our people and their safety, our reputation and corporate governance whilst accepting and encouraging an increased degree of risk in pursuit of our key strategic directives.

The key challenges in achieving this balance are to ensure:

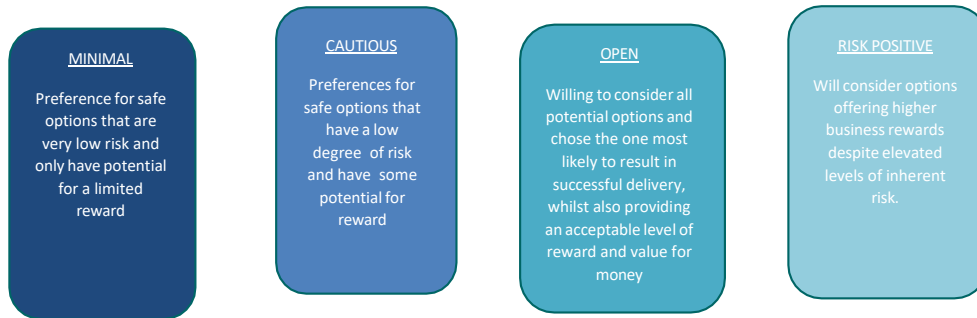
- ethical and effective governance practices including responsible stewardship of resources
- realisation of opportunities and allowing growth, transformation and innovation while avoiding unnecessary negative impacts
- avoidance of a risk averse culture which stifles growth, transformation and innovation rather than supports it through the correct assessment and management of risks

It is acknowledged that Council may at times undertake activities that inherently carry greater risk. The Risk Management Framework will detail requirements for identifying and managing risks at activity or project level.

Risk Appetite Ratings



Council categorises its level of risk appetite into four categories as can be seen below:



Risk Tolerances

Risk tolerances are the boundaries set for risk taking. The risk appetite statement informs risk tolerances for Council

While risk appetite is a qualitative statement, risk tolerances operationalise the statement by using quantitative measures where possible to better enable monitoring and review.

The Risk Appetite will set the tone for risk taking in general, whilst the tolerance informs:

- Expectations for mitigating, accepting, and pursuing certain types of risk
- Boundaries and thresholds for acceptable risk taking
- Actions to be taken or consequence for acting beyond appropriate tolerances

Implementation of the Risk Appetite Statement (RAS)

Council's appetite for and tolerance of risk as outlined in the RAS forms the basis of our approach to managing risk in our day-to-day activities. The RAS informs the Risk Management Policy and Framework which provide the structure for our risk management processes.

Review

This Risk Appetite Statement will be reviewed annually or whenever there is a significant change to the Council's operating environment. This review will be coordinated by the Governance & Reporting Advisor. Changes to the Risk Appetite Statement must be approved by Corporate Management Team (CMT) and are presented to the Audit & Risk Committee (ARC) for review and comment before providing to Council for endorsement.

Risk Appetite Statement	GUIDELINE
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Rural City of Wangaratta (RCoW) Risk Appetite Statement

Below are the Risk appetites and tolerance levels determined for RCoW. Our risk appetites and our risk management framework support our decision making and ensures Council makes appropriate and informed decisions.

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Council will tolerate	Council will not tolerate
Our People and Safety	<p><i>We support a safe and healthy workforce that treats everyone fairly.</i></p> <p><i>Council has minimal appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including staff, contractors, volunteers and community.</i></p>	Minimal	<ul style="list-style-type: none"> Minor unforeseen incidents or injuries that arise from time to time while undertaking normal activities. Minor morale issues relating to improving workforce performance. Minor staff grievances that can be dealt with through normal internal mechanisms. Practices that are not in line with best practice but safety and duty of care is not compromised. Minor morale and staff grievances due change within the organisation due to innovation or change management processes leading to more efficient and effective outcomes. 	<ul style="list-style-type: none"> Actions or behaviours that are deliberate and willingly contravene the Code of Conduct and WHS policies and procedures. Actions which do not align to RCoW values. Practices that knowingly compromise staff well-being, workplace or community safety (including discrimination, harassment or bullying). Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Employees. Events that occur arising from untrained employees or failed internal processes. Unsafe infrastructure and work environments.
Infrastructure	<p><i>Council is committed to continuous improvement in order to provide excellent infrastructure services that provide benefits to our community.</i></p> <p><i>Council is open to taking moderate levels of risk to enhance our infrastructure.</i></p>	Open	<ul style="list-style-type: none"> Moderate financial and reputational impacts arising from the implementation of new innovative technologies. Impacts leading to term disruption to community due to implementation of construction procedures which provide value for money provided community has been informed Moderate short-term financial impact on capital costs of projects where there are demonstrated long term sustainable gains. 	<ul style="list-style-type: none"> Failure of third-party contractors to provide services within budget and agreed timeframes. Non-completion of a significant portion of new or renewal infrastructure projects beyond financial year (or scheduled completion period if project runs across multiple years). Significant delays to projects that are considered within Council control. Asset failure significantly earlier than the projected lifespan of the asset. Failure to administer and manage contracts appropriately.

Risk Appetite Statement			GUIDELINE
			<ul style="list-style-type: none"> Moderate impacts to infrastructure due to implementation of new technology, innovation initiatives or projects. Unforeseen interruptions of up to 2 days to critical infrastructure from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project
			<ul style="list-style-type: none"> Significant foreseeable variations in contract price due to aspects of the project within the control of Council Failure to escalate critical infrastructure damage or issue within 2 hours. Failure to develop plans to respond to a disruption and ensure continuity of operational infrastructure. Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Employees. Financial variation outside the budget variation policy
Service Delivery	<p><i>Council delivers a range of community services, events and facilities which contribute to our community.</i></p> <p><i>Council is open to creativity and innovation and is willing to take some level of risk to deliver efficiencies, enhance capabilities and provide a service to be proud of to our community.</i></p> <p><i>Council is open to taking moderate risk to enhance service delivery.</i></p>	Open	<ul style="list-style-type: none"> Unforeseen interruptions of up to 2 days to critical business functions from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. Unforeseen interruptions of up to 7 days to less critical business functions from uncontrollable events where Council responds and communicates promptly to impacted stakeholders. Moderate reputational impact from community complaints relating to service quality or new initiatives to deliver enduring benefits to our community. Moderate impacts to service delivery due to implementation of new technology, innovation initiatives or projects. Moderate impacts arising from innovations and ideas that contribute and encourage creating a flexible workforce.

Risk Appetite Statement		GUIDELINE		
Environmental	<p><i>Council recognises the importance of conserving and enhancing our environment and understands that sustainability considerations in all council decisions is important.</i></p> <p><i>Council has a cautious appetite for environmental impacts arising from normal business activities, however, is open to innovative practices for the betterment of the environment.</i></p>	Cautious	<ul style="list-style-type: none"> • Environmental impacts offset by other activity resulting in an overall environmental benefit. • Minor environmental impacts from uncontrollable or unforeseen events or in order to deliver enduring benefits to our community well into the future. • Changes to procedures and practices to accommodate improved environmental outcomes. • Minor cost impacts in the selection of products, services that have a significant positive impact on the environment. 	<ul style="list-style-type: none"> • Decisions that do not appropriately consider the principles of environmental sustainability. • Failure to minimise significant impacts on biodiversity and reduce our environmental footprint. • Decisions, activities, and practices that result in long term or irrevocable environmental damage or negative climate impacts, threatens biodiversity, including extinction of flora and fauna, or is hazardous to human life. • Activities and practices that knowingly compromise the environment, are reasonably foreseeable and preventable. • Failure to meet environmental commitments or legal requirements resulting in EPA or other statutory fines or penalties.
Financial	<p><i>Council recognises the financial risks involved in delivering a wide range of services, programs and capital projects.</i></p> <p><i>Council has a cautious appetite for variation in financial performance as long as long-term financial sustainability is not threatened</i></p>	Cautious	<ul style="list-style-type: none"> • Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project • Short Term (less than 12 months) negative performance below expected levels from commercial business aspects if core services are not affected. • Minor losses, or capital outlays, attributable to new processes or innovation to improve services to meet community needs. • Calculated financial risks to deliver infrastructure, improve service delivery or promote ecological sustainability. • Minor cost impacts of the implementation of weighted scoring in procurement to benefit local competent suppliers. 	<ul style="list-style-type: none"> • Financial activities and/or investment practices that contravene legislated or policy requirements. • Failure to maintain or implement effective systems, processes and controls which adequately protect Council from fraudulent activity. • Fraudulent or corrupt financial transactions. • Actions that have a significant negative impact on long term financial sustainability. • Available funds below target over a five-year period. • A five-year average operating deficit. • Failure to act within Financial policy, quarterly review process and budget variation process to obtain approval for changed or unplanned financial performance.

Risk Appetite Statement		GUIDELINE		
Information Technology	<p><i>Our assets (including information) are vital in maintaining our business practices and therefore Council has a cautious approach to safeguarding from both external and internal threats, misuse, modification and unintended damage.</i></p> <p><i>Council's aim is to protect our assets contained within our ICT systems and services. We will be successful through the application of appropriate internal controls, a cyber aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers.</i></p> <p><i>Council has an open appetite for risks associated with Information Technology Systems.</i></p>	Cautious	<p>Cyber Security</p> <ul style="list-style-type: none"> Some cyber threats which if they were successful would have a minor or limited impact upon Council's business because they do not compromise the integrity, confidentiality or availability Council information or assets. Timely remediation of identified cyber security control weaknesses. 	<p>Cyber Security</p> <ul style="list-style-type: none"> Cybersecurity threats that could have been prevented through judicious application of technical and behavioral controls. An unprepared response in the event of an external cyber attack. Significant threats to assets arising from external malicious attacks. Misuse, inappropriate distribution or loss of sensitive or confidential council information due to the actions of staff.
		Open	<p>ICT Systems and Services</p> <ul style="list-style-type: none"> Scheduled outages that are agreed to by the business owners and are regarded as part of normal business activities. Implementation of new technologies which create new opportunities for business improvement and innovation of systems which also could involve some minor to moderate risk. 	<p>ICT Systems and Services</p> <ul style="list-style-type: none"> Prolonged unplanned outages of critical Council systems and services. Failure to maintain systems and services which adequately protect Councils data and information and maintain adequate audit trails. A lack of diligence in relation to information security the procurement and implementation of ICT systems and services. Data loss due to inappropriate data management processes. Failure to comply with information governance requirements. Failure to maintain recovery plans in place and test plans on a regular basis.

Risk Appetite Statement		GUIDELINE		
Governance	<p><i>Council is committed to good governance and meeting legislated and regulatory requirements in a consistent and fair manner.</i></p> <p><i>Council has minimal appetite for significant breaches of legal obligations or contractual agreements that result in fines, penalties or reputational damage.</i></p> <p><i>Council will seek innovative approaches to governance practices subject to compliance with legislation and protection of our interests</i></p>	Minimal	<ul style="list-style-type: none"> • Decisions made on merit in accordance with Council values that are not in line with professional advice. • Minor technical breaches that have been considered by Council. • Temporary non-compliance due to unrealistic regulatory timeframes. • Risks which may give rise to isolated complaints that are incidental to normal business activities despite best efforts to avoid or mitigate • Streamlined governance processes subject to effective controls remaining in place. 	<ul style="list-style-type: none"> • Corrupt or fraudulent conduct by staff, councillors or contractors. • Unreasonable delays when reporting, investigating or correcting any fraudulent, improper, unethical or corrupt conduct. • Any instances where Council Officials knowingly break the law, fail to comply with legal obligations or recklessly breach internal policies. • Material breaches of legislation or the Code of Conduct. • Failure to consider expert / professional legal advice. • Unauthorised release of confidential information. • Any behaviour which gives rise to extensive litigation and indictable offences. • Failure to comply with Government Directions or orders.
Reputation	<p><i>Council recognises the importance of protecting its reputation.</i></p> <p><i>Council does however understand that negative publicity may occur where there is competing priorities and interests in the Community.</i></p> <p><i>Council has a cautious appetite for significant impacts on Council's reputation.</i></p>	Cautious	<ul style="list-style-type: none"> • Moderate adverse local media and social media scrutiny or a number of complaints relating to action which delivers longer term benefits to the community. • Isolated minor incidents, concerns and complaints that can be resolved by management. 	<ul style="list-style-type: none"> • Improper, unethical, corrupt, unprofessional behaviour or failure to exercise respect and duty of care in accordance with our Council values and policies. • Material breaches of the Code of Conduct. • Failure to uphold the probity of council decision-making. • Any failure to avoid or appropriately manage conflicts of interest. • Failure to act in a fair, honest, transparent and accountable manner. • Decision-making that is not open, honest and transparent and reflects the long-term interests of the community. • Failure to notify CMT of significant incidents that may impact Council reputation in less than 24hrs of the incident occurring.



Major Council Policy Community Impact Statement

Risk Management Policy

Council provides the following information to the community in respect of the proposed Major Council Policy.

PART A – General

Background

Council is considering revising its Major Council Policy, the Risk Management Policy (the policy) as a result of changes to our community consultation approach.

For a Major Council Policy to be fully endorsed, there are several steps that Council must follow. The proposed report must be approved by Council's Corporate Management Team (i.e. Council's Directors and Chief Executive Officer) and then presented to Council Briefing for formal Councillor discussion. Once Council is satisfied with the proposed policy, it will be formally presented at a Council meeting for endorsement, subject to 28 days of community consultation in accordance with Council's Community Engagement Policy and deliberative engagement principles.

Objectives

The objectives of this policy is to outline Council's approach towards risk management and to clearly define the types of activities in which the supporting Risk Appetite Statement and Risk Management Framework take effect.

PART B – Overall Impact Assessment

Measures of success of the policy

The success of the policy will be best measured by the extent to which it improves the capacity of Council officers, councillors and members of any Council committee to adequately assess the quantum of risks associated with any activity they are undertaking on behalf of Council.

Council will assess outcomes as part of its periodical review of this policy.

Legislative context

The *Local Government Act 2020* (Vic) gives Victorian Councils broad powers to make policies with respect to any function or power of the Council.

All Major council Policies are monitored by Council's Audit and Risk Committee and formally reported to Council.

Council considers the policy is the best approach to ensure all parties responsible for conducting risk assessments on a Council project or activity are aware of their duties.

Major Council Policy Community Impact Statement

Risk Management Policy

Council is of the view that the issues identified in relation to the policy are Council issues.

There is no overlap with existing legislation or policies.

Policy approach adopted

Council has reviewed this policy to ensure compliance with the Local Government Act 2020 (Vic), primarily in relation to ensuring a current policy is in force and can be evidenced in Council's Annual Report, which is a governance and management checklist requirement.

The development and monitoring of this policy will result in better risk management practices by all Council officers, councillor and associates of Council as there is a clearly defined risk by the organisation.

Restriction of competition

There are no National Competition Policy implications associated with the proposal.

Permits

The policy does not make provision for the issue of permits.

Fees

The policy does not prescribe any fees.

Comparison with neighbouring and like Councils

Council acknowledges that other councils across Victoria may use a variety of risk management approaches. The proposed Major Council Policy reflects the current Australian Standards in Risk Management and has been drafted to complement and support the operational requirements of the organisation.

Consultation

In the process of developing the policy consultation will be undertaken in accordance with Council's Major Council Policy Consultation Local Law. Once Council has given its formal in-principle endorsement of the policy, public submissions will be invited for a period of 28 days in accordance with Council's Community Engagement Policy and deliberative engagement principles.

All submissions and any proposed changes will be considered by Council prior to the policy being adopted.

Submissions

Submissions are invited from the community in regards to the policy in accordance with clause 7 of the Major Council Policy Consultation Local Law No. 4 of 2015.

A notice to this effect will be advertised in the Chronicle newspaper on 3 May 2024 and also on Council's website indicating that submissions will be received up to 5.00pm on 31 May 2024.

Major Council Policy Community Impact Statement

Risk Management Policy

All submissions will be considered by Council when deciding whether or not to adopt the policy at the next available Scheduled Council Meeting.



Major Council Policy Human Rights Charter Assessment

Risk Management Policy

As from 1 January 2008, all public authorities (including Councils) are required to act in accordance with the Human Rights Charter, and to consider human rights when making a decision.

The Charter is a law that protects the rights of all people in Victoria. It introduces standards and a framework to assist public authorities to consider the rights of all interested parties, and to be better able to strike a balance between an individual’s rights and those of competing public interests.

The rights in the Charter may be subject to reasonable limitations in order to achieve this balance. As with all discerning decision making, if limitations are applied, this must be documented.

There are twenty rights listed in the Charter that promote the principles of freedom, respect, equality and dignity. These are listed at the end of this document.

Issues and Purpose	Rights Impacted Positive	Rights impacted Negative
The balance between supporting an individual’s fundamental rights to the protection of their privacy and the public interest considerations.	Right to privacy and protection your reputation is a key duty of anyone undertaking a risk assessment.	
Any risk assessment must consider the wider social and societal impacts of that activity.	Right to freedom of thought, conscience, religion and belief	
The weighting of participation in everyday life and the obligation of protection the community.	Right to participate in public life.	Participation in public life may be reduced if a risk is determined to be too high.

Victoria’s Charter of Human Rights and Responsibilities

The Charter sets out the rights, freedoms and responsibilities that are shared by all Victorians and protected by law.

The Charter protects the following rights in Victoria:

- Right to be recognised and treated equally before the law;
- Right to life and to not have your life taken without a lawful reason;
- Protection from cruel treatment or punishment, including torture and medical treatment without consent;
- Freedom from forced work or slavery;
- Right to move freely within Victoria, to come into and leave Victoria, and to choose where to live;

Major Council Policy Human Rights Charter Assessment

Risk Management Policy

- Right to privacy and to protect your reputation;
- Freedom of thought, conscience, religion and belief;
- Right to hold an opinion and freedom of expression;
- Right to gather together, take part in a peaceful demonstration or protest, and to join groups such as political, sport or union groups;
- Protection of families and children;
- Right to take part in public life, including the right to vote;
- Right to enjoy your culture, practise your religion, and speak your language;
- Right not to have your property taken away, unless the law says it can be taken;
- Right not to be arrested or detained unfairly, and right to the security of person, such as protection from harassment and threats in everyday life;
- Right to be treated humanely when arrested or detained ;
- Protection of children in the criminal process;
- Right to a fair hearing;
- Rights in criminal proceedings including the right to be presumed innocent until proved guilty; and
- Right not to be tried or punished more than once for the same crime.



Major Council Policy National Competition Policy Assessment

Risk Management Policy

Introduction

A policy must not restrict competition unless it can be demonstrated that:

- The benefits of the restrictions to the community as a whole outweigh the costs; and
- The objectives of the policy can only be achieved by restricting competition.

This report applies the competition test to the Risk Management Policy and the proposed policy does not contain any restriction on competition.



Audit and Risk Committee Charter

Responsible Officer	Adoption Date	August 2020
Governance and Reporting Advisor	Approved By	Council
	Review Date	August 2024
Authorising Officer	Policy Type	Major Council Policy
Director Corporate Services		

Statement and Purpose

This policy provides the charter for the Audit and Risk Committee as required by, and in accordance with, section 54 of the *Local Government Act 2020*.

Scope

This policy applies to the Audit and Risk Committee appointed by the Wangaratta Rural City Council under section 53 of the Act.



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Introduction

1. Authorising provision

The Audit and Risk Committee is appointed by the Wangaratta Rural City Council under section 53 of the Act.

2. Functions and Responsibilities

The functions and responsibilities of the committee are to:

- (a) monitor the compliance of Council policies and procedures with the overarching governance principles, and the Act and the regulations and any Ministerial directions; and
- (b) monitor Council financial and performance reporting; and
- (c) monitor and provide advice on risk management and fraud prevention systems and controls; and
- (d) oversee internal and external audit functions.

Governance rules

The governance rules established by the Council apply to the committee unless otherwise modified by this charter.

Constitution of the committee

3. Membership

3.1 Members

- (1) The committee must comprise 5 members, including:
 - (a) 2 members who are councillors; and
 - (b) at least 3 and up to 4 other members who are not councillors and who are not members of Council staff (independent members).
- (2) Members must be appointed by the Council in accordance with the *Appointment to Committees of Council Policy*.
- (3) Independent members must collectively have expertise in financial management and risk and experience in public sector management.

3.2 Remuneration

- (1) Independent members must be paid a fee for their membership of the committee.
- (2) The fee amount must be determined by Council resolution and reviewed annually.

- (3) The fee must be paid quarterly in arrears.
- (4) Councillors must not be paid a fee for their membership of the committee.

3.3 Induction of members

New and prospective members should be provided with access to the:

- (a) charter;
- (b) governance rules;
- (c) community vision;
- (d) financial plan;
- (e) asset plan;
- (f) council plan;
- (g) the most recent council plan performance report;
- (h) budget;
- (i) risk management policy & framework; and
- (j) the minutes of the most recent committee meeting.

3.4 Insurance and indemnity

Council must indemnify and keep indemnified each member of the committee, exercising any function or power on behalf of Council against all actions or claims (whether arising during or after the term of office or employment of that councillor or other member) in respect of any act or thing done or omitted to be done in good faith in the exercise or purported exercise of any function or power conferred on the committee or member of the committee under this or any other Act. Council's insurance policies shall cover members of the committee while engaged in the business of the committee.

4. Chairperson

- (1) The chairperson must be appointed by the committee by resolution.
- (2) The chairperson must be an independent member.

5. Terms of office

5.1 Councillors

Members who are councillors are appointed for a one-year term.

5.2 Independent members

- (1) Independent members may be appointed for a term of up to 3 years.
- (1) The terms of office of independent members may be arranged to avoid more than 2 independent members retiring at the same time.

- (2) An independent member may be appointed for up to 2 consecutive terms.

5.3 Chairperson

The chairperson may be appointed for a term of up to 2 years.

Meeting procedures

6. Date, time, and place of meetings

- (1) The committee must schedule 5 meetings each year.
- (2) The determination of the dates of meetings must consider the functions and responsibilities of the committee, the business to be transacted and the timing of related Council meetings or audit activities.

7. Attendance

7.1 Participation

Members may participate in meetings by attending in person, or by teleconference, or by video conference.

7.2 Apologies and absences

Where a member does not attend 2 meetings within a 12-month period without sufficient reason or without an approved leave of absence, the member may be removed from the committee by Council resolution subject to the Council:

- (a) being requested to do so by the committee; and
- (b) providing the member with adequate notice of the request to remove the member;
- (c) giving the member the opportunity to explain the reasons for the absences; and
- (d) considering any reasons provided prior to making a decision.

7.3 Quorum

A quorum for a meeting is at least 2 independent members and at least 1 councillor.

7.4 Non-members may attend meetings

- (1) The Chief Executive Officer or nominee should attend all meetings except when the committee chooses to meet without management in attendance.
- (2) Members of Council staff who have authored a report on an agenda must attend the meeting that the agenda relates to in person or through a nominee.
- (3) Other members of Council staff may attend to support the committee and provide advice and information.

- (4) A representative of the internal auditor should attend all meetings.
- (5) A representative of the external auditor:
 - (a) should attend all meetings; and
 - (b) must attend meetings where the draft annual financial report and results of an external audit are on the meeting agenda.

8. Business at meetings

8.1 Order of business

Unless otherwise agreed with the chairperson the order of business for meetings should follow the example set out below:

- (a) welcome;
- (b) acknowledgement of traditional owners;
- (c) present, absent and apologies;
- (d) granting of leave of absence;
- (e) confirmation of minutes of previous meetings;
- (f) conflict of interest disclosure;
- (g) risk management reports;
- (h) fraud prevention report;
- (i) internal and external audit report
- (j) Council policy and procedure compliance report;
- (k) Council financial and performance reporting;
- (l) notices of motion;
- (m) notices of rescission;
- (n) urgent business;
- (o) foreshadowed items;
- (p) closure of meeting.

8.2 Annual work program

- (1) An annual work program must be adopted at or before the last meeting each calendar year for the following calendar year.
- (2) The annual work program should set out a program of meetings, reports, internal audits, and committee activities including the timing of the committee annual committee performance assessment and biannual audit and risk reports to the Council.

9. Minutes

- (1) Unconfirmed minutes must be provided in draft form within 2 weeks after the meeting.

- (2) Unconfirmed minutes must not be published on Council's website.
- (3) A report summarising the meeting content will be included in the agenda of the next practicable Council meeting.

Functions and responsibilities

10. Risk management

- (1) The committee must monitor and provide advice on risk management systems and controls.
- (2) For the purpose of clause 10(1) monitoring processes may include:
 - (a) Reviewing significant strategic and emerging risks;
 - (b) Receiving reports on significant control failures;
 - (c) Monitoring major lawsuits;
 - (d) Reviewing compliance investigations;
 - (e) Monitoring the development and implementation of the risk management framework;
 - (f) Reviewing the risk profile and risk appetite annually.

11. Fraud prevention

- (1) The committee must monitor and provide advice on fraud prevention systems and controls.
- (2) For the purpose of clause 11(1) monitoring processes may include:
 - (a) Monitoring the development and implementation of the fraud prevention framework;
 - (b) Reviewing councillor expenses;
 - (c) Reviewing credit card expenditure;
 - (d) Receiving reports on major fraud incidents.

12. Internal and external audit

- (1) The committee must oversee internal and external audit functions.
- (2) For the purpose of clause 12(1) oversight processes may include:
 - (a) Facilitating discussion between the internal and external auditors to promote compatibility, to the extent appropriate, between their audit programs;
 - (b) Discussing the external audit strategy;
 - (c) Reviewing the interim management letter;
 - (d) Reviewing the final management letter;

- (e) Monitoring the status of external audit actions;
- (f) Recommending to the Chief Executive Officer the appointment of an internal auditor;
- (g) Endorsing the internal audit program;
- (h) Reviewing internal audit project reports;
- (i) Monitoring the status of internal audit actions;
- (j) Monitoring the status of committee meeting actions.

13. Council policies and procedures

- (1) The committee must monitor the compliance of Council policies and procedures with the overarching governance principles and with the Act and the regulations and any Ministerial directions.
- (2) For the purpose of clause 13(1) monitoring processes may include receiving reports on the level of compliance of major council policies and procedures with the overarching governance principles, the Act, the regulations, and Ministerial directions.

14. Council financial and performance reporting

- (1) The committee must monitor Council financial and performance reporting.
- (2) For the purpose of clause 14(1) monitoring processes may include:
 - (a) Reviewing the most recently reported financial statements;
 - (b) Reviewing the most recently reported council plan project status report;
 - (c) Reviewing the most recently reported council plan measures report;
 - (d) Review the annual financial statements and performance statement having considered implications of accounting standards, policies, and practices, processes used to make material accounting estimates, material adjustments arising from the external audit process and material variances from prior years.
 - (e) Recommending adoption of the annual financial report, financial statements, and performance statement to Council.

Definitions

Act	<i>Local Government Act 2020</i>
Agenda	A document containing the date, time and place of a meeting and a list of business to be transacted at the meeting



Associates of Council	Contractors working in-house, staff on exchange, members of Special Committees, members of Advisory Committees, volunteers, work experience students or graduate placements who perform work for Council as well as external suppliers and other contractors and subcontractors.
Chairperson	The chairperson of a meeting and includes an acting, temporary and substitute chairperson.
Chief Executive Officer	The person occupying the office of Chief Executive Officer of the Council, and includes a person acting in that office.
Committee	The Audit and Risk Committee established by the Council under section 53 of the Act.
Committee meeting	A meeting of the committee convened in accordance with the governance rules and includes a scheduled meeting and an unscheduled meeting.
Compliance investigations	Investigations conducted by the Independent Broad-based Anti-corruption Commission, Victorian Ombudsman, Victoria Auditor General’s Office, Victoria Police, other regulatory authorities or by a monitor or commission of inquiry established under the Act.
Council	The Wangaratta Rural City Council comprised of elected councillors and led by the Mayor.
Council	The Rural City of Wangaratta, led by the Chief Executive Officer.
Councillor	A councillor of the Council.
Council meeting	A meeting of the Council convened in accordance with the governance rules.



Delegate	A member of Council staff to whom powers, functions and duties have been delegated by an instrument of delegation.
Independent member	A member of the committee who is not a councillor or a member of Council staff.
Major council policies and procedures	Policies and procedures which set out Council's position on an issue or set of issues to guide decision-making and the exercise of power in respect of decisions that impact on the lives and wellbeing of residents, ratepayers, visitors, and businesses. Examples may include policies regarding access to services, funding of capital works, allocation of community resources, allocation of Council grant funding, management of risks and policies related to councillors, councillor support arrangements, committees of Council and councillor conduct.
Major lawsuits	Lawsuits that that have a consequence rating of major or catastrophic and have a likelihood rating of likely or almost certain and that are not effectively transferred to a third party or parties.
Meeting	A Council meeting or a committee meeting.
Member	A member of the committee.
Minutes	The official record of the proceedings and decisions of a meeting.
Significant control failure	A failure of a control that has, or has the potential, effect of changing a consequence rating to major or catastrophic and a likelihood rating to likely or almost certain.
Significant strategic and emerging risk	Strategic and emerging risks assessed with a high or extreme risk rating.

